

# ***Money As A Weapon System Afghanistan***

***(MAAWS-A)***



***USFOR-A Pub 1-06***

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## **INTRODUCTION**

Welcome to Afghanistan and Operation Enduring Freedom (OEF). OEF is a dynamic, full spectrum operation encompassing both lethal and nonlethal operations. OEF presents an incredibly complex and challenging fiscal environment. U.S. Forces may operate as part of a NATO organization, if assigned to the International Security Assistance Force (ISAF), or as U.S. Forces Afghanistan (USFOR-A), outside ISAF. Money As A Weapon System-Afghanistan (MAAWS-A) applies only to use of USFOR-A Title 10 funding.

The MAAWS-A is the USFOR-A Financial Management Policy and a commander's guide to the resources available in this complex and dynamic contingency operation. **The MAAWS-A is compiled by USFOR-A J8, but is a collection of information developed by the appropriate functional communities/experts. *NOTE: Exceptions to this policy are only possible where the MAAWS-A is the defining/originating document.*** *The majority of specific policy contained in the MAAWS-A is driven by higher authority. Where this is the case, exceptions must be made through the appropriate functional owner of the applicable overarching guidance. An exception to the MAAWS-A is insufficient.*

Multiple funding streams, rapid paced operations, and very unique and unusual circumstances present many challenges. USFOR-A J8 can only accomplish its mission through the cooperative and collaborative efforts of our combined legal, financial, and contracting elements. Therefore, it is imperative that you know your business and develop good working relationships with your partners. The complexity of our mission, combined with the relatively short length of tours, make it essential to develop good communications and effective working relationships as quickly as possible.

Leaders must know available funding resources and how to legally and best apply them in order to maximize their use. This MAAWS-A is published to educate/advise you on how to financially resource operations here in Afghanistan. It will serve as a financial road map to assist you in navigating the myriad of funding challenges and issues that will arise during your time in Afghanistan.

Fiscal stewardship is the responsibility of all leaders and all must set the example as good stewards of the taxpayers' dollars. Our resources are not unlimited; therefore, we must strive to maximize the effectiveness of all available resources. There are a number of programs, processes, and reporting requirements designed to ensure that requirements are properly validated and that resources are applied efficiently and effectively. The intent of these requirements is to provide flexibility while maintaining adequate controls to provide reasonable assurance against fraud, waste, and abuse.

Supporting the Commander's intent is our mission; we should do so to the best of our ability. However, "following orders" is not a valid excuse for ignoring or circumventing US Code, fiscal law, regulations, or policies. There is a legal means to accomplish virtually every legitimate requirement. It is our duty and responsibility to find the right way to execute, which will not always be the fastest way. Remember that we are accountable for our actions regardless of where or under what circumstances we operate. Do not compromise your ethics to "make it happen."



The policies and procedures promulgated in this manual will assist in accomplishing our collective mission while adhering to principles of good financial stewardship. My office is always here to assist you in successful mission accomplishment. The MAAWS-A is a tool to get you started on the path of obtaining your requirements. Do not hesitate to call on the J8 team, or any of the other functional experts listed, for additional guidance and assistance.

A handwritten signature in black ink, appearing to read "William E. Rapp".

**WILLIAM E. RAPP**  
**Major General, U.S. Army**  
**Deputy Commander, Support**  
**United States Forces- Afghanistan**



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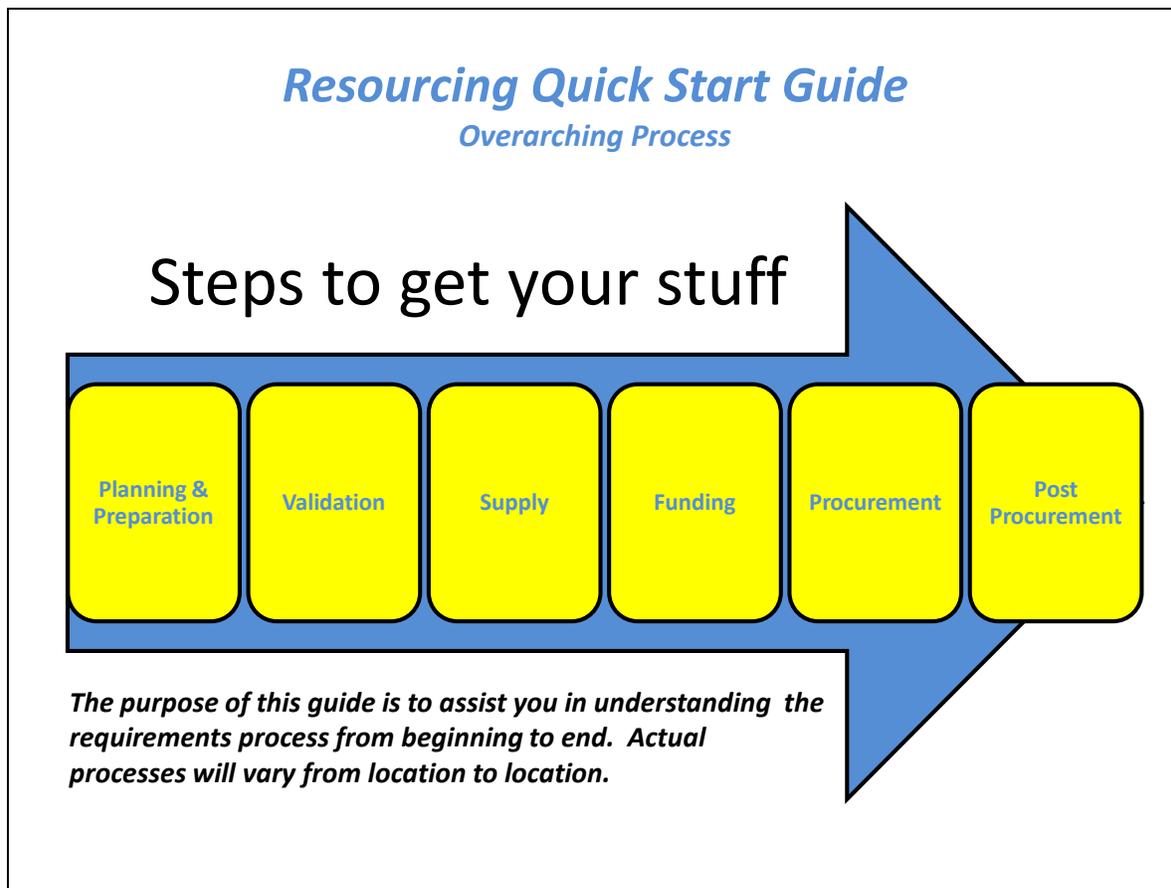
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## Resourcing Quick Start Guide



The Resourcing Quick Start Guide is intended to provide you with the overall concept of operations from requirements inception to payment of the vendor. Within this guide, you will find both specific guidance for the Combined and Joint Operations Area—Afghanistan (CJOA-A) and general guidance which should be clarified by local processes/procedures. This guide will also refer you to specific procedures elsewhere in the MAAWS-A.

USFOR-A J4 has also instituted a training class which brings functional experts together to discuss their pieces of the requirements process. USFOR-A J4 will conduct training at HQ USFOR-A and via Adobe Connect for remote training. Contact J4 to obtain latest class dates.

Requiring Activities are encouraged to seek business advice from the servicing Regional Contracting Center (RCC) during the requirement generation phase of the project.

## PLANNING AND PREPARATION

### *Resourcing Quick Start Guide* *Ground Truths*

Relative time required to take a requirement from idea to receipt



- Take ownership of your requirement from beginning to end
- No one has more control over when you receive your goods/services than you
  - The biggest obstacle to getting what you want on time is insufficient planning/lead time – you control 100% of this process; Plan 2-3 months out and you will get what you need on time
  - Generally, the more it costs, the longer the necessary lead time
  - Remaining steps can work quickly but not magically
  - Your role does not stop until the services or procurements in complete

Nowhere in the resourcing process is the ultimate and timely success of a requisition influenced more than in this stage. If the right foundation is developed here, the successful conclusion of every other step is enhanced. If planning and preparation fail, subsequent steps will fail or be prolonged while the planning catches up.

In this rapidly changing theater, there will frequently be emergency requirements. This does not eliminate the steps. It simply requires each step to be accomplished more rapidly.



## Resourcing Quick Start Guide

### Planning and Preparation

Big Idea	Define the Requirement	Spend Plan
<ul style="list-style-type: none"><li>• What do you want to do?</li></ul>	<ul style="list-style-type: none"><li>• Who</li><li>• What</li><li>• Where</li><li>• When</li><li>• Why</li><li>• How</li></ul>	<ul style="list-style-type: none"><li>• Due Monthly. The Spend Plan is due the 15<sup>th</sup> of each month to USFOR-A J8.</li><li>• Items <u>must be</u> validated to receive funding</li><li>• Un-validated requirements will be funded when possible</li><li>• Consider lead time</li></ul>
Package Preparation – (General)		
<ul style="list-style-type: none"><li>• Staff Action Cover Sheet</li><li>• Funding Document (PR&amp;C/MIPR): Reference MAAWS-A for specific instructions</li><li>• Letter of Justification (LOJ): Memo for Record (MFR) describing 5 “W”s</li><li>• Statement of Work: For Services - Detailed description of service required</li><li>• Quotes : ≤ \$30K, One Quote; ≥ 30K, Three Quotes – Contact your RCC for details</li><li>• Independent Government Cost Estimate (IGCE): Required when quotes are not available/possible</li><li>• Appointment/Training of COR (Contracting Officers Representative): Nomination letter +3 Training Certificates</li><li>• Last Step: Legal Review – Obtain from SJA; They will require all of the above</li></ul>		

### Four-Step Planning Process

**Step 1: Identify the requirement.** To the extent possible, you must anticipate requirements through deliberate planning.

- Keep abreast of current operations to anticipate near-term needs.
- Gather information from planning meetings to anticipate longer term needs.
- Review old contracts to learn when periods of performance expire – your CORs are invaluable in this process.

**Step 2: Define the requirement.** *No other step has greater bearing on success than this step.* What you do here will serve as the basis for legal, funding and contracting decisions in future steps. Determine the 5 “Ws” (who, what, where, when and why). Your determination of the need will provide the JARB/JFUB the information to approve/validate your requirement.

**Step 3: Prepare your spend plan** – local requirements for the spend plan may vary but will consist of the same general elements. See [Spend Plan](#) section of MAAWS-A for these specific details:

- The Spend Plan is due the 15<sup>th</sup> of every month to USFOR-A J8 for the following month.



- Submit with sufficient time to allow for procurement lead time and funding.
- Include validated and unvalidated requirements. (see chapter on Validation of Requirements)
- Afghanistan is a requirements driven theater. Funding is received from the Army Budget Office via ARCENT for validated requirements.
- Unvalidated requirements are important for situational awareness and will be funded as possible once validated requirements have been met.

**Note:** *USFOR-A will submit a monthly spend plan to ARCENT G8 NLT the 25<sup>th</sup> of each month for the following month.*

**Step 4:** Prepare the requirement for either validation or funding. More details can be found in the GPC, Reachback, JARB, and JFUB sections of this document but generally a requirements package consists of:

- Staff Action Cover Sheet
- Completed funding document (See [PR&C](#) or [MIPR](#) sections to determine what's required)
- Letter of Justification (LOJ) describing the 5 “W’s” from Step 2 above
- A [Statement of Work](#) (SOW) for services – Contact your servicing Contracting Office for templates
- Quotes: < \$30,000, One Quote; ≥ \$30,000, Three Quotes; Note: Internet quotes are authorized; contact your local Regional Contracting Center (RCC) for details.
- Independent Government Cost Estimate (IGCE): Required whenever items are not “off the shelf”. The RCC needs this to compare against received bids
- Appointment of Contracting Officers Representative (COR) for services and certain certain supply items that might require significant inspection and processing as determine by the Contracting Officer.
- Legal Review – Obtain from your local SJA for items costing ≥ \$10,000



## VALIDATION

### *Resourcing Quick Start Guide*

#### *Validation*

All requirements must be validated by appropriate board

(See Threshold **Table 1** for exceptions/approval authority)

- JARB – Joint Acquisition Review Board – Generally  $\geq$  \$200K for special interest items; USFOR-A J4 is the theater process owner
- JFUB – Joint Facilities Utilization Board – Generally  $\geq$  \$100K; USFOR-A ENG is the process owner
- SuperCARB – Super Combined Acquisition Review Board  $\geq$  \$10M; ARCENT is the process owner; submission is through the J4
- **Validation does not guarantee funds, they are requested through the Spend Plan process**

All funding requirements are subject to the force of US Law. In order to balance efficiency with proper oversight, USFOR-A combines a mixture of signature thresholds and validation boards to minimize risk. For details, please see the [Validation of Requirements](#) and [Validation Threshold](#) section of the MAAWS-A.

Additionally, specific instructions for the [JARB](#) and [JFUB](#) are provided in their own sections of the MAAWS-A.



## **SUPPLY, FUNDING and PROCUREMENT**

<b>Resourcing Quick Start Guide</b> <i>Supply / Funding / Procurement</i>	
<b>Supply – J4</b>	<b>Servicing Area Support Team (AST)</b>
<ul style="list-style-type: none"><li>• Provide Requisition # depending on local procedures</li><li>• Provide Supply Officer Signature</li><li>• Follow Theater Provided Equipment SOP</li></ul>	<ul style="list-style-type: none"><li>• Reviews Pkg for Completeness</li><li>• Matches Against Spend Plan</li><li>• Provides Line of Accounting (LOA/Fund Cite)</li><li>• Certifies documents</li><li>• Commits Funds in RMT</li><li>• Forwards to Contracting or performing activity</li></ul>
<b>Procurement: Contracting (PR&amp;Cs)</b>	
<ul style="list-style-type: none"><li>• Awards contract – PR&amp;Cs</li><li>• Performs requested action</li><li>• Provides copy of contract to requesting organization</li><li>• Provides obligation documents to the AST</li><li>• Coordinates with requesting organization with any follow-on questions.</li></ul>	

### **Supply**

The Federal Supply System (FSS) allows units to purchase items with National Stock Numbers (NSN).

**Units and organizations must first use the FSS for all requisitions.** Units and organizations in theater have the highest priority for fills and as such should receive items requisitioned thru this system in a shorter period of time. Circumventing this system has caused many problems in the receipt of items, inventory, property book accountability, and payment.

To obtain NSN items outside of the FSS, a requested items' list must reflect a backorder code of "BB" and a memorandum signed by the supply officer must accompany the PR&C to order the commodities. Proper preparation of the PR&C ensures Theater Provided Equipment (TPE) is properly identified, tracked, and accounted for after receipt.

Supply requirements vary according to location. USFOR-A J4 has published the *Afghanistan Theater Property Book Office Standard Operating Procedures* dated 19 November 2011 which contains specific guidance for Theater Provided Equipment (TPE) and its part in the validation process.



## PR&Cs for Commodities Purchases:

The justification memorandum will be included with all PR&Cs. Additionally, the DA Form 3953 will be provided to the Theater Property Book Team (TPBT) to request a document number (Block 2) and the Theater Property Book Officer (TPBO) signature (Blocks 32-33). A justification memorandum is not required for Field Ordering Officers (FOO) requests but the request should be accompanied by a spend plan from the FOO.

1. Signing DA Form 3953: Block 10 (Name of person to call for additional information) of the DA Form 3953 must be the same person who signs in Block 28 (Initiating Officer). This person must be on a valid DA Form 1687 (Notice of Delegation of Authority-Receipt for Supplies, at the Theater Provided Equipment Property Book office. The intent is the person signing in Block 10 and Block 28 is an individual with some appreciation for supply procedures and property accountability. This is also the person responsible for initiating a DD Form 250 upon receipt. The person signing the DD Form 250 is already authorized on the DA Form 1687 to sign for TPE equipment and is knowledgeable enough to submit the DD Form 250 to the Property book team and thus closing the loop in respect to establishing supply accountability for contracted equipment.
2. All units drawing FOO Funds from finance are required to come to the TPBO with all SF 44's, receipts and DD Form 250 for any property book items purchased. Units must also bring the DA 3953 used to draw the funds. The TPBO will review all documents to verify all property book items have been accounted for. Once all items are accounted for, the TPBO will provide the unit with a FOO clearance memo.
3. PR&Cs that have been disapproved by RM, Contracting, and/or the Joint Acquisition Review Board (JARB) will be returned to the servicing TPBT for document number closure NLT 72 hours after disapproval. The disapproving agency should provide the reasons for disapproval.
4. A PR&C that is cancelled by the unit must also be cancelled at the TPBO with the requiring activity sending an email or memorandum to the TPBO.

## PR&Cs for Leases:

Procedures for All Terrain Vehicles (ATV), Material Handling Equipment (MHE), and Non-Tactical Vehicle leases follow the same processes, but Non-Tactical Vehicles obtained through commercial lease additionally will be accounted for by the TPBT IAW DA PAM 710-2-1 Para 4-37. Listed below are the procedures to obtain commercial lease vehicles:

1. Submit a PR&C (DA Form 3953 – request for NTV) and a Letter of Justification through the proper channels (TPBT, RM, etc...) to obtain the required signatures and document number prior to submission to the Joint Acquisition Review Board (JARB).



2. Once the PR&C is approved by the JARB, the contracting office will award the contract to a vendor and coordinate delivery of the vehicles to the installation TMP. The gaining unit will ensure the TPBT is notified as soon as the new vehicle(s) (leased or otherwise) arrive so they can be accounted for properly.
3. The TPBT accounts for the vehicles on the unit's TPE hand receipt using a DD Form 250 prepared by the contracting office.
4. All commercial vehicles/NTV's with leases of over 6-months or bought through GSA or contracting will be posted to the TPE Property Book IAW DA PAM 710-2-1 Chap-4, Para 4-37.
5. Blanket Purchase Agreement (BPA)/Bulk Funds will obtain a document number from the servicing TPBT for all PR&C processing.

Requisition numbers are required on any funding document to be processed (PR&C or MIPR). A Property Book Officer (PBO) signature is required on PR&Cs in block 31-33 to ensure items purchased are accounted for.

Requisition numbers tie local requirements to the accounting system and ultimately the contracting system.

Requisition numbers are a 14 digit number broken down as follows:

- Positions 1–6: Units DODAAC (Department of Defense Activity Address Code) The DoDAAC is a six-position code that uniquely identifies a unit, activity, or organization that has the authority to requisition and/or receive materiel. Contact your unit G/J/S4 for details/assignment.
- Position 7: Last digit of current year or fiscal year depending on local practice
- Positions 8-10: Julian Date
- Positions 11-14: Sequential number of requirement as defined by local practice

### **Funding**

USFOR-A is a requirements driven command. Funding is received from ARCENT based on validated requirements submitted on the monthly [spend plan](#). USFOR-A J8 has established Area Support Teams (ASTs) across the CJOA-A to support the financial needs of its supported units. Each RM Office collects a monthly spend plan from its supported units/organizations. RM Office's roll up spend plans to USFOR-A J8 NLT the 15<sup>th</sup> of each month.

RM Offices provide local guidance to their supported units. As mentioned previously, ARCENT funds validated requirements. This means only those items that have been JARB/JFUB/SuperCARB validated or signed by the appropriate approval authority (see [Validation of Requirements](#) section of the MAAWS) receive funding consideration. All other items serve as situational awareness only.

It is accepted that many requirements in this rapidly evolving theater will emerge as urgent and not have the opportunity to undergo listing on the spend plan prior to need.



USFOR-A J8, through its Area Support Teams (ASTs), will support to the extent funding is available. Units should understand that these “pop-up” requirements necessarily take funds from validated/funded requirements in order to meet mission priorities. Properly validating the “foreseen” requirements provides the flexibility to accommodate the unforeseen.

#### General Process:

1. Unit identifies a requirement and obtains proper validation via signature (as appropriate) or by validation board. Validation Board will return requirement to the customer – The **board will not forward for funding.**
2. Unit puts the requirement on the appropriate spend plan. Timing should allow for necessary procurement actions.
3. When ready, the unit forwards the package to the appropriate RM Office for funding via **NIPR** email (or according to local RM Office procedures). A package generally includes:
  - a. Complete JARB or JFUB approved package with appropriate funding documents
  - b. If the package does not require a JARB or JFUB, most common requirements include:
    - 1) Funding document – signed by appropriate authority
    - 2) Legal review if  $\geq$  \$10,000 (Legal review memo or stamp at SJA’s discretion).
    - 3) Letter of Justification detailing requirement/need
    - 4) Statement of Work if construction and/or service
    - 5) COR documentation as necessary
    - 6) Quotes as necessary
4. The RM Office will “certify” funds and place a line of accounting on the document. The RM Office will then forward to the indicated Contracting office (if a PR&C) or to the servicing activity (if a MIPR).

### **Funding Responsibilities**

HQ USFOR-A administers Title 10 funding for the entire CJOA-A. USFOR-A funding is executed through its Area Support Teams strategically placed across Afghanistan. USFOR-A funding does not mean it must be forwarded to HQ USFOR-A for execution. Validated Title 10 requirements should flow through their servicing RM Office for funding. If there are funding shortfalls, HQ USFOR-A J8 will work with the requiring RM Office and will cross level funding across RM Offices to meet mission needs. It will not fund shortfalls directly.

#### **Exceptions:**

1. The Combined Security Transition Command—Afghanistan (CSTC-A) conducts a separate validation board for validated Title 10 requirements. CSTC-A supported units should follow procedures provided by CSTC-A.

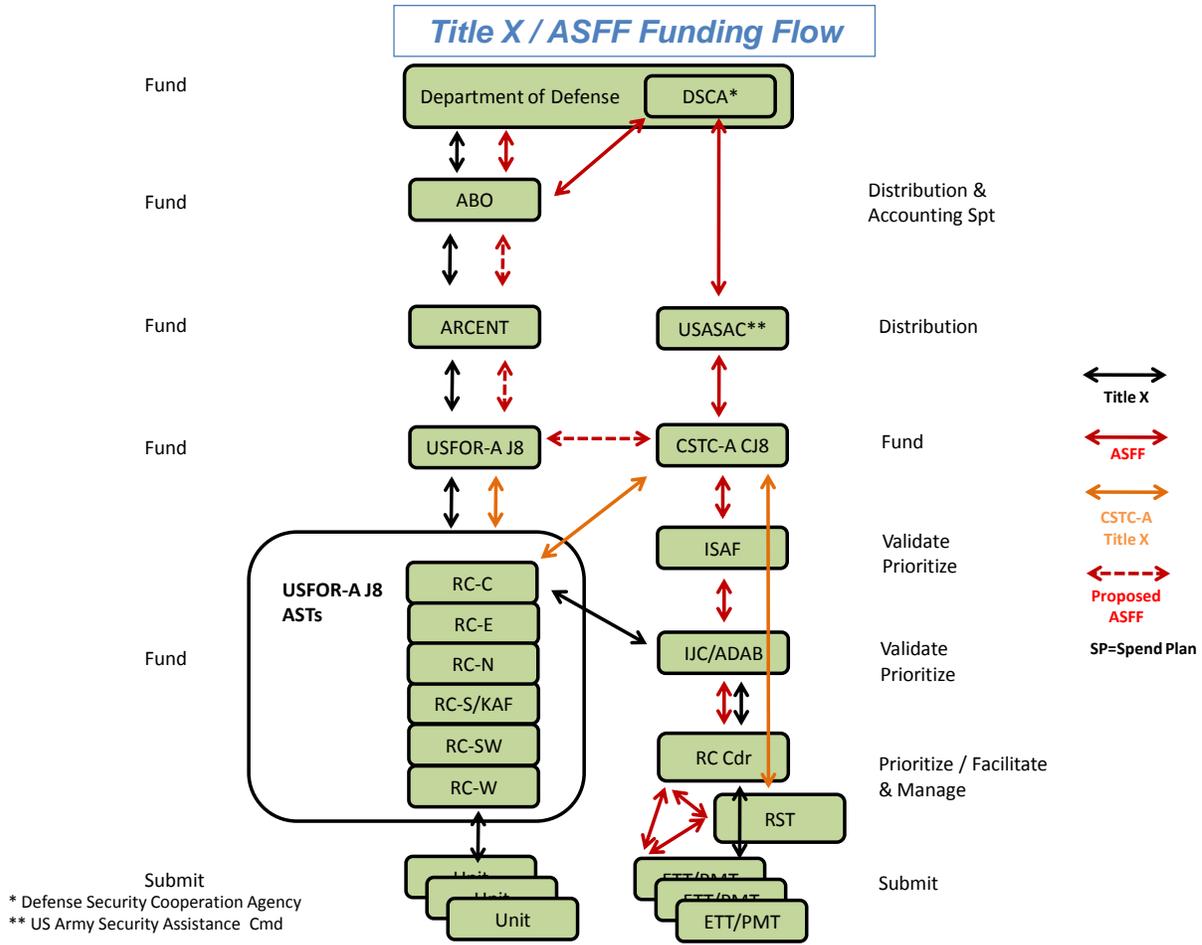


2. Use of Afghan Security Force Funds (ASFF), administered by CSTC-A, is outside the scope of the MAAWS-A and is subject to specific procedures put in place by CSTC-A. An [overview of ASFF](#) funding can be found in the [Types of Funding](#) section of the MAAWS-A.
3. ISAF Joint Command (IJC), Afghanistan Development Assistance Bureau (ADAB) and subordinate Embedded Trainers and Police Mentors (ETT/PMT) requirements will be handled according to IJC processes. IJC FINCON will submit validated requirements to the appropriate AST.



## Title 10/ASFF Funding Flow

The following chart shows the general flow of funding or access to funding for both Title 10 and ASFF funds. Title 10 funds are held at the RM Office or higher level. Arrows subordinate to the RM Office represent access to funding. CSTC-A holds ASFF funding.



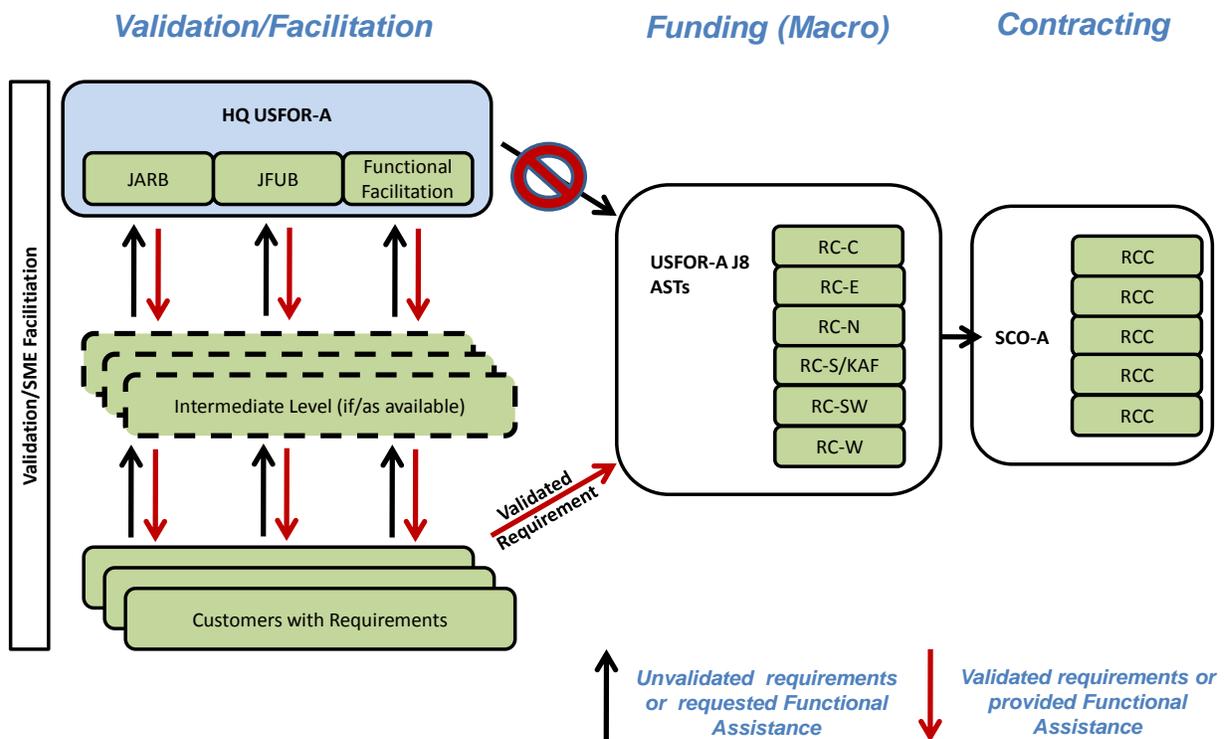


## USFOR-A Relationship between Validation, Staff Facilitation, Funding and Contracting

The following chart represents the relationship between requirements validation (or HQ or Intermediate level staff assistance/facilitation) and the proper path for funding and subsequent contracting action.

Customers needing requirements validation should pass the requirement up established channels to the appropriate board level. The board then returns validated requirements to the customer for entrance into the funding process. Similarly, request for SME or Staff assistance should follow established chain of command for a response, and then be returned to the customer for further action.

The customer then provides the servicing RM Office with the validated requirement for further processing. The RM Office will automatically forward the funded document to the servicing contracting office (or in the case of a MIPR, to the performing activity).





## PROCUREMENT

For specific questions, contact your Regional Contracting Center (RCC).  
Additionally: See specific sections in the MAAWS-A on:

- Field Ordering Officer (FOO)
- Statement of Work (SOW)
- Letters of Increase (LOI)

### SMALL PURCHASE REACHBACK (SPR)

#### A. PURPOSE:

SPR is a means of processing requirements exceeding unit GPC thresholds for stateside purchases but ≤ \$15,000 by sending those requests to the CONUS-based Rock Island Contracting. Since this entails remote processing, effective written communication is critical.

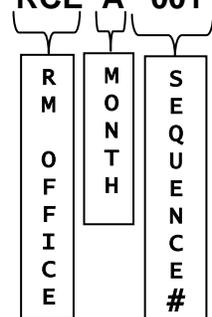
#### B. GUIDELINES:

Use the following guidelines in theater:

1. Units will submit a PR&C to the RM Office. All commodity PR&Cs must receive a Requisition Number in block 2 assigned by the local TPE office per the TPE SOP.
2. The RM office will assign a Reachback tracking number to the PR&C which will be placed in block 1 of the PR&C and will consist of the following: **RCE A 001**

**RCE** - Identifies the RM office:

RCE=RC-East  
RCS=RC-South  
RCSW=RC-Southwest  
RCC=RC-Central  
RCN=RC-North  
RCW=RC-West



**A** - Identifies the month:

A= October	G= April
B= November	H= May
C= December	J= June
D= January	K= July
E= February	L= August
F= March	M= September

**001** - Identifies the sequence number for each PR&C



3. The RM office will add the tracking number to the Document Control Register (DCR) in a separate tab.
  4. The RM office will complete the Small Purchases Reachback Checklist and assemble the package.
  5. The RM office will forward the Small Purchases Reachback Package to include the PR&C to the appropriate Senior Contracting Officer – Afghanistan (SCO-A) Reachback LNO (Liaison Officer) via a scanned email and cc the appropriate USFOR-A Desk Officer. The Reachback LNO email address is [NKCSCOA-ARICC.org@afghan.swa.army.mil](mailto:NKCSCOA-ARICC.org@afghan.swa.army.mil). Units should not contact Reachback directly for status updates; rather, units must coordinate through their servicing RM office.
  6. Reachback will make the purchase and charge their GPC accordingly.
  7. Reachback will send the monthly bill to USFOR-A, who will then breakout the bill and forward it to the appropriate RM office for reconciliation.
  8. RM offices will update the DCR by highlighting in GREEN purchases that were charged for the month and highlighting in RED what was not charged.
  9. USFOR-A will consolidate all charges and forward one MIPR to Reachback for the monthly charges.
- C. **Assistance:** Units may contact their servicing RCC for assistance with requirements sent to the SPR cell.



## **GOVERNMENT PURCHASE CARD (GPC)**

- A. **PURPOSE:** To outline the USFOR-A policy and procedure on the use of Government Purchase Cards (GPC) in support of Theater operations.
- B. **GUIDELINES:** Government Purchase Cards are not issued or managed in theater. Units shall bring active cards to theater from home station to make purchase in accordance with the following guidelines:
1. **Recommend use unit GPCs as a last resort. Please use other avenues, i.e., SPR and FOO programs.**
  2. Units must provide the following information to their servicing RM office before the initial GPC purchase in theater.
    - a. Home Station Organization
    - b. Budget POC at Home station who will receive the MIPR
    - c. DSN of Budget POC
    - d. E-mail address of Budget POC
  3. Units must submit PR&Cs with requested purchases to their servicing RM office to pre-validate requirements.
  4. Each individual purchase will not exceed \$3,000 for supplies, \$2,500 for services, and \$2,000 for minor construction. (AR-715-xx)
  5. Do not split purchases to get around the \$3,000 limit.
  6. Prohibitions for purchases with the Government Purchase Card are the same for those of a Field Ordering Officer, in addition to other restriction placed on the cardholder by the home station. The card remains under the control of the Home station during the deployment.
  7. Units will include GPC requirements in their approved monthly spend plan. USFOR-A will not reimburse home station for unauthorized purchases.
  8. Maximum amounts per month are as follows, unless the GPC card itself has a lower limit. The lower limit will dictate the authorized amount per month:

<b>UNIT SIZE</b>	<b>MONTHLY</b>
Battalion/Company or equivalent	\$ 3,000
Brigade/Equivalent	\$10,000
GO Command HQ	\$12,000
  9. At the end of the billing period, the credit card holder will provide their list of purchases, copies of receipts, and a memorandum from the Property Book Officer and credit card statement to the servicing resource management office.



10. After reviewing the documents in #8, the Resource Manager will provide a Military Interdepartmental Purchase Request (MIPR) to the home station POC identified in #1 to reimburse for GPC expenditures in Theater.

**C. UNAUTHORIZED GPC USE/PURCHASES:**

Cash advances	Aircraft Fuel
Telecommunication Equipment	Wire Transfers
Foreign Currency	Travel Related Purchases
Bottled Water	Vehicle rental
Clothing	Ammunition
Give away items: Novelty items, Plaques, awards, mementos	
Food and Refreshment (exception when using Official Representative Funds)	

**D. ITEMS FREQUENTLY REQUIRING PRE-APPROVAL:**

Printing (Must use Defense Automated Printing Service)  
Hazardous Materials  
Video Equipment and Materials

**E. AUTHORIZED GPC PURCHASES (Not all Inclusive):**

Office Supplies:

Paper	Binders
Staplers	Tabs
Pens and Pencils	Notebooks
Desk Accessories	Highlighters and Markers
Rulers	Paper Clips
Tape	Bulletin/Dry Erase Boards
Batteries	

Equipment:

File Cabinets	Calculators
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ADP Equipment:

Mouse and Keyboard	Diskettes/CD Storage
UPS	Cords, Cables



## **POST PROCUREMENT**

### ***Resourcing Quick Start Guide***

#### *Post Procurement*

#### **Critical Action** – Vendor will not get paid without this

- Receive goods or services
- If property book, work w/J4 and PBO to coordinate receipt
- If not property book; take necessary actions to receive the goods or services (escorts/delivery schedule, etc....)
- Obtain Invoice – should be given to you upon delivery or it can be emailed to you – Hard copy at delivery is preferred
- Complete DD250 Receiving Report
- Match DD250 with Invoice and send to Contracting (vendor invoice data must be 100% match to get the vendor paid expeditiously)

### **DD250 Receiving Report**

No procurement action is complete until the DD 250 Receiving Report step is properly completed to include specific item nomenclature and serial numbers (if applicable) in order for payment to be made and for TPE to accurately post equipment to the unit's property book. The Vendor Pay Section of the Defense Finance and Accounting Service (DFAS) cannot make payment for goods or services nor can TPE accurately account for items purchased unless a receiving report is properly completed and completely matches the invoice.

#### **Steps:**

1. Receive the services or products from the vendor. Do not complete DD250 if only partial services are rendered, if goods are damaged, or if all requested products are not provided.
2. If these are property book items, work with your Theater Property Book Officer (TPBO) to coordinate receipt. For property book items, the authorized unit representative (i.e. S-4, commander, supply sergeant) is responsible for closing out suspense documents provided to the Theater Property Book Team (TPBT) by submitting the signed DD Form 250. The DD Form 250 is used to pay the vendor and post items or equipment on the unit's property book using an assigned document number within 72 hours. The TPBT will file the DD 250 over the original PR&C in the supporting document file. The TPBT will review the PR&C file monthly to ensure unit compliance with current procedures. The unit



representative will conduct a monthly face to face reconciliation of all open transactions with their servicing TPBT. The TPBT will not support any PR&C requests from units with delinquent hand receipts. Failure to comply with the above procedures will result in no clearance documents for RIP/TOA. Suspended accounts will not stop a PR&C dealing with Life Support or Force Protection from being processed.

3. Obtain an invoice from the vendor/service supplier.
4. Complete the DD250 according to the information provided on the invoice and/or contract provided to you.
5. Match the DD250 to the invoice and send to your servicing Regional Contracting Center (RCC).
6. Upon receipt of the DD250, the RCC will verify information and forward to the servicing finance office (Vendor Pay Section) or to DFAS for payment.
7. In some cases the DD250 can be used as both the vendor invoice and the receiving report. In this case the contracting officer will complete the DD250 at the time of contract award and will send it to the contractor along with the contract documents. This DD250 will then be submitted by the contractor as an original invoice. In this case, the end user need to merely verify receipt of the goods or services listed in blocks 15-20. Then complete blocks 21 and 22 IAW instructions and forward to the RCC for further processing.



## DD250 Instructions (see form below):

- Block 1: Enter the contract number, BPA Call #, and order number as applicable
- Block 2: n/a
- Block 3: n/a
- Block 4: n/a
- Block 5: Enter "NET 30". All theater contracts are "Net 30"
- **Block 6: Enter the invoice date and invoice number – these must match the invoice**
- Block 7: Page number(s) as applicable
- Block 8: n/a
- **Block 9: Enter the company name and address from the invoice/contract**
- Block 10: Enter the address of the contracting office (RCC) awarding the contract
- Block 11: Use only if different than block 9
- Block 12: Enter the address of the finance office making the payment. This must match that of what is on the contract. i.e. DFAS Rome or Camp Eggers Finance Office.
- Block 13: Enter the name of the unit accepting the goods or services and their address
- Block 14: n/a
- **Block 15: Enter the CLIN (Contract Line Item) from the contract and Invoice. Do not roll up into a lump sum unless reflected on the invoice**
- Block 16: Enter the description of items/services rendered and any associated payment information (prior payments, totals, remaining payments) as applicable
- Block 17: How many of the items are being purchased
- Block 18: Unit of measurement or time being purchased/serviced
- Block 19: Price for every item/unit being purchased/provided
- Block 20: Total amount for every line item. Enter a grand total at the bottom
- Block 21: Block b. must be signed by an authorized person in a position to have all the pertinent requirement information and ability to confirm acceptable delivery.
- Block 22: Same as Block 21

Note: the same person can sign both block 21 and 22. Highlighted block are key to expeditious vendor payment.





## **DD1354 Transfer & Acceptance of DoD Real Property**

**NOTE:** For full guidance of the DD1354 and Real Property acceptance, see UFC 1-300-08 at [www.wbdg.org/ccb/DOD/UFC/ufc\\_1\\_300\\_08.pdf](http://www.wbdg.org/ccb/DOD/UFC/ufc_1_300_08.pdf). A PDF version of the DD1354 is available at [www.dtic.mil/whs/directives/infomgt/forms/eforms/dd1354.pdf](http://www.dtic.mil/whs/directives/infomgt/forms/eforms/dd1354.pdf).

The DD Form 1354, Transfer and Acceptance of DoD Real Property, is an instrument used by Military Services and WHS to accept new construction or capital improvements, to transfer real property assets between Services, or to document inventory adjustment (found on site) assets into the real property inventory.

Different acquisition methods typically require different types of the DD Form 1354. Completion of each type of the DD Form 1354 is illustrated in the table below.

<b>Acquisition Type</b>	<b>Draft</b>	<b>Interim</b>	<b>Final</b>
New Construction	X	X	X
Capital Improvement	X	X	X
Transfer Between Services			X
Inventory Adjustment			X

In general, the following play a role in the DD Form 1354 process: Construction Agent, Sponsoring Entity, Real Property Accountable Officer (RPAO) or Approved Accepting Official, Realty Staff, Directorate of Public Works/Facilities Management Office/Base Civil Engineer (DPW/FMO/BCE).

The above are key participants in the transfer and acceptance process. In some instances, the same person may perform more than one of the roles. Other participants, such as safety and fire inspectors, contracting officers, and construction contractors, may also play a role in the transfer and acceptance process.

### **Steps:**

1. When a new construction project is awarded, the COR should draft the DD1354.
  - The construction agent, in most cases the COR, has responsibility to ensure that the appropriate DD Forms 1354 are prepared and furnished to the sponsoring entity and/or RPAO/approved accepting official.
  - The construction agent notifies the sponsoring entity that construction is substantially complete, and schedules an inspection. The inspection for quality workmanship with the contractor, the facility acceptance inspection by the RPAO/approved accepting official, and the facility review with the sponsoring entity, typically occur simultaneously.
2. Once the construction agent, sponsoring entity, inspection engineers, RPAO and other approving parties attending the inspection have agreed that the construction is acceptable, the construction agent accepts the construction from a contractor on behalf of the government using contract procedures [In the CJOA-A, these procedures may include the DD250].



3. The construction agent then provides the DD Form 1354 and other supporting documentation to the RPAO or approved accepting official for acceptance into the federal inventory, which is the placed-in-service date.
  - The construction agent shall include a copy of contractual deficiencies as an enclosure to the DD Form 1354 and reference it in block 26.
  - Government liability starts upon occupancy or formal acceptance of the real property asset, whichever comes first. Occupancy of new construction or improvements should not occur prior to government acceptance of the real property asset.
4. After acceptance of the real property asset, the construction agent operates in an oversight capacity to ensure contract deficiencies, if any, are corrected.
5. Upon contract completion, the final DD Form 1354 is completed and signed and DD Form 1594 Contract Completion Statement is attached. This form is the contract community's document that indicates all contract requirements have been met (all invoices have been paid, all claims resolved, etc.) and the files are ready to be retired.



## DD Form 1354 Instructions (see form below):

Full instructions are available on Page 2 of the DD1354.

- **Block 1 From:** Name of the transferring agency.
- **Block 2 Date Prepared:** Date of actual preparation. Enter all dates in YYYYMMDD format (Example: March 31, 2010 = 20100331).
- **Block 3 Project/Job Number:** Project number on a DD Form 1391 or Individual Job Order Number.
- **Block 4 Serial Number:** Sequential serial number assigned by the preparing organization (e.g., 2010-0001).
- **Block 5 To:** Name and address of the receiving installation, activity, and Service of the Real Property Accountable Officer (RPAO).
- **Block 6 RPSUID/SITENAME/INSTCODE/INSTNAME:** Real Property Site Unique Identifier and Site Name or Installation Code and Installation Name where the constructed facility is located.
- **Block 7 Contract Number(s):** Contract number(s) for this project.
- **Block 7a Placed-In-Service Date:** RPA Placed In Service Date. This is the date the asset is actually placed-in-service.
- **Block 8 Transaction Details.**
- **Block 8a Method of Transaction:** Mark (X) as many boxes as apply.
- **Block 8b When/Event:** When or event causing preparation of DD Form 1354. X only one box.
- **Block 8c Type:** Draft, interim, or final DD Form 1354. X only one box.
- **Block 9 Item Number:** Use a separate item number for each facility, no item number for additional usages.
- **Block 10a Facility Number:** Assigned in accordance with the Installation/Base Master Numbering Plan.
- **Block 10b RPUID:** Real Property Unique Identifier - Identified in Real Property Inventory.
- **Block 11 Category Code:** The category code describes the facility usage.
- **Block 12 Catcode Description:** The category code name which describes the facility usage.
- **Block 13 Type Code:** Construction Type Code - Type of construction: P for Permanent; S for Semi-permanent; T for Temporary.
- **Block 14 Primary Unit Of Measure:** Area unit of measure; use the unit of measure associated with the category code selected in 11.
- **Block 15 Primary Unit of Measure Quantity:** The total area for the measure identified in Item 14. Use negative numbers for demolition.
- **Block 16 Secondary Unit of Measure:** Unit of Measure 2 is the capacity or other measurement unit (e.g., LF, MB, EA, etc.).
- **Block 17 Secondary Unit of Measure Quantity:** The total capacity/other for the measure identified in Item 16.
- **Block 18 Cost:** Cost for each facility; for capital improvements to existing facilities, show amount of increase only. If there is no increase for the capital improvement, enter N/A.
- **Block 19 Fund Source:** Enter the Fund Source Code for this item.



- **Block 20 Funding Organization:** Enter the code for the organization responsible for acquiring this facility.
- **Block 21 Interest Code:** RPA Interest Type Code. Enter the code that reflects government interest or ownership in the facility.
- **Block 22 Item Remarks:** Remarks pertaining only to the item number identified in Item 9; show cost sharing.
- **Block 23 Statement of Completion:** Typed name, signature, title, and date of signature by the responsible transferring individual or agent.
- **Block 24 Accepted By:** Typed name, signature, title, and date of signature by the RPAO or accepting official.
- **Block 25 Property Voucher Number:** Next sequential number assigned by the RPAO in voucher register.
- **Block 26 Construction Deficiencies:** List construction deficiencies in project during contractor turnover inspection.
- **Block 27 Project Remarks:** Project level remarks and continuation of blocks.

DD Form 1354



TRANSFER AND ACCEPTANCE OF DoD REAL PROPERTY										Form Approved OMB No. 0704-0188				
										PAGE	OF	PAGES		
<p>The public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and reviewing and revising the collection of information. Send comments relating to this burden estimate or this collection of information, including suggestions for reducing the burden, to the Office of Management and Budget, Paperwork Project Director, Information Management Division, 1155 Defense Pentagon, Washington, DC 20301-1155 (0704-0188). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.</p> <p><b>PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE ABOVE ORGANIZATION.</b></p>														
1. FROM (Organization Name)			2. DATE PREPARED (YYYYMMDD)			3. PROJECT/JOB NUMBER		4. SERIAL NUMBER			8. TRANSACTION DETAILS			
5. TO (Organization - Installation Code and Name)			6. RPSUID/SITENAME/ INSTCODE/INSTNAME			7. CONTRACT NUMBER(S)		7a. PLACED-IN-SERVICE DATE (YYYYMMDD)			b. WHENEVENT (X one) <input type="checkbox"/> TOTAL ASSET PLACED-IN-SERVICE <input type="checkbox"/> PARTIAL ASSET PLACED-IN-SERVICE			
9. ITEM NO.	10a. FACILITY NO.	10b. RPUID	11. CATEGORY CODE	12. CATCODE DESCRIPTION	13. TYPE CODE	14. PRIMARY UM	15. PRIMARY UM QUANTITY	16. SECONDARY UM	17. SECONDARY UM QUANTITY	18. COST	19. FUND SOURCE	20. FUND ORG	21. INTER-EST CODE	22. ITEM REMARKS
23. STATEMENT OF COMPLETION. The facilities listed hereon are in accordance with maps, drawings, and specifications and change orders approved by the authorized representative of the using agency except for the deficiencies listed on the reverse side.														
a. TRANSFERRED BY (Typed Name and Signature)						b. DATE SIGNED (YYYYMMDD)						24.a. ACCEPTED BY (Typed Name and Signature)	b. DATE SIGNED (YYYYMMDD)	
c. TITLE (Area Engr./Base Engr./DPW/Construction Agent)												c. TITLE (DPW/RPAO)	25. PROPERTY VOUCHER NUMBER	

Adobe Professional 8.0

PREVIOUS EDITION IS OBSOLETE.

DD FORM 1354, SEP 2009



## **TYPES OF FUNDING**

In this AOR, there are likely some funding sources with which you are familiar and perhaps a few that are new. The following funding programs and authorities are among the most common sources of support for your mission:

- A. Operation and Maintenance, Army (OMA)
- B. Afghanistan Security Forces Fund (ASFF)
- C. Other Procurement, Army (OPA)
- D. Military Construction/Contingency Construction Authority (CCA)
- E. Official Representation Funds (ORF)
- F. Rewards Program
- G. Title 22 vs. Title 10
- H. Commander's Emergency Response Program (CERP): See Separate USFOR-A MAAWS-A CERP SOP
- I. Afghanistan Reintegration Program (ARP): See Separate USFOR-A MAAWS-A ARP SOP

Discussion of each major funding source follows.



## **OPERATION AND MAINTENANCE, ARMY (OMA)**

### **A. PURPOSE:**

OMA funding is used to provide resources required to conduct and sustain combat operations. OMA is the life-blood of US military daily operations. Almost everything U.S. forces do on the battlefield is either directly or indirectly influenced or supported by OMA. USARCENT provides funds for our OMA requirements. **Overseas Contingency Operations (OCO, formerly GWOT) funding is a separate authorization of Army OMA funding and is what we execute in theater. OCO funds are specifically allocated to fund OEF and OND.**

### **B. GENERAL GUIDANCE/USES:**

OMA funds mission critical sustainment requirements that include supplies, equipment, administrative support, contract services, leased services, minor repairs, minor construction, and travel expenses.

1. Operations and Maintenance Army funding is appropriated by Congress for the U.S. Army to execute its Title 10 functions. The use of OMA is limited to those congressionally authorized activities for which funds are specifically appropriated. Unit and USFOR-A resource managers are the first line of defense to ensure funds are used for the proper purposes. Specific questions on the appropriate use of OMA funds should be referred to fiscal law experts in the Staff Judge Advocates office and/or your comptroller organization.
2. Requirements funded by USFOR-A OMA become accountable US Government property tracked on Theater Property Books unless the requirement is a service contract. Exceptions must be defined in the Theater Provided Equipment (TPE) SOP or provided by the 3/401<sup>st</sup> Army Field Support Battalion (AFSB).
3. OMA is for US Forces only and should not be used to fund ISAF, IJC, NATO or other non-DoD missions.

### **C. BACKGROUND:**

Because USFOR-A uses OMA for most of our theater funding, the following background is provided to facilitate your understanding of this source of funding. OMA funds are tied to the fiscal year (FY) which is a 12 month period that begins on 1 October and ends on 30 September.

1. **Authorization:** Every year Congress passes the National Defense Authorization Act (NDAA) which authorizes the appropriation of funds for the Department of Defense. This authorization does not have budget authority. It usually sets restrictions and limitations on what the Appropriations Act will contain.



2. Appropriation Act: After the NDAA bill is passed, Congress then works with the President to develop and pass a law that appropriates money for the Department of Defense. This law (Appropriation Act) has the actual budget authority that allows the Department of Defense to spend money previously authorized.
3. Continuing Resolution (CR): If Congress has not passed the Defense Appropriation bill by 30 September for the next fiscal year, it will often pass a law called a CR. This law provides authority to the government to continue operations. You cannot fund requirements beyond the period authorized under the CR nor exceed the amount spent over the same period of time as in the previous FY. Generally “new start” provisions of a CR do not apply to items funded by OMA. Constraints arise based on specific language in the CR and its duration. **CR guidance is provided each year and overrides MAAWS-A requirements.**
4. Appropriation: When Congress appropriates money to the Department of Defense, it divides money into different types depending on their purpose (use) and time available to support requirements. The general types include: Military Personnel (pay and benefits); Procurement (aircraft, missiles, weapons, vehicles, etc.); Research, Development, Testing and Evaluation; Military Construction (permanent buildings); and Operations & Maintenance.
5. Operations and Maintenance – Army (OMA): OMA is used for day-to-day expenses of training exercises, deployments, operations and maintenance of facilities, etc. Everything U.S. forces do on the battlefield is either directly or indirectly influenced/supported by OMA. Because laws restrict the time, period, purpose, and amount of money used for requirements, it is important to be aware of what the restrictions and limitations are when planning requirements.
6. Period of Execution: Each appropriation has different time windows in which they remain available for new obligations. These windows are defined by law. The period of execution for OMA is 1 year (01 October to 30 September). This means that a contract initiated in current year can only use current year money. Even if the contract performance crosses fiscal years, the project can be funded and completed with the same year appropriation used to start the project to a maximum of twelve months. **For example**, if a funds increase is needed for that contract in FY12 and the change is within scope, it will need to come out of the FY11 funds held at ARCENT, if they are available. When possible, new OMA-related contract starts and contract renewals should avoid September and October. It is strongly recommended you coordinate the start and/or renewal of your annual support contracts outside of this window to improve their probability of receiving adequate funding. Realize that initiation of a new requirement during the 1<sup>st</sup> quarter of a fiscal year may be considered as a prohibited ‘New Start’ if the DoD is under a Continuing Resolution (CR). See the CR guidance and SJA Fiscal Lawyer or local RM Office to determine if this may affect your requirement.



#### D. LIMITATIONS:

OMA CANNOT be used for the requirements listed below. This list is not all inclusive; when in doubt seek guidance from your comptroller's office and/or the Staff Judge Advocate. **The absence of a prohibition does not convey authorization.**

1. Generally, units cannot use these funds for purchases of investment items or personal property or systems of personal property equal to or in excess of \$250,000. However, this dollar amount is known to fluctuate so check with USFOR-A J8 and SJA to determine the threshold. See [Validation of Requirements](#) section of the MAAWS-A for most of the current limitations.
2. Projects with funded construction costs (as defined in DA PAM 420-11) of \$750,000 or more. See the [Validation Section](#) of the MAAWS-A for most current limitation. Contact USFOR-A JENG for specific use requirements.
3. Projects with repair costs greater than or equal to \$750,000 when the repair to replacement ratio is greater than 50%, will need ARCENT approval.
4. Cannot be used for subsistence of military personnel (food, bottled water, ice, etc.).
5. Cannot be used to purchase "in lieu of" substitutions for Military Table of Equipment (MTOE) items.
6. Cannot be used to purchase items centrally managed unless authorized specifically by an [Operational Needs Statement \(ONS\) & Joint Urgent ONS \(JUONS\)](#).
7. Cannot be used to purchase gifts or individual awards, except for specifically authorized awards programs coordinated through the appropriate departments (such as Safety Awards).
8. Cannot be used to fund NATO, IJC, ISAF or missions of Coalition Forces. However, there are times when support can be provided to these organizations on a reimbursable basis. There is an ACSA/Lift and Sustain information paper on SJA website.
9. Cannot fund Afghan National Security Force (ANSF) requirements (messing, lodging, training, force protection, etc) unless on a reimbursable basis.



## **AFGHANISTAN SECURITY FORCES FUND (ASFF)**

### **A. PURPOSE:**

Congress provides the Afghanistan Security Forces Fund (ASFF) as a means to help Afghanistan transition toward self governance and improved security. ASFF are used to build, train, equip, partner, mentor, and sustain the Afghanistan National Security Forces (ANSF). ASFF is a special purpose form of Title 10 funding - often incorrectly referred to as Title 22 funds. The Commanding General of the Combined Security Transition Command - Afghanistan (CSTC-A) has primary U.S. responsibility administering ASFF.

### **B. REFERENCES:**

1. USARCENT Publication 1-06, Army Financial Management Operations in the CENTCOM AOR, 16 May 2007.
2. National Defense Authorization Act for Fiscal Year 2011, P.L. 111-383.
3. Duncan Hunter National Defense Authorization Act for Fiscal Year 2009, P.L. 110-417.

### **C. GENERAL GUIDANCE/USES:**

1. The CSTC-A goal is to build sustainable capacity and capability of the Afghan National Security Force (ANSF), consisting of the Afghanistan National Army (ANA), Afghanistan National Police (ANP). A self-sustaining ANSF will set the conditions to allow the government of Afghanistan to neutralize violent extremists while protecting the nation's borders, maintaining security, and increasing police primacy. The Coalition's goal is to build the ANSF's capacity to the point of Full Operational Control (FOC). FOC is defined as the point at which the ASF sustains itself with the capability to execute acquisition, budget, dispersal, consumption, and disposal with limited assistance from Coalition Forces. Until the ANSF obtains FOC, ASFF funding provides an important interim resource by which Coalition units may continue to advise, partner, mentor and assist the ANSF by supplying certain basic operational needs.
2. All ASFF requirements are funded directly by CSTC-A. Title 10 OMA funds may not be used for the purpose of supporting the ANSF. Conversely, ASFF cannot be used to support OMA Title 10 requirements for U.S. Soldiers and organizations.
3. Any questions concerning ASFF support requirements in direct or indirect support of the ANSF should be directed to the CSTC-A CJ8 comptroller and SJA.



## **OTHER PROCUREMENT, ARMY (OPA)**

### **A. PURPOSE:**

OPA is used to fund major end-item investments and/or table of authorization equipment to provide core capabilities to Army units. While OMA funds day-to-day operations, OPA is typically used for centrally managed items, large pieces of equipment, or systems that exceed established thresholds or is the purpose of some other major procurement account. Generally speaking, OPA is used to provide Modified Table of Equipment (MTOE) items for operational capabilities in Army units.

### **B. GENERAL GUIDANCE/USES:**

Tactical and support vehicles, major communication and electronic equipment, centrally managed items, or equipment/systems costing  $\geq$  \$250,000 – See [Validation of Requirements](#) section of the MAAWS-A for most current limitation. Generally speaking \$250,000 is the threshold. However, there are certain conditions where this limit is raised. SJA and Contracting will have the most up to date info. The JARB & JFUB process will identify the specific funding source.

### **C. PROCESS/LIMITATIONS:**

1. Due to the nature of this appropriation, OPA requires more planning lead-time than OMA. USFOR-A does not generally receive OPA funding.
2. When USFOR-A receives OPA, it is for the purchase of specific items. USFOR-A does not have discretionary OPA funds.
3. When OPA funds are required for the purchase of specific line items, USFOR-A J8 coordinates the request through ARCENT with Army Budget Office to fund OPA requirements.



## **MILITARY CONSTRUCTION (MILCON)**

### **A. PURPOSE:**

MILCON funding is required to execute infrastructure improvements supporting OEF operations. MILCON is for projects classified as construction where the construction costs exceed the \$750,000 limitation for OMA.

### **B. STATUTORY DEFINITION:**

**10 U.S.C. § 2801(a).** The term “military construction” includes “any construction, development, conversion, or extension of any kind carried out with respect to a military installation.”

### **C. REGULATORY DEFINITIONS:**

**FAR 36.102.** The term “construction” refers to the construction, alteration, or repair of buildings, structures, or other real property. Construction includes dredging, excavating, and painting. Construction does not include work performed on vessels, aircraft, or other items of personal property. The term “military installation” means “a base, camp, post, station, yard, center, or other activity under the jurisdiction of the Secretary of a military department or, in the case of an activity in a foreign country, under the operational control of the Secretary of a military department or the SECDEF.” **10 U.S.C. § 2801(c)(2).** Additional references are located at the USFOR-A SJA website.

### **WORK CLASSIFICATION DEFINITIONS:**

#### **1. CONSTRUCTION** - The term “construction” includes:

- The erection, installation, or assembly of a new facility;
- The addition, expansion, extension, alteration, conversion, or replacement of an existing facility;
- The relocation of a facility from one installation to another installation;
- Installed equipment (e.g., built-in furniture, cabinets, shelving, venetian blinds, screens, elevators, telephones, fire alarms, heating and air conditioning equipment, waste disposals, dishwashers, generators, and theater seats);
- Related site preparation, excavation, filling, landscaping, and other land improvements;
- For fiscal law purposes, “construction” does not include repair or maintenance (see definitions below). OMA may be used when the repair to replacement cost ratio is less than 50%, and the funded project cost is less than \$5,000,000. Accordingly, the key question is whether or not this project is



restoring function (maintenance) or is adding function or infrastructure that does not currently exist.

- When generators support real property they are treated as a funded construction cost.

## 2. MAINTENANCE AND REPAIR:

- **Maintenance:** *AR 420-1, Glossary, sec. II*, defines maintenance as the “work required to preserve or maintain a facility in such condition that it may be used effectively for its designated purpose.” It includes work required to prevent damage and sustain components (e.g., replacing disposable filters; painting; caulking; refastening loose siding; and sealing bituminous pavements).
- **Repair:** Statutory Definition. *10 U.S.C. § 2811(e)*. A “repair project” is defined as a project to restore a real property facility, system, or component to such a condition that the military department or agency may use it effectively for its designated functional purpose. Use of OMA funds to pay for repair costs is appropriate under *section 2811 and Department of Defense Financial Management Regulation (DoD FMR) 7000.14-R, Vol 2B, Chapter 8, Para 08105 and AR 415-15, Para 2-3b; AR 420-10; Memo, Asst. Chief of Staff, Installations Management, subject New Definition of Repair (4 Aug 1997)* stating repair means to restore a facility or facility component to such a condition that the Army may use it for its designated purpose but that the facility must exist and be in a failed or failing condition in order to be considered for a repair project. Note that AR 420-1 authorizes repair by replacement. Additional references are found at the USFOR-A SJA website.

**NOTE: For more information on OMA funds please see section on Operations & Maintenance, Army (OMA)**

## D. PROGRAM TYPES:

MILCON projects are subject to Title 10, United States Code, Chapter 169, Subchapter I, Sections 2801-2815. Information on MILCON funding streams and thresholds are identified below:

PROGRAM TYPE	PURPOSE	APPROVAL LEVEL
Major Construction “Specified”  <b>Referred to as:</b> Baseline/MPPL (Master Plan Priority List)	<b>What it Funds:</b> Major facility investment projects including all acquisition and/or construction, additions, expansions, extensions, conversions, alterations, or replacements of a facility to include all work necessary to produce a complete and usable facility or a complete and	<ul style="list-style-type: none"> <li>• Congress</li> <li>• Timeframe: Projects initially submitted for inclusion in the Program Objective Memorandum (POM) ~2-3 years prior to</li> </ul>



	<p>usable improvement to an existing facility as is specifically authorized by law.</p> <p><b>Threshold:</b> Projects greater than \$750,000 in construction costs</p> <p><b>Type of Appropriation:</b> MILCON (5 year appropriation). Congressional line-item authorization is required.</p> <p><b>Note:</b> This funding is only for steady state requirements at enduring locations as defined in the CENTCOM Theater Posture Plan (TPP)</p>	<p>year of execution (e.g., FY13-18 MPPL projects submitted to Service Components in Fall 2010).</p>
PROGRAM TYPE	PURPOSE	APPROVAL LEVEL
<p>Major Construction “Specified”</p> <p><b>Referred to as:</b> CCPL (Contingency Construction Priority List) or OCO (Overseas Contingency Operation)</p>	<p><b>What it Funds:</b> Major facility investment projects including all acquisition and/or construction, additions, expansions, extensions, conversions, alterations, or replacements of a facility to include all work necessary to produce a complete and usable facility or a complete and usable improvement to an existing facility as is specifically authorized by law.</p> <p><b>Threshold:</b> Projects greater than \$750,000 in construction costs</p> <p><b>Type of Appropriation:</b> MILCON (appropriation duration as authorized in the National Defense Authorization Act (NDAA) – typically 2 or 3 years). Congressional line-item authorization is required.</p> <p><b>Note:</b> Contingency MILCON is specifically for projects that directly support combat operations. OSD does not permit contingency MILCON requests for bases in the CENTCOM TPP unless they are located in Afghanistan and support current contingency requirements.</p>	<ul style="list-style-type: none"> <li>• Congress</li> <li>• Timeframe: Project usually submitted for inclusion in President’s Budget 18 months prior to year of execution (e.g., FY12 CCPL projects submitted to Service Components/CENTCOM in June 2010).</li> </ul>
PROGRAM TYPE	PURPOSE	APPROVAL LEVEL
<p>Minor Construction</p>	<p><b>What it Funds:</b> Congress provides</p>	<ul style="list-style-type: none"> <li>• Service Secretary</li> </ul>



<p>“Unspecified”</p> <p><b>Referred to as:</b> UMMCA (Army) P-341 (Air Force)</p>	<p>annual funding and approval for Unspecified Minor Military Construction (UMMC) projects in the Military Construction Appropriations Act to each military department; however, Congress does not break down these appropriations by project. These funds may be used to carry out UMMC projects not otherwise authorized by law. An UMMC project is defined as a military construction project with funded construction costs of \$2,000,000 or less (up to \$3,000,000 if the project is intended solely to correct an immediate deficiency that threatens life, health, or safety).</p> <p><b>Threshold:</b> Projects greater than \$750,000 and less than \$2,000,000 in construction costs (for life, health safety, threshold is \$3,000,000)</p> <p><b>Type of Appropriation:</b> MILCON (appropriation duration as authorized in the National Defense Authorization Act (NDAA) – typically 2 or 3 years)</p>	<ul style="list-style-type: none"> <li>• 21 day Congressional notification period (7 day if electronic)</li> <li>• Timeframe: Project approval will generally take between 6-9 months and can be submitted at any time as long as funds are still available.</li> </ul>
PROGRAM TYPE	PURPOSE	APPROVAL LEVEL
<p>2808 Reprogramming</p>	<p><b>What it Funds:</b> Allows Secretary of Defense to authorize MILCON projects that have not already been authorized by Congress and use already appropriated MILCON funding from bid savings or cancelled projects.</p> <p><b>Threshold:</b> Projects greater than \$750,000 in construction costs.</p> <p><b>Type of Appropriation:</b> MILCON (appropriation duration is the same as the original appropriation. For example, projects reprogrammed using FY11 OCO funds (a 3-year appropriation) would retain the 3-year appropriation authorized and funds would expire after 30 Sep 12).</p>	<ul style="list-style-type: none"> <li>• Secretary of Defense (w/Congressional notification)</li> <li>• Timeframe: Project approval will generally take between 6-9 months</li> </ul>
PROGRAM TYPE	PURPOSE	APPROVAL LEVEL



<p>Contingency Construction Authority (CCA)</p>	<p><b>What it Funds:</b> CCA is a fiscal authority (not a separate appropriation) that allows the use of OMA funds on projects which would otherwise require MILCON funding. Since approved CCA projects require OMA funds, close cooperation is required with USFOR-A J8</p> <p><b>Threshold:</b> Projects greater than \$750,000 in construction costs</p> <p><b>Type of Appropriation:</b> OMA (one year appropriation). Congress limits total project approval authority to levels specified in the NDAA (recently this has been \$300M in CCA authority for projects in Afghanistan)</p> <p><b>Note:</b> CCA projects must meet the following requirements:</p> <ul style="list-style-type: none"> <li>• Construction is necessary to meet urgent military operational requirements of a temporary nature involving the use of the Armed Forces in support of a declaration of war, the declaration by the President of a national emergency under Section 201 of the National Emergencies Act, or a contingency operation</li> <li>• Construction is not carried out at a military installation where the United States is reasonably expected to have a long term presence, unless the installation is in Afghanistan</li> <li>• The United States has no intention of using the construction after the operational requirements have been satisfied</li> <li>• The level of construction is the minimum necessary to meet the temporary operational requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Secretary of Defense (or as currently delegated to Under Secretary of Defense (Comptroller))</li> <li>• 10-day Congressional notification period (7 day if electronic)</li> <li>• Timeframe: Project approval will generally take between 6-9 months. Project can be submitted at any time as long as funds and authority are available. Typical cutoff for submissions is May of each year to ensure ability to award by end of the fiscal year.</li> </ul>
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**E. USFOR-A MILCON PROCESS:**

1. Installations will develop project requirements and submit to their applicable Joint Facilities Utilization Board (JFUB). The JFUB evaluates and reconciles



component requirements for real estate, the use of existing facilities, inter-service support, and construction/repair projects when conflicting or competing requirements materialize. The JFUB will review all facility requirements to include MILCON level projects. Due to approval levels, all MILCON requirements will be forwarded to the USFOR-A JFUB for review. MILCON submissions will consist of the following requirements:

- a. Operational Needs Statement (ONS)/Letter of Justification (LOJ) no more than 60 days old
  - b. DD Form 1391
  - c. Site Map & Location Map
  - d. Quad Chart
  - e. Legal Opinion from local SJA no more than 60 days old
  - f. Copy of Land Acquisition Request Form (if applicable)
  - g. Mayor letter
  - h. Explanation that requirements are for US Forces only
  - i. Reference to compliance Sandbook standards
  - j. ACSA CC35 when requirement supports Coalition Forces
2. A submission validated by the USFOR-A JFUB that exceeds OMA thresholds will be forwarded to the USFOR-A Military Construction (MILCON) Program Manager to develop submission package.
3. MILCON submission package will be sent through service components (typically ARCENT or AFCENT) for authorization and funding and to CENTCOM for concurrence and validation. In addition to the JFUB requirements identified above, the submission package will include:
- a. Endorsement letter signed by a General Officer including statement on how project adheres to strategic basing identified in Afghanistan Basing Strategy and other basing guidance documents.
  - b. Base Overview depicting current & projected:
    - 1) Population (US, Coalition, Afghans)
    - 2) Housing/DFAC capacity (reflecting initial, temporary & permanent facilities)
    - 3) Water Storage (amount and days of supply)
    - 4) Fuel Storage (amount and days of supply)
    - 5) Airfield capacities (MOG, R/W capability)
    - 6) Other applicable metrics
  - c. NATO Pre-Finance Statement
4. CENTCOM develops the MPPL for Baseline MILCON and the CCPL for Contingency MILCON. Service Components will submit MILCON requirements



through service specific channels/timelines.

**NOTE:** MILCON projects generally take a minimum of 6-9 months (for reprogramming, UMMC & CCA) and closer to 2 years (for MPPL/CCPL) prior to authorization/appropriation by Congress.



## **OFFICIAL REPRESENTATION FUNDS (ORF)**

### **A. PURPOSE:**

To outline guidance, criteria, and administrative instructions concerning Secretary of the Army Official Representation Funds (ORF).

### **B. REFERENCES:**

1. Department of Defense Directive (DoDD) 7250.13, Official Representation Funds.
2. AR 37-47, Representation Funds of the Secretary of the Army, 12 March 2004.

### **C. GENERAL:**

1. **Official Representation Funds** may be used to extend official courtesies, on a modest basis, to authorized guests. AR 37-47, paragraph 2-2, authorizes the use of ORF for the following reasons:
  - a. Hosting authorized guests to maintain the standing and prestige of the United States at home and abroad.
  - b. Luncheons, dinners, receptions, and participation at DoD sponsored events held in honor of authorized guests.
  - c. Entertaining local authorized guests to maintain civic and community relations.
  - d. Receptions for local authorized guests to meet with newly assigned Commander(s).
  - e. Official functions, floral wreaths, decorations, and awards in observance of foreign national holiday and similar occasions taking place in foreign countries.
  - f. Official Representation Funds may be used to purchase gifts and mementos for presentation to authorized guests in connection with official courtesies.
2. **Approval Authority.**
  - a. Management and authority of ORF will be retained by the Commander, USFOR-A. Authority may be delegated to General Officers in subordinate U.S. units within USFOR-A commands.
  - b. Authority to issue invitations to foreign authorized guests rests only with the Commander of USFOR-A.
  - c. The Commander, USFOR-A will review and approve all requests for ORF. Before each event, the requestor will provide a packet requesting the use of



ORF funds to the USFOR-A J8 for approval by the USFOR-A Commander. Once approved, USFOR-A J8 will provide funding to the appropriate Resource Management Area Support Team.

d. ORF request packets will consist of the following:

**1) Activities and Functions:**

- Letter of Justification
- Legal Review
- DA 3953 Purchase Request and Commitment
- Invitation list (See AR 37-47 Para. 2-5 for details )
- Vendor Quote

**2) Gifts and Mementos:**

- Letter of Justification
- Legal Review
- DA 3953 Purchase Request and Commitment
- Vendor Quote
- Intended Recipient List

e. Delegated Approval Authority/Gift Locker Establishment

For subordinate units with commanding generals, CDR USFOR-A can delegate approval authority allowing subordinate units to staff and approve their own ORF requests. Approval authority is granted in the form of a memorandum and supported legal review. PR&C's (DA 3953) for ORF requests can be signed by the delegated commanding general. USFOR-A J8 will provide a resource allocation document to the subordinate commands per approved ORF request. The unit's RM office will be responsible for managing as well as certifying the funds on the PR&C request. In addition, approved units will need to appoint the following positions:

- Records Keeper – maintains inventory of the gift locker, records names of recipients of gifts
- Certifying and Approving Official – certifies request is valid and in concurrence with ORF regulations
- Funds Custodian – tracks funding of ORF purchases for the unit

Appointments are made via DD 577 and signed by the delegated commanding general. Appointment documents are to be kept on file with the USFOR-A J8 ORF Funds Custodian. Quarterly reconciliation is required by each subordinate command with USFOR-A J8. All ORF purchases require SJA review.



### 3. **Limitations.**

- a. The minimum ratio of authorized guests to DoD personnel must be met before ORF funds can finance the total cost of the official courtesy. For parties of less than 30 total persons, a ratio of 1 authorized guest to 4 DoD personnel (20 percent) is required. For parties of 30 or more persons, a ratio of 1 authorized guest to 1 DoD person (or 50 percent) is required. If these minimum ratios are not met, see AR 37-47, Para 2-5b for additional guidance.
- b. Funds cannot be used solely for the entertainment of, or in honor of, DoD personnel except as specifically authorized by AR 37-47.
- c. Funds will not be used for the presentation to or acceptance by, DoD personnel of mementos/gifts of any kind except as provided by AR 37-47.
- d. Total value of gifts presented during official courtesies will not exceed \$335 per authorized guest. Mementos, such as coins, paperweights, lapel pins, and plaques, should cost less than \$50. Individual meals will not exceed \$25 for breakfast, \$35 for lunch, and \$50 for dinner.
- e. Funds cannot be used to purchase items not authorized in AR 37-47 unless an exception to policy is requested and approved by the Administrative Assistant to the Secretary of the Army prior to purchasing the gift. AR 37-47, paragraph 2-10b lists items for which no exception will be made.

### 4. **Funding.** The USFOR-A J8 office will:

- a. Centrally manage ORF funds for OEF-A.
- b. Maintain appointment orders for the Certifying/Approving Official (CAO) IAW AR 37-47, paragraph 3-1b.
- c. Consolidate and staff all ORF requests for USFOR-A Commander's approval.
- d. Provide a Resource Allocation Document to subordinate commands per approved ORF requests.

### 5. **Custodian and Inventory Control.**

- a. Subordinate commands requesting ORF will appoint, in writing, a Representation Funds Custodian (RFC).
- b. The RFC is responsible for maintaining central files for all purchases and functions utilizing ORF within their command. The SCJS/SGS will ensure the RFC maintains an ORF item inventory log and guest/attendance sheets.
- c. The RFC will conduct a monthly reconciliation of all ORF items and submit to USFOR-A J8 QTRLY.



## 6. **Gifts/Mementos (See AR 37-47).**

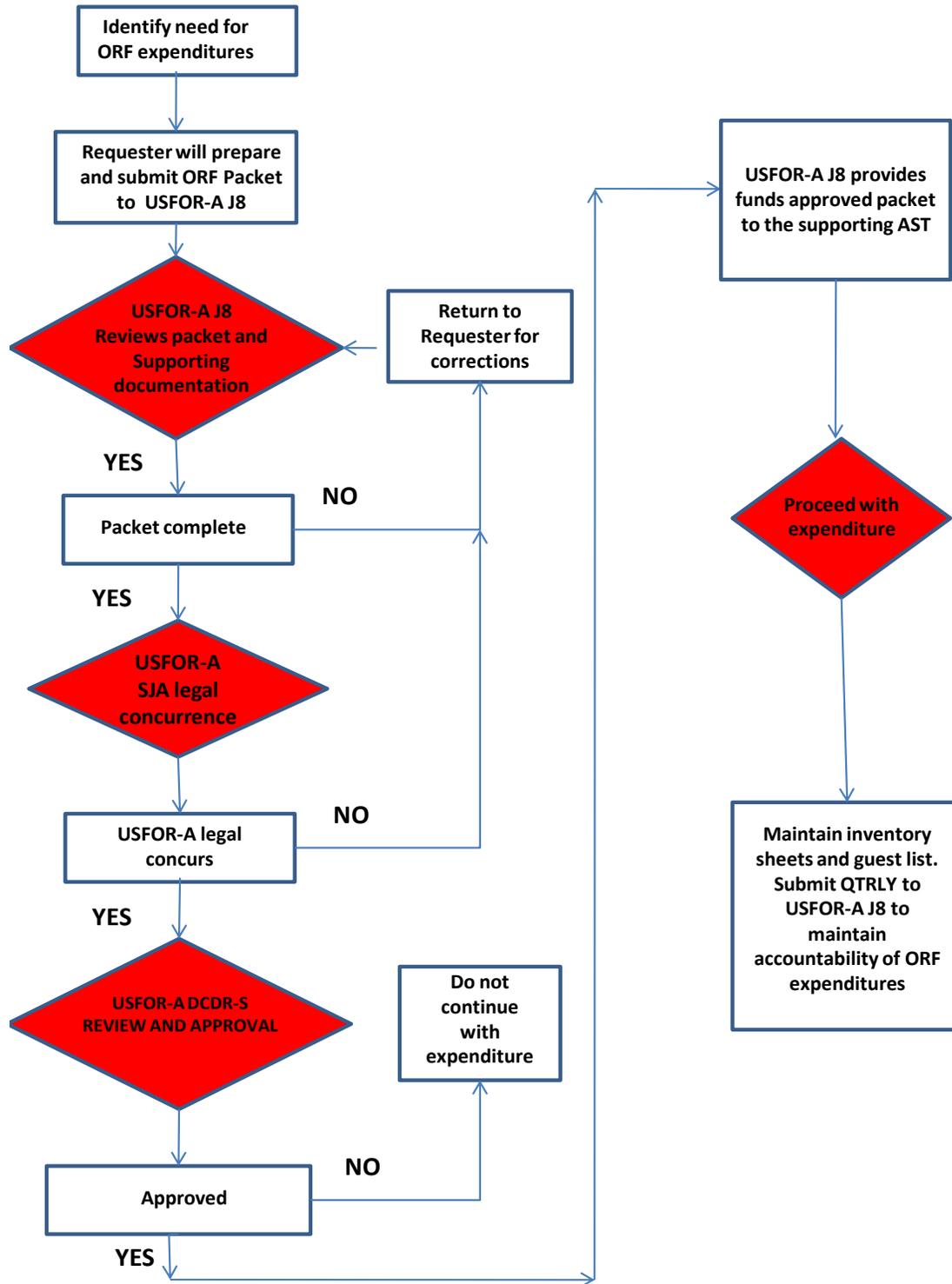
- a. Property of the US Government (GORTEX jackets, boots, uniforms, or other equipment and supplies) may not be presented as a gift or memento to DoD personnel or foreign government officials.
- b. Gifts may not be purchased with appropriated funds unless authorized by statute.
- c. Presentation of a gift or memento to DoD personnel is strictly prohibited.
- d. Total gift cost includes the basic purchase price, plus preparation costs for presentation (e.g. affixing logos, engraving, mounting in shadow boxes, gift-wrap, etc).
- e. The RFC is responsible for maintaining accountability of gifts. The RFC will conduct an inventory on a monthly basis and when the RFC is replaced. The results of each inventory will be annotated in an inventory log book. This log will also account for each gift purchased, and when and to whom it was presented. Inventory log must be submitted to the USFOR-A J8 QTRLY. The outgoing RFC will conduct a 100% inventory prior to relinquishing responsibilities to a new RFC. Official Representation Fund gifts and refreshments will be stored in a secure location with access only by the RFC. Biannually, the CAO and a non-interested officer will conduct an inventory of these items.
- f. Giving gifts, mementos, souvenirs or tokens of appreciation not covered by Reference 2 is considered to be a personal expense.

## 7. **Managers' Internal Control Program.**

Official Representation Funds will be identified on the USFOR-A Internal Control Plan as an assessable item. It will be scheduled for a formal evaluation IAW AR 11-2. The Internal Control Sections of tenant units will conduct and document an internal audit of their respective program annually. Results will be provided to the USFOR-A J8 HQ ORF program manager NLT 1 July each year.



## ORF Funding Flow Chart





# **REWARDS PROGRAM**

## **CONTENTS**

- A. [Purpose](#)
- B. [References](#)
- C. [General Guidance](#)
- D. [Authorization Levels](#)
- E. [Proponent](#)

### **A. PURPOSE:**

1. Under 10 U.S.C. Section 127b, the DoD Rewards Program authorizes the payment of monetary funds or like-kind payments to persons as a reward for providing United States Government personnel with information or non-lethal assistance that is beneficial to (1) an operation or activity of the Armed Forces conducted outside the U.S. against international terrorism or (2) for the force protection of the Armed Forces. This authority is useful to encourage local citizens to provide information and other assistance, including the delivery of dangerous personnel and weapons, to U.S. armed forces or coalition forces (CF) and government personnel.
2. The DoD Rewards Program makes available incentives that can be used to encourage this cooperation. 10 U.S.C Section 127b is broad in scope in order to provide maximum flexibility for commanders to implement the Rewards Program in the field. This allows units to pay rewards for information helpful to the CF and is not limited only to information leading to the capture of a High Value Individual (HVI) or seizure of weapons as outlined in this Standard Operating Procedure (SOP). The program's scope is, however, limited for specific pre-nominations and pre-approved categories in which reward payments are restricted to instances where the information leads to the "capture of wanted individuals or weapons." The DoD Rewards Program is not an intelligence program and is not intended to replace any existing programs.

### **B. REFERENCES:**

1. (U) 10 U.S.C. §127b, Assistance in Combating Terrorism.
2. (U) USCENTCOM Message dated 1 June 2010: CENTCOM Implementation Guidance for the DoD Rewards Program.
3. Deputy Secretary of Defense Memorandum, Subject: Implementation Guidance for DoD Rewards Program, 19 August 2008.
4. (U) Department of Defense Financial Regulation, Volume 12, Chapter 17, August 2008.



5. CENTCOM Message, 24 September 2008, Delegation of DoD Rewards Authority to Brigade Commanders.
6. CENTCOM Message, 25 June 2009, Designation of USFOR-A Rewards Authorization and Disbursement Officers.
7. USFOR-A DoD Rewards Program SOP, dated 1 November 2010.

**C. GENERAL GUIDANCE:**

1. Afghanistan culture does not view rewards the same way that Americans do. Higher reward amounts do not necessarily create greater incentives in the local population to “turn in their neighbors.” Large reward amounts for the Afghanistan people primarily provide an expeditious means to leave the country, and an average citizen and their family are at risk if they come into a sizeable amount of U.S. dollars. An Afghanistan culture focus group has advised that Afghans believe that an insurgent is “well connected” and therefore dangerous to them when a large reward for his capture/kill is posted. Therefore, they hesitate to provide CF with the target’s location for fear of retaliation and death. Advertising without listing specific dollar amounts can mitigate against this perception. Indiscriminately raising advertised reward amounts on lesser HVIs can therefore be counterproductive to achieving the intended effect of the DoD Rewards Program. Very little is paid out over the \$10,000 threshold, and lower rewards limit notoriety for insurgents. In the past, units have effectively reduced advertised rewards in order to send the message that a particular individual is not a significant “HVI celebrity.” Like-kind payments are authorized under the Rewards Program, and may be an effective method of rewarding cooperation while limiting risk to individuals, especially when using communal rather than individual rewards.
2. For additional guidance and procedures refer to Reference 7.

**D. AUTHORIZATION LEVELS:**

The authorization levels for program management and payment are:

1. O-6 Commanders and above are authorized less than or equal to \$10,000.
2. USFOR-A Commander must approve all rewards between \$10,001 - \$100,000.
3. CENTCOM Commander must approve all rewards between \$100,001 - \$1,000,000.
4. CENTCOM Commander is pre-approved to pay up to \$200,000 for information or assistance leading to the recovery of kidnapped US Service members, DoD contractors, or US federal civilian employees or the capture of individuals responsible for their kidnapping.



5. Rewards above \$1,000,000 and up to \$5,000,000 must be approved by the Secretary of Defense.

E. PROPONENT:

1. The proponent for the Rewards Program is the USFOR-A Rewards Program Manager and IJC Information Operations (IO) Plans Officer. DSN 318-449-9195 or SVOIP 308-449-9189.
2. Point of contact for reward funding is USFOR-A J8 DoD Rewards Funds Manager. DSN 318-436-7407 or SVOIP 308-532-0579.



## **TITLE 22 vs. TITLE 10**

### A. **GENERAL:**

One of the more common mistakes in referring to funding used for support of Afghan Security Forces is to call it “Title 22” or “Pseudo Title 22”. USFOR-A does not execute Title 22 funds in Afghanistan. The following provides a quick explanation of the differences.

### B. **TITLE 22 U.S. CODE:**

Funding is used to execute “Foreign Relations and Intercourse” under the Department of State.

- Most common use is Foreign Military Sales
- Neither USFOR-A or CSTC-A executes Title 22 funding

### C. **TITLE 10 U.S. CODE:** Funding is used for “US Armed Forces”.

1. Operations and Maintenance, Army (OMA) is the predominant appropriation used by USFOR-A
2. Afghan Security Forces Fund (ASFF) is a DoD Title 10 (DoD OMA) appropriation under administrative control of the Department of the Army:
  - Sometimes incorrectly characterized as “Pseudo Title 22” or “Pseudo FMS” which causes confusion.
  - Funds Infrastructure, Equipment, Training and Sustainment of ANA, ANP and Detainee Ops – cannot benefit US Troops or Coalition partners - Equipment includes items such as: weapons, vehicles, radios, helicopters, etc.

### D. **USFOR-A J8:**

- Administers Title 10 (OMA) funding through its various Area Support Teams
- Requirements are validated through the JARB/JFUB/SuperCARB process

### E. **CSTC-A CJ8:**

- Administers ASFF requirements through RSTs – Requirements are prioritized and/or validated through the IJC ADAB and ISAF.
- Administers OMA (through USFOR-A) – Requirements are validated through the CSTC-A Title 10 Board (and USFOR-A if threshold exceeded).



## **VALIDATION OF REQUIREMENTS**

### **A. INTRODUCTION:**

In order to balance efficiency with proper oversight, United States Forces in Afghanistan combine a mixture of expenditure thresholds and validation boards to minimize risk and ensure taxpayer funds are being expended on mission critical needs at the best value to the end users.

### **B. GENERAL:**

1. A requirement is a need for a resource to achieve a capability to accomplish an objective, mission, or task. Requirements may be for projects, services, purchases, construction, or a combination thereof. Requirements to be validated must be properly planned, researched, defined, and strategically sourced to balance Counter Insurgency (COIN) contracting guidelines, cost reasonableness, and best value determination to meet mission needs. Units should plan their requirements, however USFOR-A validates and sources those requirements within the CJOA-A IAW this publication.
2. USFOR-A J1 will coordinate on all requests for reimbursement of U.S. Government civilian salaries, prior to approval of the JARB. USFOR-A J1 coordination can be done prior to submission of the requirement to the JARB or in conjunction with the JARB's review. Contact your JARB to determine the most appropriate method.
3. Requirements must fill legitimate mission needs, and must be reviewed and validated based on established threshold levels and by appointed review authorities (see Table 1 below). The first level of review is always from the requiring activity (unit) submitting the request. Requirements up to \$10,000 may be reviewed and approved within the unit's chain of command. The second level of "formal" review is for requirement values exceeding \$10,000. All requirements at this level must have a legal review from the requesting unit. The next levels of review are the Joint Acquisition Review Board (JARB) for all requirements \$200,000 or higher, and Joint Facility Utilization Board (JFUB) for all requirements over \$100,000. JARBs and JFUBs are authorized at the Regional Command headquarters or USFOR-A level. There are also Special Interest Items that may or may not require JARB and JFUB validation. See ROE/Special Interest section.
4. The most common boards are the JARB, JFUB, and the ARCENT Super Coalition Acquisition Review Board (SuperCARB). The Commander's Emergency Response Program (CERP) also has a board that validates requirements to enable local commanders in Afghanistan to respond to urgent humanitarian relief and reconstruction projects and services that immediately assist the indigenous population and that the local population or government can



sustain. The Department of Defense (DOD) defines urgent as any chronic or acute inadequacy of an essential good or service that in the judgment of the local commander calls for immediate action.

5. The JARB, JFUB, and SuperCARB validate requirements for certain projects, services, purchases and leases. The USFOR-A J4 administers the JARB process and ensures impartiality. The JFUB validates facilities and construction requirements and is administered by USFOR-A JENG. SuperCARBs are conducted by USARCENT and are required for requirements  $\geq$  \$10,000,000 in value. The USFOR-A J4 is the conduit for SuperCARB submissions.

### **C. REFERENCES:**

1. USARCENT Publication 1-06, Army Financial Management Operations in the CENTCOM AOR, 15 April 2009
2. Automation Standardized Equipment Listing Updated 1 APR 09 (located on USFOR-A SharePoint: J6/JCURB/Shared Documents)
3. HQ CENTCOM Regulation 415-1, The Sandbook Standard, 17 October 2011

### **D. PURPOSE:**

This section establishes USFOR-A standard business practices for validating requirements.

### **E. APPLICABILITY:**

This SOP applies to all USFOR-A commands that are funded with USFOR-A Title 10 OMA funds. This validation process does not apply to CERP, ASFF, or Rewards funds. These are covered specifically in separate sections of this document or the CERP SOP.

### **F. REQUIREMENTS VALIDATION PROCESS:**

The requirements validation process is facilitated by the JARB and JFUB Program Managers, but ultimately, the unit is responsible to see the requirement identified, built, validated, and executed. This process is customer driven.

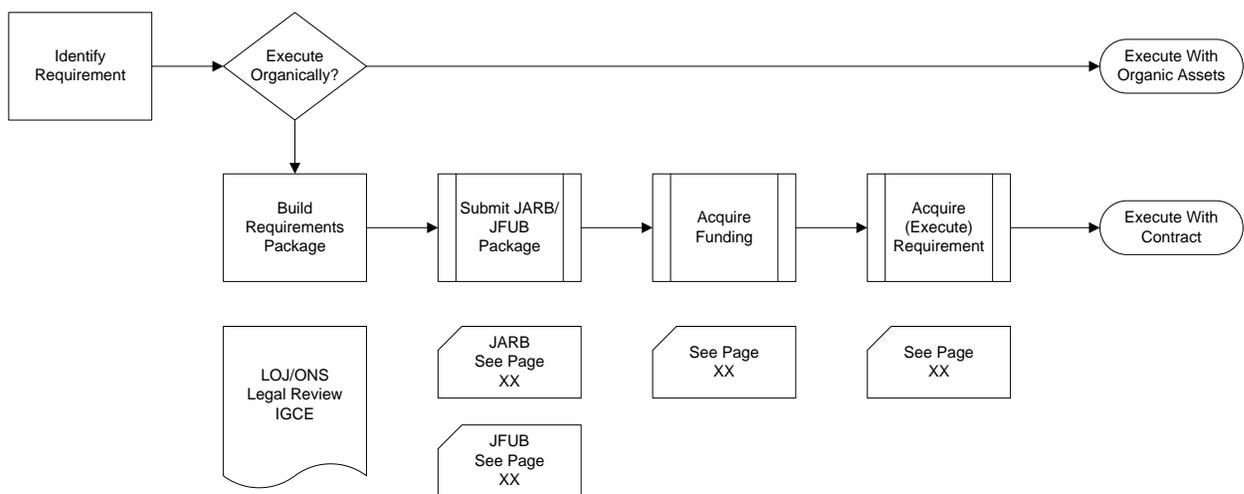
The requirements validation process is unique to the specific requirement the customer needs. If the requirement is for a construction, maintenance, or repair project, the JFUB process on page 107 outlines the specific requirements to acquire construction services. If the requirement is for supplies, equipment, or leases, the JARB process on page 63 outlines the specific requirements to acquire supplies and services.

1. Identify the Requirement. The unit must determine if they can use organic assets to fill the requirement. Organic assets include troop labor and Class IV materials,



and materials from the Federal Supply System including those from the Defense Logistics Agency.

2. Build the Requirements Package. The requirements package for the JFUB/JARB is specific to that board. The package includes an independent government cost estimate, (IGCE) a letter of justification, and a legal review.
3. Submit the Requirements Package to the appropriate board for validation. The JARB/JFUB Program Managers will facilitate the process to put the Requirements Package in front of the board members for vote. All documents must be complete (including answers to RFIs from the Program Manager) by the annotated suspense to meet the board in a timely manner. The JARB/JFUB will make a recommendation on the appropriate acquisition strategy to acquire the goods and services requested during the validation process. This may result in a recommendation to use Troop Labor, the Regional Contracting Center, LOGCAP, or other acquisition strategies to satisfy the requirement.
4. Submit the Requirements Package for funding. Once a project is validated, the customer must take the requirements package to the resource manager for funding. It is not the responsibility of the JARB/JFUB Program Manager to forward the Requirements Package to the Resource Manager.
5. Submit the Requirements Package and funding documents to the local Regional Contracting Center (RCC) for acquisition. During the acquisition process the customer will work with the RCC to determine the most appropriate acquisition strategy. The unit will nominate individuals to perform Contracting Officer Representative (COR) duties to help ensure that the contract is executed to the contract documents and specifications, considering purpose, scope, time, and amount.





## G. CONCEPT:

Depending upon type of requirement and cost, requirements procured outside DOD and Service supply systems must be formally validated by an Acquisition Review Board (ARB). Units that have a USFOR-A approved ARB process may validate requirements up to prescribed USFOR-A Requirements and Funding Thresholds/Authority are listed in Table 1 (Validation Thresholds). **All requirements \$200,000 or more as well as special interest items identified in ROE/SII section below, regardless of their value, must be submitted to the applicable JARB for approval.**

1. GENERAL BOARD CONCEPT. The below process describes a normal requirements validation sequence from start to finish. **Note that this process serves only to validate requirements. Funding for a validated requirement is accomplished through the spend plan.** A validated requirement does not equal a funded requirement.
  - a. Identify Requirement. Unit determines a requirement and prepares a requirement validation package that includes a letter of justification, estimates or quotes in accordance with the board standard operating procedures. The unit coordinates the requirement's Statement of Work (if applicable) with their servicing Regional Center (RCC) to determine if they can service the contract and the Statement of Work is viable.
  - b. Submit Requirement to servicing validation board. As a rule of thumb, a unit will submit its requirements to its RC's validation board. Only those units given special approval or are located in RCs without their own validation board will come to USFOR-A. The unit will submit a completed package electronically to the board administrator. Prepare each package in accordance with the board requirements (see JARB or JFUB sections as applicable).
  - c. Board Review. All packages are staffed to select staff, the SCO-A LNO for Procuring Contract Officer (PCO) review, the Staff Judge Advocate for legal review, and subject matter experts as part of the validation process.
  - d. Recommendation. After all required staff members have reviewed the package, the board members make a **recommendation**. The board secretariat then prepares the package for presentation to the Chief of Staff or Deputy Commanding General for approval.
  - e. Requirement Validation. Each requirement will be presented to the USFOR-A CoS for validation. Those above the CoS threshold will be presented to the USFOR-A DCDR-S.
  - f. Decision Notification. After CoS or DCDR-S validation, each unit will be notified and sent a copy of all signed approval documents. **Requirements will not automatically be forwarded for funding. The customer is responsible for providing validated packets to the servicing RM Office according to local procedures.**



- g. Funding. Seek funds through the USFOR-A spend plan process (See [Funding](#) and [Spend Plan](#) section of the MAAWS).
  - h. Request for Cancellation. Units can request cancellation of a package at any stage by sending a memorandum to the appropriate board coordinator. This can be done by memorandum or e-mail.
  - i. Project Starts. Contractors cannot start work on a project until it is properly validated and funded. This includes troop labor construction of facilities that will later require OMA.
2. Emergency/Out-of-Cycle Requirement Validation Package.

A requirements validation package that requires the immediate attention of the president of the board must be endorsed by an O7 (or higher) Commander or Staff Officer, or Civilian Equivalent, Senior Executive Civilian (or higher). A sufficient rationale must be provided; otherwise it will be processed per the normal processing cycle.



**ROE/Special Interest Items.** The following rules of engagement apply, and requirements for the commodities or services listed below **MUST** be validated by the USFOR-A JARB, JFUB or authorized subordinate JARB or JFUB regardless of the value:

- A. All JARB-related requirements  $\geq$  \$200,000 and JFUB-related requirements  $\geq$  \$100,000 must meet the appropriate validation board.
- B. All requirements  $\geq$  \$10,000 require a unit level legal review.
- C. All Relocatable Buildings (RLBs), also known as containerized buildings, regardless of cost, require JFUB board validation and approval by USFOR-A DCDR-S or Chief of Staff.
- D. Automation / Communication Equipment / Signals Equipment

**Note:** SEL = Standard Equipment List; The SEL is maintained by J6 and is located at USFOR-A Sharepoint site, see

<http://portal.usfora.oneteam.centcom.mil/sites/JARB/SOPINFO/Forms/AllItems.aspx>

1. The following equipment must be validated by the JARB regardless of cost:
  - a. Cell phone/data contracts and phones, SIM Cards, Blackberry devices/personal digital assistants above the per item threshold on the SEL.
  - b. Satellite Phone/Radios (i.e. Iridium, INMARSAT).
  - c. COMSEC Equipment (i.e. KG-175, KIV-19).
  - d. Satellite Communications Systems (i.e. BGAN).
  - e. Internet Related Services (i.e. MWR, Commercial Services).
  - f. Radios (i.e. hand-held, vehicle mounted) not on the SEL.
  - g. Modified Table of Organization and Equipment Items (i.e. AN/PRC-150, RT-1523).
  - h. Cisco Call Managers (software and hardware).
  - i. Network Equipment that is not on the SEL.
  - j. Software, not included on the DoD Image for Afghanistan, intended to run on government equipment.
  - k. IT equipment warranty extensions.
2. All automation/comms/signals equipment purchases of  $\leq$  \$200,000 and on the SEL require a memo from the BDE S6/DIV G6/J6 certifying that the item(s) are on the SEL. These requests do not require JARB validation.
3. All automation/communications/signals equipment purchases of  $\leq$  \$200,000 containing items not on the SEL require a memo from the unit BDE S6/DIV G6/J6 certifying which items are on the SEL, which items are not on the SEL, and approving the use of the equipment. These requests require JARB validation; however, a waiver for JARB validation can be requested from HQ USFOR-A Deputy J6.



4. All Blackberry requests require JARB validation for devices and service. Once approved, the JNCC-A will send the unit the number of devices ordered with international service only and configure the devices on the network. The receiving unit must then send the same number of new devices with international service (from JARB pkg) back to the JNCC-A to replace JNCC-A's rolling stock.

E. Lease of NTV/ATV and Land

1. Lease or purchase of all NTVs (Non-Tactical Vehicles), All Terrain Vehicles (ATV's, including GATORS and POLARIS), and Material Handling Equipment (MHE) regardless of value require board validation. An accurate lease vs. purchase analysis with cost figures that can be validated is required.
2. All land leases  $\geq$  \$30,000 require JARB board validation. All real estate Land Acquisition Request Forms are signed by an O-6 or higher who has decided the lease is a mission essential requirement. Total lease amounts  $\geq$  \$10,000 require a legal review. Land leases are not considered a recurring service requirement.

- F. All LOGCAP services  $\geq$  \$50,000 require JARB validation and construction > \$100,000 require JFUB validation.

- G. All non-construction contracted services and leases require board validation.

- H. Appliances such as washers, dryers, microwaves, and refrigerators should not be purchased without prior approval. Such items may be purchased when specifically designated for use in clinics or in common areas. Do not purchase these items without SJA/J8 endorsement.

- I. New and Replacement Furniture > \$20,000 requires board validation.

- J. Electrical Generation Equipment requires verification from appropriate engineering authority for safety and compatibility for intended use.

- K. Coordinate all MWR requirements (gym equipment, MWR facility furniture, supplies and equipment) with the USFOR-A MWR program manager for approval, and attach to JARB package.

- L. All armed security guard (ASG) contracts requests must be reviewed by TF Spotlight or a TF Spotlight designated unit representative and signed by an O-6 or higher.

- M. All information operations requirements must be reviewed by the USFOR-A Information Operations Contract Manager.

- N. All medical requirements must be reviewed by the USFOR-A Surgeon's Office.



- O. All fire prevention and fire fighting requirements must be reviewed by the USFOR-A Fire Protection and Emergencies Program Manager.
- P. All intelligence requirements must be reviewed by the CJ2.
- Q. For Official Representation Funds (ORF), COMISAF is the approval authority.
- R. For CERP and Rewards requirements - See specific sections of the MAAWS.
- S. Equipment to provide capability not currently authorized (MTO&E, CTA, ONS etc.) - require an ONS/JUONS
- T. IAW Defense Information Systems Agency (DISA) Circular 310-130-1, 4 April 2000: Only DISA and Defense Information Technology Contracting Organization (DITCO) is authorized to acquire long haul telecommunications services for the DoD pursuant to DoDD 5105.19, DoDD 4640.13, DoDD 4640.14, and ASD (C31) Policy Memorandum of 5 May 1997. To further provide clarification-acquisition of telecommunications is point-to-point leased services/circuits whether or not they touch the Defense Information System Network (DISN).

***NOTE:*** *This list identifies special interest items – omission from this list does not make a purchase legal – All applicable fiscal requirements for use of OMA funds remain intact.*



## **Thresholds Values**

**See Table – Next Page**

*Note: See MAAWS-A CERP SOP for CERP requirements*



## Validation Thresholds

All authorities pertain to U.S. Title 10 Missions/Positions only

Document Approval Authority - JFUB Validation Board	
Organization	Threshold
HQ USFOR-A (DCDR-S)	Construction < \$750K; Repair < \$5M
USFOR-A (CoS)	Construction < \$750K; Repair < \$2M; Total project cost < \$5M
CSTC-A	Construction < \$750K; Repair < \$2M; Total project cost < \$5M
RC Commanders	Construction < \$750K; Repair < \$2M; Total project cost < \$3M
USFOR-A Det OICs	Construction < \$600K; Repair < \$1.4M; Total project cost < \$2M

Note 1: Only USFOR-A DCDR-S can approve RLB purchases

Note 2: Maximum O-6 Authority: Construction < \$600K; Repair < \$1.4M; Total < \$2M except USFOR-A CoS

Note 3: Only USFOR-A CoS can approve non-strategic base construction ≥ \$400K

(See page 108, paragraph 6, for Strategic Base description)

Organization	Title	Threshold
ARCENT	Super CARB	\$10M or Higher
HQ USFOR-A	JARB	Up to \$10M; DCG <\$10M; CoS <=\$7.5M
USFOR-A Det S/SW	JARB	Up to \$5M; CoS
RC's	JARB	Up to \$5M; DCG
MEF	JARB	Up to \$5M; DCG or Senior U.S. Cdr
CSTC-A	Title X Board	Up to \$1M; DCG; CoS <= \$500K; 0-6 Designated Staff Lead <=\$200K
CJIATF-435	JARB	Up to \$1M

### Document Approval Authority - via Signature \*

Authority	Threshold
CFSOCC Cdr	Up to \$200K
TF Cdr	Up to \$200K
All O-6s & O-5s in Command Billets	Up to \$200K
HQ USFOR-A;/CSTC-A Staff Lead	Up to \$100K
O-5 Deputy Cdr	Up to \$50K
HQ USFOR-A/CSTC-A Staff Lead - O-5 Deputy	Up to \$50K
O-4	Up to \$20K

\* Signature authority does not override ROE requirements

### Travel Authority Threshold

Authority	Threshold
USFOR-A CoS	\$8K +
CSTC-A CoS, IJC DCoS, CJTF 82 CoS, USFOR-A (S) CoS, and CFSOCC CoS	Up to \$8K
TF Cdr	Up to \$5K

**Table 1**



# **JOINT ACQUISITION REVIEW BOARD (JARB)**

## **CONTENTS**

- A. [Purpose](#)
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- D. [Concept](#)
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- F. [OMA Fund Limitations for JARB Packages](#)
- G. [Establishing ARBS/JARBS](#)
- H. [Responsibilities](#)
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### A. **PURPOSE:**

This section establishes CJOA-A requirements validation standard business practices, and outlines the policies and procedures on the conduct of the USFOR-A JARB process. The policies apply to all USFOR-A Headquarters and subordinate units requiring USFOR-A appropriated Operations and Maintenance Army (OMA) funds.

The process described here is a part of the overall command requirements validation process. The USFOR-A JARB and approved subordinate JARBs recommends approval and disapproval of specified projects, purchases, services, and leases for time, purpose and amount. Final approval authority resides with the USFOR-A Deputy Commanding General for Support (DCDR-S). Any requirements greater than or equal to \$10,000,000 will be forwarded to the ARCENT SuperCARB for validation.

**NOTE:** The purpose of the JARB is to validate the requirement, not to determine or approve the acquisition strategy or process. Certain acquisition processes may require additional documents, to include a Justification and Approval (J&A) or Determination and Findings (D&F). JARB validation does not constitute approval of these documents. Only the Contracting Officer at the RCCs has the authority to approve the acquisition strategy and process.



## B. PROGRAM OVERVIEW:

Proponent customers with valid operational requirements develop requirements packages. The JARB cells receive completed packages from USFOR-A staff sections and CJOA-A subordinate units. The J4 JARB Facilitator processes the completed requirement package and forwards them to the appropriate staff sections for validation recommendation. Requests for Information (RFIs) along with the JARB tracking number will be sent to the unit point of contact identified in the JARB coversheet and letter of justification. A valid point of contact and **SIPR** e-mail address is essential. Any package with an unacknowledged RFI may be cancelled after ten (10) days. After all board member votes are received, the JARB Facilitator briefs the package to the USFOR-A Chief of Staff (CoS) or DCDR-S as required based on requirement amount for final decision.

## C. APPLICABILITY:

This SOP applies to all CJOA-A commands that are funded with USFOR-A Title 10 OMA funds. This validation process does not apply to CERP, ASFF, MILCON, personnel actions, contract claims, or Rewards funds. These are covered specifically in separate sections of this document and in the CERP SOP. While the JARB may be used to help assess the need for OPA (procurement) funds, it does not validate OPA requirements. See section 7 below for more information.

## D. CONCEPT:

The JARB validates service contracts, leases, commodities purchases, automation/communications purchases, LOGCAP and other OMA requirements in support of US Forces. Depending upon the purpose, time and amount, procurements outside the Federal Supply System must be formally validated by an Acquisition Review Board (ARB) at the appropriate level for that requirement. See the Validation Threshold table (Page 62) for authorized validation thresholds. Commands that have a USFOR-A approved JARB process may validate requirements up to the prescribed USFOR-A Requirements and Funding Thresholds/Authority listed below. **All requirements \$200,000 or more as well as special interest items identified in the ROE/SII section (Pages 58-60), regardless of their value, must be submitted to the applicable JARB for approval.**

Currently USFOR-A hosts a weekly virtual JARB on Thursday. Participants may attend in person or participate by teleconference. J4 chairs the JARB and is responsible for the overall administration and impartiality of the process. The USFOR-A J3, J6, JENG, and J8 are voting members, and CCC and SJA participate as non-voting advisors. Details of the JARB process are available on the JARB SIPR SharePoint portal,

<http://portal.usfora.oneteam.centcom.smil.mil/sites/JARB/default.aspx>.



1. To reach the JARB portal from the USFOR-A SIPR main page, highlight the JARB tab. From these pages separate pages are available with information necessary to build, upload for validation, and track your JARB packages. Currently all JARB packages are required to be submitted through the SIPR Share Point portal unless prior approval is received from the USFOR-A JARB cell.
2. Regional Command's subordinate JARBs and other authorized command JARBs also maintain web portals similar to the USFOR-A portal. SOPs and information unique to that JARB's process are hosted to help requirements proponents develop and submit their JARB packages. The USFOR-A portal has links to these portals.

#### **E. GENERAL BOARD PROCESS:**

USFOR-A JARB Flowchart (Figure 1) describes a normal requirements validation sequence from start to finish. Subordinate JARBs may have slight variances in this process, but their processes comply with the CJOA-A JARB SOP. **Note the JARB process primarily serves to validate requirements.** Funding for a validated requirement is accomplished through the spend plan process managed by J8, and procurement is handled by contracting. **A validated requirement does not equal a funded requirement!**

1. **Identify Requirement.** Follow the strategic sourcing guidance published by USFOR-A. The unit prepares a requirement package that is first validated at the unit level. The unit must define the requirement, conduct proper acquisition planning and market research as necessary, and determine sourcing. Coordinate these actions through the Regional Contracting Command (RCC), Camp Mayor, LOGCAP LSO and ACO if LOGCAP is being considered, S4, and other necessary subject matter experts (SME).
  - a. *For all commodity purchases, the unit first checks to see if the requirement can be met internally or with other USFOR-A resources, through the Standard Army Retail Supply System (SARSS), or through other Federal Supply System resources, and procures them through these sources if possible. If these sources cannot provide the requirement, the unit then engages with their RCC to assist them in procuring the commodities.*
  - b. *For all service requirements, the unit first develops a Statement of Work (SOW) or Performance Work Statement (PWS). Requirements are then coordinated with their servicing RCC to determine if the SOW/PWS is viable. **The RCC, along with the LOGCAP ACO, LSO, Camp Mayor, unit S4, and appropriate subject matter experts review the requirements and determine the appropriate means to fill it. If the RCC cannot service a portion of the requirement, or the entire requirement, or an RCC contract is determined to not be the best solution in terms of time, COIN***



***considerations, and capability, then, and only then, LOGCAP may be used to meet those requirements.***

c. The authority to lease land in foreign countries comes from 10 USC 2675, with authority delegated from the Secretary of the Army to the Director of Real Estate for the Corps of Engineers (USACE), who in turn delegates it to the two USACE Real Estate Contracting Officers in country. Real Estate leases for land and facilities  $\geq$  \$30,000 must be approved by the JARB. The \$30,000 dollar limit is based on the current micro-purchase threshold for a FOO, the majority of our real estate leases fall below this limit and are paid by a unit pay agent accompanied by a FOO. By definition the FOO enable commands to quickly make local purchases for mission essential requirements. All real estate Land Acquisition Request Forms are signed by an O-6 or higher who has decided that the leasing of that land is a mission essential requirement, any lease amount over \$10,000 gets adjudicated by the unit SJA as required by the MAAWS-A.

2. **Submit Requirement to Servicing Validation Board.** USFOR-A staff sections, subordinate units and other USFOR-A funded units will submit a completed package electronically to the JARB Facilitator on the JARB SharePoint site referenced above, or their regional or command subordinate board if available. Unless otherwise directed by USFOR-A JARB, all units will submit JARB packages to their local subord or regional command JARB (as applicable). Do not submit directly to USFOR-A. Prepare each package in accordance with the board requirements (see CJOA-A JARB SOP and applicable subordinate regional or command JARB SOP and USFOR-A or subordinate board SharePoint sites).

When planning its needs, a unit must understand that there are different courses of action in obtaining the goods and services they need. Direct support supply points are the first method of choice for goods. Troop labor either at the unit level or by its direct support logistics provider are the first method of choice for services needed. If an outside source is required and the need is estimated to be low cost the unit has its Government Purchase Card and Field Ordering Officers available to them. Table 2 below provides contracting methods appropriate for different dollar value requirements and who can sign the funding document. Note that a unit level review is required for all actions.

Dollar Value	Validation Level	Contracting Method
Up to \$3,000 per transaction	Unit Level	Field Ordering Officer
Up to \$5,000 per month or the card limit	Unit Level	Government Purchase Card (GPC)
Up to \$15,000 per transaction	Unit Level and Unit SJA legal review if over \$10,000	Rock Island Reachback



\$3,000 to \$30,000	Unit Level and Unit SJA legal review if over \$10,000	Field Ordering Officer, Micro Purchase Threshold for Contingency.
\$25,000 to \$200,000	Per Validation Threshold (Table 1)	Standard Contracting Methods
Above \$200,000	JARB	Standard Contracting Methods

Table 2 - Validation Thresholds and Contracting Options

- a. **JARB Facilitator receives and processes completed packages.** The facilitator assigns a JARB number to each requirement and will notify the package proponent via email the JARB number assigned. When emailing or calling the JARB section, the customer should reference their JARB package by assigned JARB number. After assigning a document number, the JARB Facilitator uploads the package to a SharePoint folder and electronically routes the package to the board members requesting their comments, if any, and their vote.
- b. **Board Review.** All packages are staffed to the JARB members, select staff subject matter experts, the CCC-A/RCC for Procuring Contract Officer (PCO) review, and the Staff Judge Advocate for legal review as part of the validation process. Relevant staff sections and subject matter experts will provide a recommendation to Board. Questions about the package are sent to the proponent or the point of contact identified in the letter of justification as RFI's. Any package with an unacknowledged RFI may be cancelled after ten (10) days. Board review may occur by paper or electronically, and if necessary, the proponent may be asked to respond to board member questions during the regularly schedule JARB meeting.

After all required staff members have reviewed the package and associated responses to questions, the board members vote and the board makes a **recommendation**. Packages recommended for approval by the board are prepared for the Chief of Staff or Deputy Commander for Support signature, depending on the value of the requirements. Packages with legal questions or negative votes may be submitted to the approving official for consideration although every effort to resolve the unfavorable opinion or vote should be made first.

- c. **Requirements Validation.** The JARB Facilitator will submit the packages to the decision authority for final disposition. Packages may be approved, deferred, or disapproved. Those that are disapproved can be adjusted by the unit and resubmitted for reconsideration. Deferred packages require some additional information or the occurrence of some future event in order to be considered. After signature on approved packages, the complete package is updated with all changes and uploaded to the JARB site in the completed package section.



d. **Post Validation.** Updated packages reflecting the approving official’s signature will be posted on the JARB portal for review and action, and the completed JARB tracker updated. Customers will be notified by email when their package is signed by the approving official and signed cover page page, funding document, and any responses or additional information provided during review uploaded back to the JARB site. Disapproved or deferred packages needing information will be so noted in the JARB tracker on the JARB SharePoint site, and customers notified of required information or disapproval status. **Approval of a submission does not mean funding had been approved, only that the requirement has been validated. Requirements will not automatically be forwarded for funding.**

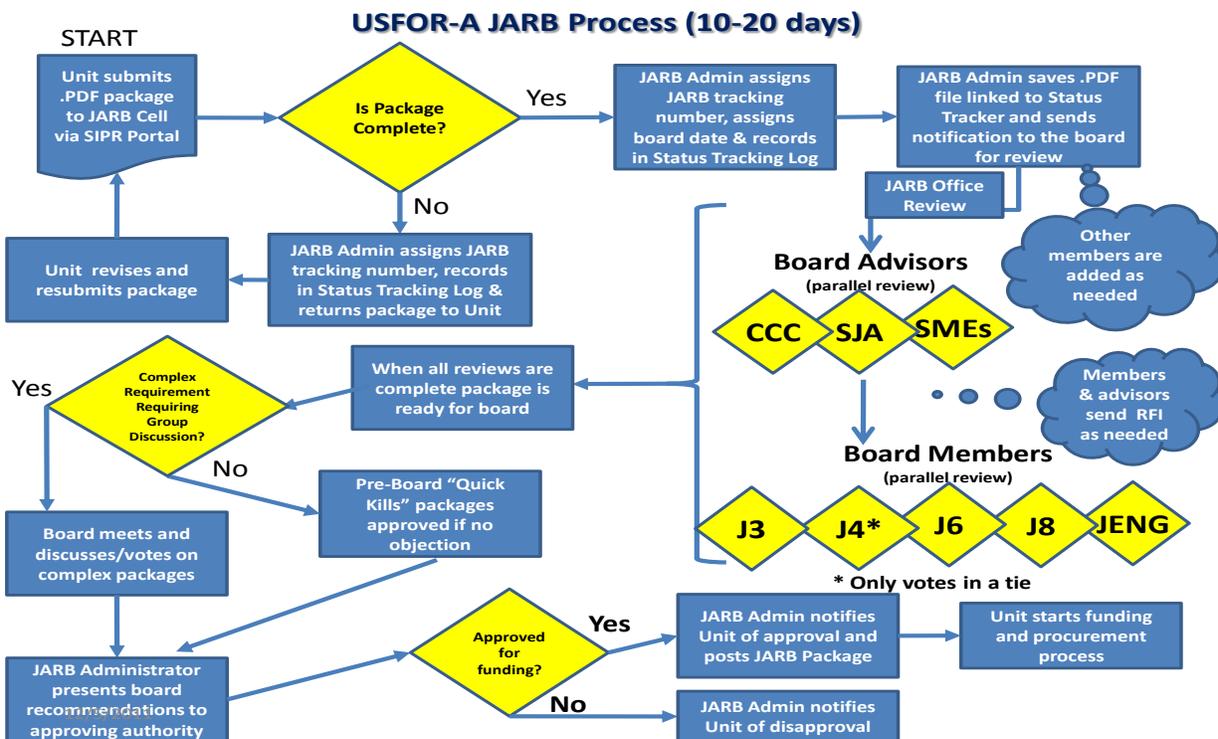


Figure 1 – USFOR-A JARB Flowchart

3. **Funding.** The customer is responsible for submitting the package for funding and acquisition. Seek funds through the USFOR-A spend plan process (See Funding and Spend Plan section of the MAAWS-A).

The PR&C, Blocks 31, 32 and 33 will be signed by the Theater Property Book Officer to validate TPE requirements, and the Property Book Officer will provide a document number for the PR&C in Block 2. The Theater Property Book Officer will also sign the TPE memo for purchases paid with a [MIPR](#). REF: *Afghanistan Theater Property Book Office Standard Operating Procedures* Ch. 12.



4. **Request for Cancellation.** Cancellation of a package, at any stage, can be requested by sending a memorandum to the appropriate board coordinator. This can be done by memorandum or e-mail. Packages with unanswered RFIs may be cancelled by the JARB Facilitator after 10 days.
5. **Project Starts.** Projects requiring validation through the JARB process may NOT begin prior to validation and funding. This includes troop labor construction of facilities that will later require OMA.
6. **Emergency/Out-of-Cycle Requirement Validation Package.** A requirements validation package that requires the immediate attention of the president of the board must be endorsed by an O7 (or higher) Commander or Staff Officer, or Civilian Equivalent, Senior Executive Civilian (or higher). A sufficient rationale must be provided; otherwise it will be processed per the normal processing cycle.
7. **Validation Timeline.** The JARB process requires USFOR-A J4 JARB to review the packages within 48 hours of the completed packages being posted on the JARB web portal. USFOR-A J4 JARB will do an initial check of the package for completeness and begin a cost analysis. If there are any questions or issues, an RFI will be sent to the proponent. The average JARB process (in FY 11) took 3-4 weeks from initial submission to CoS signature. This timeline is predicated on a complete package, with a few or no RFIs.
8. **SuperCARB.** USFOR-A JARB will forward all validated requirements with an annualized cost  $\geq$  \$10,000,000 to ARCENT for SuperCARB approval. SuperCARB boards occur every Friday. After SuperCARB approval, the package is staffed for the ARCENT DCG's signature, and returned to the proponent to seek funding.
9. **Revalidation.** JARB requirements that have been approved must be revalidated when:
  - a. Required funding exceeds approved funding by 25% or more.
  - b. There is a change in approved scope. For example, the change in the number of items purchased regardless of whether there is a change in cost or any deviation of the requirement from when it was approved (contracted services, quantity of items procured). Another change in scope would be if the scope of work changed. For example, if a cleaning contract added maintenance to the Performance Work Statement, or if a computer network project added another network domain. Even if the change in scope costs less than 25%, the change requires revalidation.
  - c. The approved period of performance will expire and the requirement is still needed. A Period of Performance (PoP) cannot exceed 12 months or One Option period (i.e., two six month PoPs cannot be validated simultaneously).



If you have excess funds from a previously validated PoP, you must revalidate your requirement for the next PoP.

- d. A contract supporting the requirement has not been awarded within three months of validation. Exceptions may be granted by the J8 (Comptroller), in consultation with CCC/RCC, if the contract was not awarded as a result of delays that were not within the control of the requesting unit.
- e. For items that originally required ARCENT SuperCARB approval, any cost increase exceeding 10% over the originally validated cost or a change in scope from the original SuperCARB validation requires new SuperCARB approval. This applies even if the change of scope would not result in cost increase over the validated amount. The 10% cost variance is not an approval for a change/increase in scope.

10. **Location Change.** If the project location changes after a JARB package is submitted, the unit must submit a new location map, environmental review, and mayor's endorsement with a memo explaining why the change was made. If the project location changes after validation, the requirement must be revalidated.

**F. OMA FUND LIMITATIONS FOR JARB PACKAGES:**

- 1. OMA funds are appropriated by Congress to fund the operations and maintenance of U.S. Army units executing Title 10 responsibilities. Subject to the above stated exclusions, some requirements not appropriate for OMA funding may still be JARBed as part of the requirements validation process, approval subject to availability of the correct appropriation. If a requirement is clearly not appropriate for OMA funding, considerable effort may be saved by contacting the JARB cell to seek guidance on the correct validation process to use for the requirement.
- 2. Unit requests for operational equipment are submitted through an Operational Needs Statement (ONS) to correct a deficiency, improve an existing capability, procure a new/emerging capability, or to meet mission requirements. ONS requests are also for Commercial of the Shelf (COTS) item not authorized by regulation, or found in one of the standard Army supply channels. They are also for an additional quantity required above the approved Modified Table of Equipment (MTOE). Unit ONS submissions should be based on a capability gap and capability required versus specific equipment.
- 3. Purchase of items that have an individual unit cost or system cost equal to or greater than the expense/investment threshold must use OPA funding for the purchase. Normally, the OPA threshold is \$250,000, but is subject to change. Consult the JARB cell or J8 to confirm the current threshold. All packages must undergo a systems analysis to ensure no single item(s) or standalone system(s) exceeds the OPA threshold. An example is found on JARB website. Consult DFAS-IN Manual 37-100-11 for guidance on performing systems analysis to



determine proper use of OMA funds. Additionally, in the case of acquisition of systems or items that are centrally managed within the Department of the Army, the DoD Financial Management Regulation Volume 2a, Paragraph 010201 provides amplifying guidance to make the determination of whether OMA funding can be used.

4. Acquisition and Cross-Servicing Agreement (ACSA) and Lift and Sustain (L&S) Funding:
  - a. JARB packages in which a coalition country will benefit from the U.S. procurement of goods and services must include a copy of a form CC-35 (Standard ACSA Order Form) with the JARB package. The CC-35 will have blocks 1-5 and 8-20 filled out by the respective proponent unit and signed by the representative of the Coalition nation benefiting from the goods and services procured through the expenditure of Title 10 funds. It is understood that the proponent unit in initiating this process will ensure that the Coalition Force understands that the form CC-35 obligates the coalition nation to reimburse the USG for their portion of the goods and services in which they benefitted. Once support is provided, the proponent unit shall ensure that forms CC-35 are completed and properly routed for reimbursement for the duration of the support. If a prior arrangement has been made to collect all payments due on a single CC35 for an ACSA, the requiring unit may explain this and attach a copy of this agreement as an alternative. Contact the USFOR-A J4 ACSA advisor for additional guidance.
  - b. When goods or services are to be provided to Lift and Sustain nations, the JARB will also require a nomination for a unit sponsor of that coalition force. The sponsor will be required to report lift and sustain requirements and numbers of personnel supported to their respective regional commands. Further it will be the responsibility of the nominated sponsor to ensure that lift and sustain support is tracked using a form CC-35 or consolidated funding reimbursement agreement as annotated above.

#### **G. ESTABLISHING ARBS AND JARBS:**

1. Each Task Force commanded by an O-6 or higher, O-6 or higher HQ Staff Leads, and separate units commanded by a general officer can establish an Acquisition Review Board (ARB) to validate all purchases, leases and contracts from \$10,000 to \$199,999, per the thresholds Table 1. Documented ARB processes must be on file with USFOR-A J4 JARB to support ARB validation up to \$199,999. They must have an assigned legal advisor.
2. Each 2-Star Headquarters, Regional Command headquarters, separate units commanded by a general officer, and each USFOR-A regional detachment can establish a subordinate JARB to validate all purchases, leases and service contracts valued above \$200,000, or special interest items regardless of cost, up to an authorized threshold per the thresholds in Table 1. Units wishing to



establish a subordinate Joint Acquisition Review Board must submit a request through the chain of command to the USFOR-A DCDR-S. Upon approval, subordinate commands will be provided a delegation of authority memo signed by the USFOR-A DCDR-S to run their own JARB. Forward requests through command channels along with supporting documentation in accordance with the CJOA-A JARB SOP.

3. The J4 and RCC for each regional, CJTF, or Division command with an ARB or JARB should maintain a service contract tracker including name of contract, expiration date, COR, COR redeployment date, number of option periods, and remaining option periods for use in monitoring expiration of contracts and determination if there is still a requirement.

#### H. **RESPONSIBILITIES:**

1. **Commands with ARBs and acquisition approval thresholds below \$200,000.**
  - a. The PR&C/MIPR for ARB validated requirements and an ARB approval document must be signed by the Chief of Staff or higher. The ARB will also review and endorse all requirements that must go to the subordinate JARB or USFOR-A JARB for validation. The ARB approval must include a legal review for requirements  $\geq$  \$10,000. Copies of the ARB results must be submitted with unit spend plans to the funding J8 before funding will be provided. The ARB will also review and endorse all requirements that must go to the subordinate JARB.
  - b. Send unit JARB POC's to JARB training provided by their higher headquarters, regional command, or USFOR-A JARB cells.
  - c. Manage COR assignment to command's service contracts IAW SCO-A/RCC guidance.
    - 1) Maintain a log of COR's on the command's service contracts.
    - 2) Before appointing a COR ensure they have at least 90 days remaining on station and a named replacement if possible.
    - 3) Ensure CORs are trained, and have a manageable workload as directed by SCO-A or RCC. See servicing RCC for current training requirements, which will include Acquisition Ethics and Combating Trafficking in Persons training.
    - 4) Ensure continuity through replacement of CORs in advance of the redeployment of the incumbent COR.
    - 5) Monitor expiration of service contracts and ensure JARB packages are initiated in time to meet JARB timelines to avoid disruption of services or emergency funds requests. Start validation of new requirements six months from the end of the existing contract.



## **2. Commands with subordinate JARBS and acquisition approval thresholds above \$200,000.**

- a. Documented JARB processes compliant with the CJOA-A JARB SOP must be on file with USFOR-A J4 JARB to support delegation of JARB validation authority above \$200,000. The PR&C/MIPR for the above requirements and a JARB approval document must be signed by the Chief of Staff or higher. The JARB will also review and endorse all requirements that must go to the USFOR-A JARB for validation. The JARB approval must include a legal review and additional documentation listed in Section 10. Copies of the Subordinate JARB results must be submitted with unit spend plans before funding will be provided.
- b. Send command JARB cell and board members to JARB training provided by USFOR-A JARB cell, and conduct left seat, right seat training with an approved USFOR-A JARB or subordinate JARB.
- c. Participate in at least two mock JARB meetings before conducting an independent JARB for the command.
- d. Manage COR assignment to command's service contracts IAW SCO-A/RCC guidance.
  - 1) Maintain a log of COR's on the command's service contracts.
  - 2) Ensure CORs are trained, and have a manageable workload as directed by SCO-A or RCC.
  - 3) Ensure continuity through replacement of CORs in advance of the redeployment of the incumbent COR.
  - 4) Monitor expiration of service contracts and ensure JARB packages are initiated in time to meet JARB timelines to avoid disruption of services or emergency funds requests.

## **3. Subordinate Commands without a JARB.**

- a. Prior to a unit receiving JARB support the unit S4/Unit Supply Officer and S4 NCOIC/Supply Senior Enlisted person or alternate technically competent officer and NCO must be appointed by the unit commander by memorandum or DD form 577 as the primary and alternate unit JARB POC.
- b. Send unit JARB POC's to JARB training provided by their higher headquarters, regional command, or USFOR-A JARB cells.
- c. Manage COR assignment to command's service contracts IAW SCO-A/RCC guidance.
  - 1) Maintain a log of COR's on the command's service contracts.
  - 2) Ensure CORs are trained, and have a manageable workload as directed by SCO-A or RCC.



- 3) Ensure continuity through replacement of CORs in advance of the redeployment of the incumbent COR.
  - 4) Monitor expiration of service contracts and ensure JARB packages are initiated in time to meet JARB timelines to avoid disruption of services or emergency funds requests.
  - 5) Review by local SJA
- d. Unless otherwise directed by the USFOR-A J4 JARB office, USFOR-A units located in RC-S/SW or RC-E, without JARB authority will submit all JARB packages to their local regional command JARB office. Units in RC-N and RC-W as well as USFOR-A staffs will submit their JARB packages to USFOR-A J4 JARB office unless otherwise directed. CSTC-A and CJIATF-455 have limited JARB approval.

#### 4. HQ USFOR-A Staff Sections.

- a. The primary staff leads for each directorate will assign a section JARB representative(s) using an email or memorandum to the USFOR-A JARB Facilitator.
- b. Directorate JARB representative(s) will attend USFOR-A JARB training prior to submitting a package.
- c. Obtain a document number for all PR&Cs and MIPRs from the J4 JARB Cell.
- d. Process all JARB packages and submit them to the J4 USFOR-A JARB Facilitator.
- e. Keep a document register of all document numbers for their section.

#### 5. All units developing and submitting JARB packages.

- a. Send unit S4 and other JARB POCs to periodic JARB training offered by USFOR-A JARB and subordinate JARBs. Using the criteria outlined above and following the CJOA-A and applicable subordinate JARB and ARB SOPs, units will develop packages for requirements as necessary. USFOR-A JARB provides instructions, forms, templates, examples and checklists on the USFOR-A JARB SIPRNet SharePoint portal, <http://intranet.oneteam.centcom.smil.mil/sites/JARB/default.aspx>
- b. Submit all requirements for validation to the appropriate JARB Cell via the applicable SIPRNet web portal.
- c. Units should allow for validation time, funding time, and time for contracting to award the requirement. Depending on the complexity of the requirements, units should prepare their JARB packages 90 days or more prior to the date funding is needed. Requirements that must go to the SuperCARB must be submitted 90 days in advance of the required date to ensure approval by the



DCCR-S in time to be submitted to ARCENT at least 60 days in advance, or a Letter of Lateness will be required.

- d. Units may track the status of their packages on the USFOR-A or subordinate JARB SIPRNet web portal.

## 6. HQ USFOR-A Non-Voting JARB Members and Advisors.

Non-voting JARB Members and Advisors can include J1, J2, J5, J7, J9, SJA, Contracting, Surgeon's Office, Fire Protection and Emergency Program Manager, Task Force Spotlight, Task Force Power serve as functional experts to the board and review and endorse valid requirements within the purview of the respective staff section.

- a. J1 - Provide a subject matter expert to review and make approval recommendation on all MWR items and service contracts.
- b. J2 - Provide intelligence related acquisitions.
- c. Surgeon's Office - Provide a subject matter expert to review and make approval recommendation on all medical requirements packages.
- d. J5 – Provide a subject matter expert to review and make approval recommendations for requirements with Lift and Sustain.
- e. J7 – Provide a subject matter expert to review and make approval recommendations for training service requirements.
- f. J9 - Provide a subject matter expert to review and recommend if CERP funds might be applied to meet requirements.
- g. Fire Protection and Emergency Program Manager – Provide a subject matter expert to review and make approval recommendation for all Fire Prevention and Protection and Emergency Services requirements.
- h. JSC-A – Provide a subject matter expert to review and recommend validation of transportation, short takeoff and landing (STOL) and Host Nation Trucking services.
- i. Armed Contractor Oversight Division (ACOD) – Provide a subject matter expert to review and recommend validation of armed security guard services.
- j. Task Force Power - Provide a subject matter expert to review and recommend validation of electrical generation and electrical service contracts, and fire protection commodities and service contracts.
- k. Information Operations Directorate – Provide a subject matter expert to review and recommend validation of information operations contracts and equipment.
- l. SJA- Review requirement for purpose, time, and amount.
- m. CENTCOM Contracting Command (CCC) – Ensure use of proper contracting vehicles and strategic sourcing of requirements. The Contracting Officer is



the only agent who can approve the contracting vehicle and acquisition strategy.

In addition to a general analysis, functional experts should consider whether there are more cost effective alternatives available to fulfill the requirement, and whether the requirement is right-sized and properly scoped to support the future basing strategy for the effected FOB(s). The JARB voting members and subject matter experts review initiatives from both their functional perspective as well as from an overall benefit to the command. Members and subject matter experts are expected to apply seasoned military judgment in making a recommendation to the approving official. For, example, the J6 should not concur merely because the request does not contain communications requirements.

## **7. HQ USFOR-A Board Members (J3, J4, J6, ENG, J8)**

Provide a field grade officer preferably in the grade of O5 or above to review requirement documents and be a voting JARB member. Voting members must be prepared to review requirements from both a functional perspective, as well as provide the approving official an overall recommendation based on well-reasoned military judgment.

Serve as a functional expert to review requirements from an overall perspective. This includes not only the validity of the requirement, but whether another alternative might provide the same capability with more efficiency, or at a lower cost.

### **a. J3 - Operations**

Ensure J3 Joint Security Office (JSO) reviews all anti-terrorism and force protection requests (non-construction). Specifically, J3 JSO will analyze all security contracts in order to determine if the requirement is right-sized and in compliance with GIRoA policy. Review for operational requirements, flight requirements, logistical support based on population, vehicles, services, equipment, and communication.

### **b. J4 - Logistics**

- 1) Act as the USFOR-A staff lead and JARB Facilitator in coordination with J3, J6, JENG, and J8 for JARB policies and procedures.
- 2) Provide an O-5/O-6 field grade officer to serve as the JARB president.
- 3) Review JARB submissions for completeness. Submit RFIs to proponent when documentation is missing.
- 4) Administrate validation board; accept, process, and prepare packages for review, send requests for information; lead board package review and collect votes from members; present requirements and board recommendations to the USFOR-A CoS or Deputy Commander for



Support. Record CoS decisions, disseminates the results of the JARB process to stakeholders, and maintains historical JARB package files.

- 5) Forwards requirements greater than or equal to \$10,000,000 to ARCENT for SuperCARB validation and advocates for CJOA-A SuperCARB packages.
- 6) Provide an AO to serve as the coordinator for services related packages.
- 7) Serve as a functional expert to review requirements from an overall acquisition perspective. This includes not only the validity of the requirement, but whether another alternative might provide the same capability with more efficiency or at a lower cost.
- 8) Serve as a functional expert to review requirements for:
  - a) Non-Tactical Vehicles (NTV), all-terrain vehicles (ATV) and Material Handling Equipment (MHE) (lease vs. purchase).

***Note:** USFOR-A is developing a theater-wide NTV leasing and motor pool fleet management and maintenance service. NTV leases will be limited to units without access to a local USFOR-A motorpool.*
  - b) Logistics Civil Augmentation Program (LOGCAP) requests for expansion of current services, new services, and service enablers equal to or greater than \$50,000.
  - c) Lease of centrally managed MHE and mobile Reefers or the purchase of non-centrally managed MHE and stationary Reefers.
- 9) Specifically, lead the staffing of requirements for:
  - a) LOGCAP services (except construction/repair and generators) equal to or greater than \$50,000.
  - b) Service contracts equal to or greater than \$200,000 or more for O6 or above Separate Commands.
  - c) Leased equipment (MHE, Reefers, etc) equal to or greater than \$200,000 for O6 or above Separate Commands.
  - d) All non-tactical vehicles (NTVs), utility vehicle requests including Gators and Polaris, and material handling equipment requests.
  - e) Requirements with one time or annual cost equal to or greater than \$200,000 for O6 or above Separate Commands.
- 10) Publish the CJOA-A JARB Standard Operating Procedures (SOP); develop JARB training materials and conduct periodic training for end users and subordinate JARB boards; develop a CJOA-A JARB inspection program and conduct periodic compliance self inspections and inspections of subordinate JARBs.
- 11) Ensure that all JARB requests have required documentation before staffing to other sections.



**c. J6 - Signal**

- 1) Provide an AO to serve as the coordinator for Information Technology (IT) related packages
- 2) Serve as a functional expert to review requirements including, but not limited to, communications equipment, communications security equipment, computers, printers, data storage devices, network-related equipment or services, software, and other information technology support.
- 3) Develop and maintain USFOR-A J6 Standardized Equipment List (SEL). The SEL lists those automation/COMMS items specifically authorized for purchase without JARB approval after being approved for funding on the organization's monthly spend plan. Unit S/G/J6 must provide memo certifying that the items being purchased are on the current SEL. All other automation/COMMS requirements must be approved through the JARB process prior to approval on monthly spend plans and subsequent purchase.
- 4) All submissions for requirements relevant to USFOR-A J6 will be properly staffed and endorsed through the chain of command. In addition, the J6 must endorse the requirement following the Joint Communications Utilization Review Board (JCURB) SOP.
- 5) Serve as a functional expert to review requirements from an overall IT perspective. This includes not only the validity of the requirement, but whether another alternative might provide the same capability with more efficiency, or at a lower cost.

**d. Joint Engineers (JENG)**

- 1) Provide an AO to serve as the coordinator for Engineering, Facilities and Construction related packages.
- 2) Serve as a functional expert to review requirements from an overall engineering perspective. This includes not only the validity of the requirement, but whether another alternative might provide the same capability with more efficiency, or at a lower cost.
- 3) Specifically, lead the review of and make a requirement validation recommendation for:
  - a) Force protection items (e.g. sidewalls, T-walls, HESCO barriers, and overhead cover not requiring ground prep) equal to or greater than \$200,000 for O6 or above Separate Commands.
  - b) Electrical power generation equipment (including LOGCAP) equal to or greater than 10Kw. Validate compatibility with existing services and safety compliance.



- c) As the subject matter expert the ENG Real Estate Section assists the JARB process by reviewing all Land leases and other packages that require access to land/right-of-entry such as demining packages. Real Estate leases for land and facilities  $\geq$  \$30,000 must be approved by the JARB.
- d) Mine clearance services
- e) Well drilling services should always be validated through the JFUB.

e. **J8 – Resource Management**

Act together with J4, J6 and ENG as the USFOR-A staff lead and facilitator of JARB policies and procedures.

f. **Staff Judge Advocate (SJA)**

Provide a Judge Advocate to the JARB to serve as a non-voting member who will review proposed requirements from a legal, fiscal, and business perspective. Legal review should address whether the request meets the fiscal law requirements for Purpose, Time, and Amount.

g. **CCC LNO**

Provide a contracting functional expert to review acquisition packages (PWS and COR nomination packages) for completeness and thoroughness from an overall contract award perspective.

I. **JARB PACKAGE REQUIREMENTS:**

1. The contents of the JARB packages are governed by the USFOR-A J4 JARB SOP. The USFOR-A J4 is the signature authority on the SOP in coordination with J3, J6, J8, USFOR-A SJA and the CCC LNO. All USFOR-A subordinate units in the CJOA-A will follow the requirements of the USFOR-A SOP upon publication. Subordinate units may make stricter standards than outlined in the USFOR-A JARB SOP if desired, but will not relax the requirements in their SOP(s) or other policies.
2. Each requirement is unique and will require a combination of documents in order to develop a viable JARB package. However, when practical, requirement owners should use existing documentation wherever possible to avoid additional effort. For example, the Performance Work Statement required as part of the JARB package will be the same as the PWS provided to the project execution agency. **All documents must be legible.**
3. **All JARB e-mail traffic will be conducted on SIPRNET.** Documents submitted on NIPRNET will not be accepted unless prior permission is granted due to operational restrictions.





- d. **Letter of Justification.** The LOJ must be signed by a US Forces Brigade level Commander or Headquarters Staff Lead in the grade of O-6 or higher. (See attachment on page 94-95)
- e. **Funding document.** Use a **PR&C (DA Form 3953)** or **MIPR (DD Form 448)** as appropriate. A **CC35** may be required if a coalition nation is benefitting from the service or procurement and the benefitting nation is not covered under a Lift and Sustain agreement. (Ensure that it contains language that requires servicing agency to return excess funds).
- f. **Theater Provided Equipment (TPE) Memorandum.** TPE is defined as equipment purchased in theater. TPE memos are only required for MIPR purchases of commodities. In lieu of a TPE memo for other equipment requirements, the Theater Property Book Officer or unit Property Book Manager provides the document requisition number required for the PR&C.
- g. **Cost Estimate.** Either an Independent Government Cost Estimate (IGCE) as shown in the CJOA-A JARB SOP or vendor quotes (1 for requirements < \$30,000 and 3 for requirements ≥ \$30,000) or a single blanket purchase agreement or IDIQ quote. Cost estimates or quotes must be less than three months old.
  - 1) A separate IGCE is not required for LOGCAP projects IF a populated Project Planning Estimate (PPE) or equivalent level of financial detail is provided sufficient to perform systems analysis for OPA/OMA violations, and perform required lease vs. purchase analysis and MILCON funding.
  - 2) Requirements greater than or equal to \$10,000,000 or an increase to a current SuperCARB packages must fill out the IGCE checklist.
- h. **\*Cost Benefit Analysis.** Submit either as a stand-alone document or in the Letter of Justification, utilizing the Army Cost Benefit Analysis Guidance located on the USFOR-A JARB web page.
- i. **Legal Review Memorandum.** (See attachment)
  - 1) Must identify any legal objections.
  - 2) Must state that the funding source is appropriate for the request IAW the applicable section of Title 10, U.S. Code.
- j. **\*Determination and Finding (D&F).** A D&F is required if the requirement owner (the requiring agency) needs supplies or services and obtains them from another agency (the servicing agency) and if payment is by means of a MIPR. The D&F must be approved by a Contracting Officer. Approval of the JARB does not constitute approval of the D&F.
- k. **\*Letter of Lateness.** The letter should be submitted in the format provided in Attachment F if the JARB requirement package will not be submitted to ARCENT at least 60 days prior to requirement need date for SuperCARB packages.



- l. **\*Request for Civilian Hire or Services Contract Approval (SCA) Form.** The Department of the Army levied a requirement for all services-related contracts to include an SCA, regardless of dollar amount.
- m. **Statement of Work (SOW)/Performance Work Statement (PWS).** The SOW or PWS shall clearly describe the work and quality requirements of the deliverables for service contracts and leases. CCC/RCC must review acquisition packages (SOW/PWSs and COR nominations) for completeness prior to the packages' submission to the JARB.
- n. **Quality Assurance Surveillance Plan (QASP).** Required for any service contracts and leases, and for contractor delivery of large volume commodity orders requiring inspection. Details how and when the Government will observe, test/sample, evaluate, and document contractor performance. The QASP and the contractor's Quality Control Plan work together to ensure project performance standards are met. At the contracting officer's discretion, a QASP may be waived if it will not be of value in monitoring performance or quality.
- o. **\*Sole Source Justification or Brand Name Justification.** If required, must be approved by the local contracting office prior to submission of the JARB package.
- p. **\*Base Camp Mayor Endorsement.**
- q. **\*Environmental Review.** If required, this can also be included in the Base Camp Mayor endorsement.
- r. **\*Location Plan.** Required if a requirement will be permanently located.
- s. **\*Troop Labor Justification Memorandum.** (See attachment)
- t. **\*COIN Contracting Management Team (CCMT) Strategic Sourcing Memorandum.** Required for any life support service requirements which documents the due diligence performed by the requirement's unit, RCC, LOGCAP LSO and ACO, unit S4, and Camp Mayor to review the requirement in its entirety and recommendations for how to best meet the requirement.
- u. **Lease versus Purchase Analysis.** A lease versus purchase analysis is required for lease/purchase requests for All Terrain Vehicles (gators), Material Handling Equipment, Electrical Generation Equipment, or any LOGCAP required equipment > \$50,000. A lease versus purchase analysis is required for Non-Tactical Vehicle leases/purchases. However, NTVs can only be purchased with OPA funds which can take up to 14 months to acquire. For immediate vehicle requirements, USFOR-A suggests units lease vehicles. For NTV lease versus purchase analysis, the unit can simply state in a memo "Because the purchase of an NTV requires Other Procurement Army (OPA) funds, the lease of an NTV using Operations and Maintenance Army (OMA) is the most beneficial and expedient means of meeting this requirement."
- v. **Systems analysis**
- w. **CC35**



x. **COR Appointment Letter and training certificates**

\* Indicates optional or conditional documents depending on requirement type, purpose, and amount.



## J. POINTS OF CONTACT:

The point of contact for this document is the USFOR-A J4 JARB Office. They can be reached at DSN 318-436-8415/7746/8409/8465; VOSIP 308-532-0572/5151/0542/0564. The USFOR-A J4 JARB POCs are also listed on the USFOR-A JARB SIPR Portal,

<http://portal.usfora.oneteam.centcom.smil.mil/sites/Jarb/default.aspx> or email, [USFORAJARB@centcom.smil.mil](mailto:USFORAJARB@centcom.smil.mil).

## K. REFERENCES:

1. USARCENT Publication 1-06, Army Financial Management Operations in the CENTCOM AOR, 16 May 2007
2. Automation Standardized Equipment Listing Updated 1 APR 09 (located on USFOR-A SharePoint: J6/JCURB/Shared Documents)
3. HQ CENTCOM Regulation 415-1, The Sandbook Standard, 17 October 2011
4. COMISAF's Counter Insurgency (COIN) Contracting Principles, 8 Sep 2010
5. USARCENT-DCG Memorandum, Subject: USARCENT Coalition Acquisition Review Board (CARB) Policy and Procedures, 31 Oct 2010

## L. ATTACHMENTS:

- A. NTV/ATV/Material Handling Equipment Leases
- B. Theater Provided Equipment Memo
- C. Generator Purchase Memo
- D. JARB Checklist
- E. Letter of Justification
- F. Letter of Lateness Example
- G. IGCE Checklist and instructions
- H. Service Contract Approval Update
- I. Determinations and Finding for Interagency Acquisitions
- J. COIN Contracting Management Team (CCMT) Strategic Sourcing Memorandum Example
- K. Contracting Officer Representative Letter and report
- L. J6 JARB Waiver Request form

**NOTE:** *These attachments serve as examples only. To see the complete set of the latest examples, visit the USFOR-A J4 JARB website at:*

<http://intranet.oneteam.centcom.smil.mil/sites/USFORA/JARB/default.aspx>



JARB Attachment A – NTV/ATV/Material Lease Example

MEMORANDUM FOR Chief of Staff, U.S. Forces - Afghanistan, APO AE 09356

SUBJECT: Justification for Acquisition for Lease versus Purchase of **[Describe the equipment here such as Three (3) 10K Fork Lifts for Twelve (12) Months]**

1. First sentence for use with lease - The facts as outlined below demonstrate that at the end of a lease the total of the lease payments for each item (**[\$X,XXX.XX]**), and any back-side assessments (**[\$XXX or none anticipated]**), or settlement fees (**[\$X,XXXX for anticipated damages]**), will not exceed the fair market value of the item (**[\$XXXXX purchase price]**).

**[There will be the following modifications \_\_\_\_\_ or there will be no modifications made to the vehicle to support military operations.]**

2. No installment purchase or lease-to-buy provisions are to be included in the lease agreement.

3. The following lease versus purchase analysis demonstrates the lease is in the best interest of the government.

- a. Purchase of an NTV requires Other Procurement-Army (OPA) funds. Because of length of time and the difficulty in obtaining OPA funds, the leasing of an NTV using Operations and Maintenance-Army (OMA) funds is the most beneficial and expeditious means of meeting this requirement.
- b. Estimated length of the period the equipment is to be used and the extent of use within that period. - The lease is for **[number of]** months. The leased items will be used to **[transport the supplies to and from unit sites, delivery supplies, transport X number of personnel to and from location x to location y which are x miles apart]**.
- c. Financial and operating advantages of alternative types and makes of equipment. - **[No other equipment except for a 10K forklift will meet the requirements of the mission.]**
- d. Cumulative rental payments for the estimated period of use. - The total of all the lease payments for each of the **[XX NUMBER]** of item is **[\$XXXXX TOTAL AMOUNT OF THE LEASE FOR EACH PIECE OF EQUIPMENT]**. The cumulative total of the rental payments for all the items is **[\$XXXXXX TOTAL PRICE OF THE LEASE NOT INCLUDING DELIVERY, DAMAGE SET ASIDE, MANTANENCE]**.
- e. Net purchase price. - The net purchase price for each item is **[\$XXXXX WHAT WOULD IT COST TO BUY THIS EQUIPMENT]** for a total for all the items of **[\$XXXXX TOTAL COST TO PURCHASE ALL THE VEHICLES]**.
- f. Transportation and installation cost. – The anticipated lease payment includes any transportation cost. **[OR THE FOLLOWING – A delivery charge of \$xxx.xx is added to the lease price.]** If the item was purchased instead of being leased transportation cost of approximately **[\$xxx.xx OBTAINING FROM VENDOR IS ACCEPTABLE]** is anticipated.



- g. Maintenance and other service cost. - **[OPTIONS - Maintenance and service is included in the lease price for each piece of equipment. – OR – There is a separate maintenance and service charge of \$xxx.xx.]** If the items were purchased it is anticipated that the maintenance and service costs would be approximately **[\$x,xxx.xx per year and assuming an expected life of the equipment being X years, over the length of the expected life of the equipment maintenance and service costs would be approximately \$xx,xxx.xx for each vehicle].**
- h. Availability of a servicing capability. – There are **[complete – no – limited]** facilities to provide service and maintenance for the items being leased; **[if true]** however these facilities are limited and must be shared. **[if true]** The lease will provide for the maintenance and servicing of the items without taxing the limited services available. **[This is the typical response. If your facts are different explain them here.]**
- i. Potential obsolescence of the equipment because of imminent technological improvements. - This factor is not applicable to the lease or purchase of the requested item.
- j. Availability of purchase options. – The command does not have ready access to other procurement-Army (OPA) funds required to purchase these vehicles. Obtaining such funds would require submission and approval of an operational needs statement (ONS). **[This is the typical response. If your facts are different explain them here.]**
- k. Potential for use of the equipment by other agencies after its use by the acquiring agency is ended. – Due condition under the vehicles will operate, it is not anticipated that any items purchased would be of much service to any other agency after use by the requestor. **[This is the typical response. If your facts are different explain them here.]**
- l. Trade-in or salvage value. – With the average depreciation at X% **[a new forklift will depreciate approximately 40-60% within the first 4 years - average depreciation is 1% per month, if high end vehicle use 1.25%, if low end equipment use .84% - use the same % depreciation for other equipment]** per month and the poor condition under which the items will operate, it is not anticipated that any items purchased would have any trade-in value and only nominal salvage value after use by requestor. **[This is the typical response. If your facts are different explain them here.]**
- m. Imputed interest. – There are no known imputed interest costs. **[This is the typical response. If your vendor charges interest use the total amount of interest.]**
4. Based on the facts and analysis presented above, lease of the requested lease of **[DESCRIBE ITEMS]** for **[XX NUMBER]** months is in the best interest of the government.
5. Point of contact is \_\_\_\_\_, DSN 318-XXX-XXXX, email: **jane.doe@afghan.swa.army.mil.**

**NOTE: The United States Government is self-insured and provides full insurance coverage for all vehicles in its possession. Do not seek insurance or damage options from vendor.**



\*Note: **New Lease** is when there is no lease in place and one is to be started.

**Renewal of lease** is when one exists and the JFARB is to accept an option to extend the lease of the current equipment within the same scope

**Continuation of services** is when one exists and the JFARB is to start a new contract for the same level and scope of the existing contract but with new equipment.

**Increase** is when a lease is in place and it is going to be renewed with an expansion of services.

\*\* Note: **Capital Lease** is a lease that transfers substantially all the benefits and risks of ownership to the Service. These leases are capitalized as a Service asset. The determination of whether a lease will be a capital lease is accomplished well in advance of the acquisition because of the possible budget scoring that may be required and need for OPA funding.

6. Leases are considered to be a capital lease when one of the four criteria below is met:

- A. Ownership of the property is transferred to the Service at or shortly after the end of the lease term.
- B. The property may be purchased at a bargain price at the end of the lease term.
- C. The lease term is greater than 75% of the estimated economic useful life of the asset.
- D. The present value of the minimum lease payments over the life of the lease is greater than 90% of the fair market value of the asset at the beginning of the lease term.

The Service should avoid capital leases. With a capital lease, there is a possibility that rental payments over the life of the lease may exceed the value of the property. Therefore, it may be more economically feasible to purchase the building or equipment rather than lease. Although we are in a contingency environment, the requirement to make financially sound decisions still exists.



JARB Attachment B - Theater Provided Equipment Memo

**ASSW-LG-TPBO**

**Date:** \_\_\_\_\_

Memorandum for Record, Acknowledging Theater Provided Equipment/Services Status

SUBJECT: Procurement of (insert description and number of items being procured)

1. REFERENCE. Money As A Weapon System USFOR-A J8 SOP, dated \_\_\_\_\_.
2. STATEMENT. The undersigned acknowledges that the procurement of the equipment, supplies and/or services acquired on TPE TEAM \_\_\_\_\_ DOC # \_\_\_\_\_ is for the express use of U.S. Forces organizations in Theater ISO OPERATION ENDURING FREEDOM and is designated Theater Provided Equipment (TPE). This acquisition will remain in Afghanistan and will not be removed without the expressed written consent of the ASSW TPBO under direction from HQDA and ARCENT.
3. The undersigned will not participate in the distribution of this property, as that will be the responsibility of the contract requestor and his/her logistics chain of command. The undersigned or his Responsible Officer (RO) Government Representatives at the Theater Property Book Teams will sign equipment issue forms, DA Forms 3161 or DD Forms 1348-1 once equipment has been issued to the gaining TPE customer unit(s) by the contract requestor and his/her logistics chain of command.
4. The POC is the undersigned at [ronald.j.zabawa@swa.army.mil](mailto:ronald.j.zabawa@swa.army.mil), DSN 318-481-9358.

RONALD J. ZABAWA, JR.  
GS-13, DA  
Theater Provided Equipment (TPE) PBO



## JARB Attachment C – Generator Purchases Example

### SAMPLE FOR GENERATOR PURCHASES

MEMORANDUM FOR Deputy Chief of Staff, United States Forces-Afghanistan, Kabul,  
APO AE 09356

SUBJECT: Justification for procurement of [Describe the generator/s here such as  
Three (3) 800kW generators]

1. PURPOSE: A brief description of why the generators are needed.
2. DISCUSSION: What are the generators going to be used for? Who, What, Where, and Why must be answered. What type of mission is being performed in the facilities being powered by the generators (e.g. TOC, LSA, and Hospital)? Why does the facility have to be powered by generator (e.g. is there prime power available, can a unit be cross leveled from another base)? Where will the generator be located (Building Number)?
3. EQUIPMENT: Detailed description of the generator being requested. The following information is required for each generator:
  - a) kW.
  - b) kVA.
  - c) Voltage.
  - d) Manufacturer.
  - e) Model Number. (This can be taken off of quote sheet from contractor.)
  - f) Cost of generator being requested. (If this is a replacement generator, the price to repair the existing generator must be included in the memorandum. If the repair cost is less than 75% of the procurement cost for the same generator, than justification must be supplied in this memorandum.)
  - g) If the generator will be powering more than one facility please list the building numbers and their mission.
  - h) If purchasing a transfer switch, specify whether it is manual or automatic
4. RECOMMENDATION:
5. POINT OF CONTACT: Rank, Name, Position, Phone number and Email.

JOHN A. DOE  
06, SC  
Duty Position



## JARB Attachment D.1 - Communications/IT Checklist

JARB NUMBER		JOINT ACQUISITIONS REVIEW BOARD (JARB) PACKAGE CHECKLIST <small>(Make sure you place this checklist after the JARB cover sheet)</small>		
<div style="text-align: center;"> <b>INFORMATION TECHNOLOGIES</b>            HEADQUARTERS            UNITED STATES FORCES-AFGHANISTAN            KABUL, AFGHANISTAN            APO AE 09356         </div>				
<b>Note: Submitted packages will be assigned a JARB number and reviewed. Once the package is determined complete it will go before the board.</b> <b>Current JARB status can be reviewed on the SIPRNET at the following location:</b> <a href="#">Track JARB Status Here</a> <b>Upload JARB Package in *.PDF at the following link:</b> <a href="#">Upload JARB Package Here</a> <b>Emergency Funding Requests (EFR) if necessary, must be signed by O-7 or higher:</b> <a href="#">Emergency Funding Request</a>				
No.	Initial		ITEM	Reference (hyperlinked to SIPR)
	Yes	No		
1.			Did you verify there is not a duplicate JARB Package for this same requirement?	<a href="#">How to upload a JARB package</a>
2.			Did you use all the templates that's posted on SharePoint to complete this package?	<a href="#">Templates and Guidance</a>
<b>Letter of Justification</b>				
3.			Is there a <b>Letter of Justification (LOJ)</b> or <b>letter of increase (LOI)</b> and is it signed/endorsed by an O-6 or above? - LOJ/LOI should ask for what you need, define your requirement with specifics (who, what, when, where and why).	<a href="#">Templates and Guidance</a>
3a.			Does it contain the <b>purpose</b> of the request?	<a href="#">Kabul Regional Contracting Center</a>
3b.			Does it contain the <b>operation need</b> of the request?	
3c.			Does it contain the <b>impact if not funded</b> ?	
3d.			Does it state how the mission is <b>currently being accomplished</b> ?	
3e.			Does it have a NSN and could you get it through the normal supply channels (to include GSA or DLA)? If not, address why alternatives are insufficient to meet requirement.	<a href="#">Supply Discipline Policy Memo, GSA Resources-Afghanistan</a>
3f.			Does it contain a <b>requirement date</b> at least 90 days out?	
3g.			Does it address sufficient <b>capability of utilities</b> ? - e.g. care/feeding, power, etc.	
3h.			Does it address any additional <b>furniture or equipment needs</b> ?	
3i.			Does it address <b>how the project will be accomplished</b> ?	
3j.			Is your LOJ signed by the appropriate requesting authority according to the <b>MAAWS-A</b> ?	
<b>Funding Document (PR&amp;C 3953, and MIPR)</b>				
4.			Is this item on the <b>spend plan</b> ?	
5.			Is this for US Forces personnel under <b>Title 10 US Code</b> ?	
6.			Is this a <b>current fiscal year requirement</b> ?	
7.			Did you complete and include the <b>PR&amp;C, DA Form 3953</b>	
7a.			Did the <b>Supply Officer</b> sign block 31?	
7b.			Did the appropriate approving authority sign block 34 of PR&C according to <b>MAAWS-A</b> ?	<a href="#">MAAWS-A</a>
8.			Did you complete and include a <b>Military Interdepartmental Purchase Request (MIPR)</b> , DD Form 448?	<a href="#">See MIPR Info Instruction Sheet</a>
8a.			If MIPR is used did you complete and include a <b>Determinations and Findings, FAR 17.503</b> ?	<a href="#">D&amp;F Example</a>
9.			Did you include the <b>Defense Base Act (DBA) insurance</b> for service conducted on the installation? For general service - <b>4% (for Service)</b>	
<b>Cost Information and Documentation</b>				
10.			Did you complete and include an <b>Independent Government Cost Estimate (IGCE)</b> with supporting data? (e.g. one quote if under \$25K/three if over)	<a href="#">Templates and Guidance</a>
11.			Did you provide a <b>quote(s)</b> that is/are <b>less than 30 days old</b> ? (e.g. best value determinate one quote if under \$25K/three quotes if over \$25K)	<a href="#">Lease vs. Purchase and NTV References and Templates</a>
12.			Did you check to see if the item is covered under a <b>BPA or IDIQ</b> ? (check with your RCC)	
13.			Did you include <b>shipping</b> ? (if no shipping cost was provided add 5% to the total cost)	
14.			Does the cost of each "system" requirement <b>exceed or equal \$250K</b> ? (If so complete a ONS)	
<b>Required Correspondence</b>				
15.			Did you include an <b>endorsement</b> from military supply system, DLA, or GSA if items are acquired outside of military supply system, DLA, or GSA? – e-mail corr. from a qualified representative is sufficient	<a href="#">GSA Resources - Afghanistan</a>
16.			Did you receive your <b>Base/Camp Mayor's endorsement</b> ?	
17.			Did you include a <b>J6/S6 endorsement</b> for communications equipment?	
18.			Did you determine if <b>Afghan First Initiative</b> will work for your purchase?	
19.			Did you include a Theater Provided Equipment (TPE) Officer or Supply Officer endorsement ensuring accountability of new equipment?	
<b>Contracting Oversight and Legal Documentation</b>				
20.			Did you complete and include a <b>Contracting Officer's Representative (COR) Nomination Letter</b> ? (for large quantity purchase to ensure a complete inventory)	
20a.			Did you include all the required <b>COR's Training Certificates</b> ? – COR Training, Ethics Training, and Combating Trafficking in Persons Training Certificates	<a href="#">SOW Template</a>
21.			Did you include a <b>completed Statement of Work (SOW)</b> ? – must include the period of performance and/or Performance Work Statement (PWS) (i.e. job description) – period of performance is based on a 12 month or less cycle, outside of 12 months would qualify a	
22.			Did you complete and include a <b>Quality Assurance Surveillance Plan (QASP)</b> if over \$25K? – US forces must be QAed by US personnel only and contractors may not QA themselves (for service)	<a href="#">QASP Template</a>



		<b>INFORMATION TECHNOLOGIES</b>		HEADQUARTERS UNITED STATES FORCES-AFGHANISTAN KABUL, AFGHANISTAN APO AE 09356	
		JARB NUMBER			
<p><b>Note:</b> Submitted packages will be assigned a JARB number and reviewed. Once the package is determined complete it will go before the board.</p> <p>Current JARB status can be reviewed on the SIPRNET at the following location: <a href="#">Track JARB Status Here</a></p> <p>Upload JARB Package in *.PDF at the following link: <a href="#">Upload JARB Package Here</a></p> <p>Emergency Funding Requests (EFR) if necessary, must be signed by O-7 or higher: <a href="#">Emergency Funding Request</a></p>					
No.	Initial			ITEM	Reference (hyperlinked to SIPR)
	Yes	No	N/A		
23.				Did you include <b>existing contracts(s)</b> ? - must include applicable part(s) (for service)	<a href="#">Sole Source Justification Requirements and Templates</a>
24.				Did you include <b>sole source or brand name justification</b> ?	
25.				Did you provide a memo delineating the <b>number of contractors (personnel)</b> supporting each contract? (for service)	
26.				Did your servicing <b>Judge Advocate (JA)</b> review the JARB package?	
Action Officer's Full Name/Section and Phone Number				Action Officer's Signature	
<i>Your package should speak for itself when you are not there to explain it or answer questions</i>					



## JARB Attachment D.2 - Service Contracts Checklist

<div style="text-align: center;"> <b>SERVICES</b>            HEADQUARTERS            UNITED STATES FORCES-AFGHANISTAN            KABUL, AFGHANISTAN            APO AE 09356         </div>						
JARB NUMBER		JOINT ACQUISITIONS REVIEW BOARD (JARB) PACKAGE CHECKLIST				
(Make sure you place this checklist after the JARB cover sheet)						
<b>Note: Submitted packages will be assigned a JARB number and reviewed. Once the package is determined complete it will go before the board.</b> <b>Current JARB status can be reviewed on the SIPRNET at the following location:</b> <a href="#">Track JARB Status Here</a> <b>Upload JARB Package in *.PDF at the following link:</b> <a href="#">Upload JARB Package Here</a> <b>Emergency Funding Requests (EFR) if necessary, must be signed by O-7 or higher:</b> <a href="#">Emergency Funding Request</a>						
No.	Initial			ITEM	Reference (hyperlinked to SIPR)	
	Yes	No	N/A			
1.				Did you verify there is <b>not a duplicate JARB Package</b> for this same requirement?	<a href="#">How to upload a JARB package</a>	
2.				Did you use all the templates that's posted on SharePoint to complete this package?	<a href="#">Templates and Guidance</a>	
<b>Letter of Justification</b>						
3.				Is there a <b>Letter of Justification (LOJ)</b> or letter of increase (LOI) and is it signed/endorsed by an <b>O-6 or above?</b> - LOJ/LOI should ask for what you need, define your requirement with specifics (who, what, when, where and why).	<a href="#">Templates and Guidance</a>	
3a.				Does it contain the <b>purpose</b> of the request?	<a href="#">Kabul Regional Contracting Center</a>	
3b.				Does it contain the <b>operation need</b> of the request?		
3c.				Does it contain the <b>impact if not funded?</b>		
3d.				Does it state how the mission is <b>currently being accomplished?</b>		
3e.				Does it have a NSN and could you get it through the normal supply channels (to include GSA or DLA)? If not, address why alternatives are insufficient to meet requirement.	<a href="#">Supply Discipline Policy Memo, GSA Resources-Afghanistan</a>	
3f.				Does it contain a <b>requirement date</b> at least 90 days out?		
3g.				Does it address sufficient <b>capability of utilities?</b> - e.g. care/feeding, power, etc.		
3h.				Does it address any additional <b>furniture or equipment needs?</b>		
3i.				Does it address <b>how the project will be accomplished?</b>		
3j.				Does it address <b>sandbook standards, troop to task?</b> (e.g. 20 troops per NTV)		
3k.				Is your LOJ signed by the appropriate requesting authority according to the <b>MAAWS-A?</b>		
<b>Funding Document (PR&amp;C 3953, and MIPR)</b>						
4.				Is this item on the <b>spend plan?</b>		
5.				Is this for US Forces personnel under <b>Title 10 US Code?</b>		
6.				Is this a <b>current fiscal year requirement?</b>		
7.				Did you complete and include the <b>PR&amp;C, DA Form 3953</b>		
7a.				Did the Supply Officer sign block 31?		
7b.				Did the appropriate approving authority sign block 34 of PR&C according to <b>MAAWS-A?</b>		<a href="#">MAAWS-A</a>
8.				Did you complete and include a <b>Military Interdepartmental Purchase Request (MIPR)</b> , DD Form 448?		<a href="#">See MIPR Info Instruction Sheet</a>
8a.				If MIPR is used did you complete and include a <b>Determinations and Findings, FAR 17.503?</b>	<a href="#">D&amp;F Example</a>	
9.				Did you include the <b>Defense Base Act (DBA) insurance</b> for service conducted on the installation? For general service - 4%, for security - 10%, and for aviation - 17% (include in section 15 on PR&C or in the IGCE)		
<b>Cost Information and Documentation</b>						
10.				Did you complete and include an <b>Independent Government Cost Estimate (IGCE)</b> with supporting data? (e.g. one quote if under \$25K/three if over)	<a href="#">Templates and Guidance</a>	
11.				Did you provide a <b>quote(s)</b> that is/are <b>less than 30 days old?</b> (e.g. best value determinate one quote if under \$25K/three quotes if over \$25K)	<a href="#">Lease vs. Purchase and NTV References and Templates</a>	
<b>Required Correspondence</b>						
12.				Did you contact the appropriate <b>Medical Command representative</b> and acquire/include a review of any requirements involving medical commodities?	<a href="http://www.buildingmarkets.org">www.buildingmarkets.org</a> (NIPR)	
13.				Did you contact the appropriate <b>Prime Power representative</b> and acquire/include a review of any	<a href="#">GSA Resources - Afghanistan</a>	
14.				Did you include an <b>endorsement from military supply system, DLA, or GSA</b> if items are acquired outside of military supply system, DLA, or GSA? – e-mail corr. from a qualified representative is sufficient		
15.				Did you receive your <b>Base/Camp Mayor's endorsement?</b>	<a href="#">LOGCAP Guidance</a>	
16.				Did you include a <b>LOGCAP completed and signed LOGCAP Requirements Checklist and a Project Price Estimate (PPE)?</b> – LOGCAP requirements greater than \$50K must be validated by the JARB		
17.				Did you receive an <b>endorsement from the Armed Contractor's Oversight Division (ACOD)/TF 2010</b>	<a href="mailto:usfora.acod.org@afghanistan.swa.army.mil">usfora.acod.org@afghanistan.swa.army.mil</a>	
18.				Did you include a <b>J6/S6 endorsement</b> for communications equipment?		
19.				Did you determine if <b>Afghan First Initiative</b> will work for your purchase?		
20.				Did you include a Theater Provided Equipment (TPE) Officer or Supply Officer endorsement ensuring accountability of new equipment?		



## SERVICES

HEADQUARTERS  
UNITED STATES FORCES-AFGHANISTAN  
KABUL, AFGHANISTAN  
APO AE 09356

JARB NUMBER	JOINT ACQUISITIONS REVIEW BOARD (JARB) PACKAGE CHECKLIST				
	Contracting Oversight and Legal Documentation				
<p><b>Note: Submitted packages will be assigned a JARB number and reviewed. Once the package is determined complete it will go before the board.</b>            Current JARB status can be reviewed on the SIPRNET at the following location: <a href="#">Track JARB Status Here</a>            Upload JARB Package in *.PDF at the following link: <a href="#">Upload JARB Package Here</a></p>					
No.	Initial			ITEM	Reference (hyperlinked to SIPR)
	Yes	No	N/A		
21.				Did you complete and include a <b>Contracting Officer's Representative (COR) Nomination Letter?</b> (for large quantity purchase to ensure a complete inventory)	
21a.				Did you include all the required COR's Training Certificates? – COR Training, Ethics Training, and Combating Trafficking in Persons Training Certificates	
22.				Did you include a completed <b>Statement of Work (SOW)?</b> – must include the period of performance and/or Performance Work Statement (PWS) (i.e. job description) – period of performance is based on a 12 month or less cycle, outside of 12 months would qualify a	<a href="#">SOW Template</a>
23.				Did you complete and include a <b>Quality Assurance Surveillance Plan (QASP)</b> if over \$25K? – US forces must be QAed by US personnel only and contractors may not QA themselves	<a href="#">QASP Template</a>
24.				Did you include <b>existing contracts(s)?</b> - must include applicable part(s)	
25.				Did you include <b>sole source or brand name justification?</b>	
26.				Did you provide a memo delineating the <b>number of contractors (personnel)</b> supporting each contract?	<a href="#">Sole Source Justification Requirements and Templates</a>
27.				Did your servicing <b>Judge Advocate (JA)</b> review the JARB package?	
<b>Action Officer's Full Name/Section and Phone Number</b>				<b>Action Officer's Signature</b>	
Your package should speak for itself when you are not there to explain it or answer questions					



## JARB Attachment E – Letter of Justification

### **USFOR-A JARB SAMPLE LETTER OF JUSTIFICATION**

Unit Letterhead

Unit Symbol and Date

MEMORANDUM FOR DEPUTY COMMANDING GENERAL FOR SUPPORT, USFOR-A

SUBJECT: LETTER OF JUSTIFICATION FOR (WHATEVER SERVICE YOU ARE TRYING TO ACQUIRE)

1. PURPOSE: Who requests approval to receive what CONTRACT service in support of Operation Enduring Freedom.

2. DISCUSSION (include operational need):

The five Ws must be answered - who, what, when, where, why. This is the most important question. You must explain why it is a requirement and why it cannot be fulfilled any other way.

- a. Who is the service for and who is it benefitting? The requirement must be for U.S. Forces, ONLY. If coalition forces or Afghan Security Forces benefit, you must explain how you will recoup costs.
- b. What is their mission, and the operational need? What is the purpose of the need, and what will the service do for them?
- c. When do they use the service (frequency and/or duration), adversely, when do they need to service activated and for how long
- d. Where do they use the service; is climate, dust, sand, rain, terrain, threat posture, a factor; why can the unit not accomplish their mission without the service requested?
- e. Why does the unit need the specific service requested? Why is troop labor not an option?
- f. How many personnel will this support? How will it be accomplished?
- g. Are there certain specifications that need to be considered?
- h. Why is the requirement not a system requiring OPA funds (refer to separate SA document)?
- i. Can Afghans perform this work (Afghan First Initiative)?

3. IMPACT IF NOT SUPPORTED. What is the impact if not supported? If it is mission critical, what part of the unit's mission will fail without the requested service or equipment?

4. HOW MISSION IS CURRENTLY BEING ACCOMPLISHED.



5. ALTERNATIVES. Are there any other viable options? Is it possible to accomplish the mission with any alternatives?
6. ADDITIONAL CONCERNS. Address follow-on OMA requirements. Address AT/FP requirements. Address the capabilities of utilities (e.g. power, care/feeding, etc.) to support requirement. Address furniture and or equipment needs. Address site preparation and demolition for the requirement (may require a JFUB). Address how the project will be accomplished. Address if this a complete and useable requirement.
7. RECOMMENDATION. Brief summary of exactly what the unit would like the JARB to recommend approval of (state FUNDING REQUESTED, and ANY QUANTITIES).
8. POINT OF CONTACT. Who should be contacted for any additional information that may be required? Be sure to include name, rank, title, phone number, and email address. Include a secondary POC if the primary will not be available.

SIGNATURE BLOCK  
06 OR HIGHER (US FORCES ONLY)

Describe the requirement with specifics – after reading your LOJ, one should not have any questions.

Adequately describe the requirement so that someone unfamiliar with it can understand.

Provide sufficient description of how it relieves the problem.

Your package should speak for itself when you are not there to explain it or answer questions

Ask for what you need and specifically describe what you need.



JARB Attachment F – Letter of Lateness

Office Symbol

Date

MEMORANDUM FOR DCOS, United States Army Central, ATTN: CARB, APO AE 09306

SUBJECT: Letter of Lateness.

1. Submission of \_\_\_\_\_ is late due to \_\_\_\_\_.
2. POC for this action is \_\_\_\_\_, DSN (XXX) XXX-XXXX, or email:.

SIGNATURE BLOCK



## JARB Attachment G – Independent Government Cost Estimate

### **COST DATA POINTS:**

When collecting data for an Independent Government Cost Estimate (IGCE), consider the following:

#### Personnel:

- Labor rate (hourly)
- Location (country)
- Post differential pay (based on country)
- Danger pay (based on country)
- Hours (number of hours of work in the period of performance)
- DBA Insurance

#### Travel:

- Airfare
- Trip length & per diem
- Rental car
- Location
- R&R Trips
- CRC

#### Deployed Support Elements:

- Housing (monthly)
- Vehicle lease (long term – monthly cost)
- Fuel (monthly)
- Phone (monthly)
- Meals allowance (30 days full rate)
- Meals allowance (proportional rate)
- Management support company (entrance visas)
- Internet access

#### Equipment/Other:

- Any equipment that the requirement calls for
- Mobilization costs
- De-mobilization costs
- Contract TDY costs



## JARB Attachment H – Service Contract Approval Template

Print Form

### REQUEST FOR SERVICES CONTRACT APPROVAL

<b>A</b>	<b>Name of HQDA Principal, Army Command, Army Service Component Command or Direct Reporting Unit Organization:</b>
<b>B</b>	<b>Unit Identification Code (UIC):</b>
<b>C</b>	<b>Project Name for Contract:</b>
<b>D</b>	<b>Contract Number / Task Order / Delivery Order Number:</b>
<b>E</b>	<b>Contract Manpower Equivalentents and Cost:</b>
<b>F</b>	<b>Justification for Contract (attach worksheets A, B, C, and D):</b>
<b>G</b>	<p><b>HQDA Principal, Army Command, Army Service Component Command, or Direct Reporting Unit Decision.</b></p> <p>_____ <b>I approve and certify that:</b></p> <ol style="list-style-type: none"> <li>1) this requirement does not include inherently governmental functions;</li> <li>2) this requirement does not include unauthorized personal services either in the way the work statement is written or in the way the contract operates;</li> <li>3) in the case of work closely associated with inherently governmental functions, or non-competitive contracts, special consideration has been given to using federal government employees;</li> <li>4) this contract (circle all that apply):             <ol style="list-style-type: none"> <li>a) has been reported in the Contract Manpower Reporting Application (CMRA);</li> <li>b) has not been reported in CMRA, an explanation is enclosed;</li> <li>c) the CMRA reporting requirement has been included in the work statement for this new requirement;</li> </ol> </li> <li>5) the requirement has been validated: for example, the requirement has been documented, it has an approved concept plan, a manpower survey has been done, or has been validated by other accepted techniques;</li> <li>6) sufficiently trained and experienced officials are available within the agency to manage and oversee the contract administration function.</li> </ol> <p>_____ <b>Disapprove</b></p> <p>_____</p> <p><b>Name, Rank, Position and Date: [Printed]</b></p> <p><b>Signature:</b> _____</p>
<b>H</b>	<p><b>Worksheets Prepared by:</b> _____ <b>Date:</b> _____</p> <p><b>Signature:</b> _____</p>

NOTE: The full copy (8 pages) is found on the USFOR-A J4 JARB portal.



JARB Attachment I – Determinations and Finding for Interagency Acquisitions

MEMORANDUM FOR RECORD

SUBJECT: Determination and Finding (D&F) in support of Economy Act Order

Ref: JARB Project GSA Leased NTVs

In accordance with requirements of the Federal Acquisition Regulation (FAR), 17.5, Interagency Acquisitions under the Economy Act, the following statements apply,

Initials	Statement
<u>  X  </u>	Use of an interagency acquisition is in the best interest of the Government

And

<u>  X  </u>	The supplies or services cannot be obtained as conveniently or economically by Contracting directly with a private source
--------------	---

If the Economy Act order requires contract action by the servicing agency, the D&F must also include a statement that at least one of the following circumstances applies.

Initials	Statement
<u>      </u>	The acquisition will appropriately be made under an existing contract of the servicing agency, entered into before placement of the order, to meet the requirements of the servicing agency for the same or similar supplies or services

Or

<u>  X  </u>	The servicing agency has capabilities or expertise to enter into a contract for such supplies or services which is not available within the requesting activity
--------------	---

Or

<u>  X  </u>	The servicing agency is specifically authorized by law or regulation to purchase such supplies or services on behalf of other agencies.
--------------	---

SIGNATURE BLOCK



JARB Attachment J – COIN Contracting Management Team (CCMT) Strategic Sourcing Memorandum Example

Office Symbol

Date

MEMORANDUM FOR RECORD, Strategic Sourcing Review Board Results

SUBJECT: Procurement of (insert description and number of items being procured)

Ref: Money As A Weapon System USFOR-A J8 SOP, dated \_\_\_\_\_.

In accordance with requirements set forth in the MAAWS-A, all service contracts, leases, commodities purchases, automation/communications purchases, LOGCAP and other OMA requirements in support of US Forces should be validated by a review board consisting of a representative from the Regional Contracting Center, the LOGCAP ACO, LSO, Camp Mayor, unit S4, and appropriate subject matter experts.

The board met on \_\_\_\_\_ at \_\_\_\_\_ (date and time) to discuss the acquisition strategy and plan for Procurement of \_\_\_\_\_ (insert description and number of items being procured) in support of \_\_\_\_\_ (unit).

The board recommends the following sourcing strategy to meet this requirement:

- 1.
- 2.
- 3.

(List the step(s) to procure the service contract, leases, commodity, automation or communications, LOGCAP or other OMA requirements.)

Approved by:

Name and rank

Unit

Date

\_\_\_\_\_  
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JARB Attachment K – Contracting Officer Representative (COR)  
Appointment Letter Example

SCO-A

Date

MEMORANDUM FOR Senior Contracting Official - Afghanistan

SUBJECT: Nomination of Contracting Officers Representatives (CORs) (Policy Letter SCO-A – 11- 014 **update**)

1. Effective immediately the Regional Contracting Centers (RCCs) will utilize the following COR nomination letter template for all COR nominations.
2. Attached is the COR nomination letter template to be utilized by all RCCs when nominating CORs for service and/or construction contracts.
3. Point of contact for memorandum regarding this guidance is Mr. Jeffrey Bell at 318-237-6582 or [Jeffrey.a.bell@afghan.swa.army.mil](mailto:Jeffrey.a.bell@afghan.swa.army.mil).

2 Encls

CASEY D. BLAKE, Brig Gen, USAF

1. COR Nomination Template

Deputy Commander

2. Experience/Training Requirements

USCENTCOM - Joint Theater Support

Contracting Command and Senior Contracting

Official-Afghanistan



JARB Attachment K- Continued

(DATE)

MEMORANDUM FOR RECORD

SUBJECT: Nomination of Contracting Officer's Representative (COR)

1. The purpose of this memorandum for record is to nominate \_\_\_\_\_ (Name, Rank) \_\_\_\_\_ as COR for \_\_\_\_\_ (contract number/project number) \_\_\_\_\_, \_\_\_\_\_ (Project Name) \_\_\_\_\_, \_\_\_\_\_ (Project Location) \_\_\_\_\_.

2. \_\_\_\_\_ Name, Rank) \_\_\_\_\_ will be assigned to type \_\_\_\_\_ (identify A,B, or C) \_\_\_\_\_ contracts as **described below which require experience and training as outlined in Attachment 1 of this letter:**

TYPE COR	EXPERIENCE/TRAINING REQUIREMENTS	REQUIREMENT ATTRIBUTE EXAMPLES
A	Fixed-Price, low performance risk requirements	Lack of technical or administrative complexity, no identifiable risk factors; limited requirement for technical expertise; low likelihood of modification; effort is a follow-on to an existing contract
B	Other than fixed-price, low performance risk requirements	The nature of the work is more complex; effort will be performed in multiple regions/remote geographic locations, contract contains incentive arrangement or cost sharing provisions, contract is cost-type.
C**	Unique requirements that necessitate a professional license, higher education, or specialized training	Environmental remediation; major weapons systems; medical/dental/veterinarian services, etc...

**\*\* RCC Chief determination based on complexity of contract**

**(i.e. complex service/construction, theater wide contracts, etc...)**

3. \_\_\_\_\_ (Name, Rank) \_\_\_\_\_ is a member of \_\_\_\_\_ (Unit) \_\_\_\_\_, \_\_\_\_\_ (Major Command) \_\_\_\_\_ whose immediate supervisor has ensured this nominee has accomplished the **required training at attachment 1 of this letter; certificates attached.**



4. CERTIFICATION FOR NOMINATION OF COR – DoD 5500.7-R (JER) states the basis for determining the need for filing OGE 450, Confidential Financial Disclosure Report. To fill out the OGE 450 complete the following:

- a. [http://www.usoge.gov/forms/form\\_450.aspx](http://www.usoge.gov/forms/form_450.aspx)
- b. Go to Financial Disclosure;
- c. Go to Confidential Financial Disclosure;
- d. Go to the left side of the screen OGE Form 450;
- e. Go to the bottom and click on OGE Form 450;
- f. Download PDF version

Supervisor (or higher authority) of nominees for COR are required to certify that the nominee is in compliance with **DoD 5500.7-R and the Procurement Integrity Act (FAR 3.104)**, as follows:

I certify that I am the Supervisor (or higher authority) of \_\_\_\_\_ and that:

\_\_\_\_\_ This employee will complete the Monthly COR Report and forward a copy of said report to the PCO each month.

\_\_\_\_\_ This employee has filed an OGE Form 450 and there is no conflict of interest or apparent conflict of interest interfering with this appointment. The employee will be required to file an OGE Form 450 each February for the duration of this appointment and notify the PCO of this using the February COR Monthly Report.

\_\_\_\_\_ This employee will complete the 8 hour online Defense Acquisition University COR Refresher Training entitled COR With A Mission Focus by February of each year at <https://clc.dau.mil/modules/CLC> and provide confirmation of completion in the February COR Monthly Report to the PCO.

5. \_\_\_\_\_ (Name, Rank) \_\_\_\_\_ has been appointed and is COR for the following construction and/or services contracts at this time, and has sufficient time to perform their designated duties:

6. \_\_\_\_\_ (Name, Rank) \_\_\_\_\_ has the technical knowledge and experience (to identify contracting vulnerabilities that may lead to fraud, waste, abuse, etc) that qualifies him/her to be a COR for the above identified construction and/or services contract.

7. \_\_\_\_\_ (Name, Rank) \_\_\_\_\_ has been sufficiently trained by their unit to recognize Trafficking in Persons violations.

8. \_\_\_\_\_ (Name, Rank) \_\_\_\_\_ will monitor this project and submit required COR reports by the seventh of each month until completion of the project, or until properly relieved by another COR prior to their DEROS (Date Eligible for Return from Overseas Service) of \_\_\_\_\_ (Date) \_\_\_\_\_.

9. \_\_\_\_\_ (Name, Rank) \_\_\_\_\_ will attend COR Phase II training to be provided by the Contracting Officer prior to issuance of the Notice to Proceed (NTP) to the successful offeror.



10. Additional information: (Supervisor's Name, email, phone number) & (Rater's Name, email, phone number)

(Commander)

NAME, RANK (O-5 or higher)

TITLE



JARB Attachment K -- Continued

**REQUIRED TRAINING IAW TYPE OF COR ASSIGNMENT**

<b>TYPE COR</b>	<b>REQUIRED</b>	<b>TITLE</b>	<b>LOCATION</b>
A	DAU CLC 106	Contracting Officer's Representative with a Mission Focus	<a href="https://clc.dau.mil/modules/CLC">https://clc.dau.mil/modules/CLC</a>
A,B,C	DoD Trafficking In Persons	DoD Trafficking In Persons	<a href="http://www.dodig.mil/inspections/po/combatinghuman.htm">http://www.dodig.mil/inspections/po/combatinghuman.htm</a>
A,B,C	DAU CLC 206	Contracting Officer's Representatives in a Contingency Environment	<a href="https://clc.dau.mil/modules/CLC">https://clc.dau.mil/modules/CLC</a>
A,B,C	DAU CLM 003	Overview of Acquisition Ethics	<a href="https://clc.dau.mil/modules/CLM">https://clc.dau.mil/modules/CLM</a>
B,C	DAU CLC 222  <b>** (TBD by Contracting Officer) **</b>	Contracting Officers Representative (COR) Training	<a href="https://clc.dau.mil/modules/CLC">https://clc.dau.mil/modules/CLC</a>



JARB Attachment L – J6 JARB Waiver Request Letter



HEADQUARTERS  
UNITED STATES FORCES-AFGHANISTAN  
KABUL, AFGHANISTAN  
APO AE 09356

[Your Organization]

[Date]

MEMORANDUM THRU

United States Forces-Afghanistan, Communications Division (J6), New Kabul Compound, APO AE 09356

FOR United States Forces-Afghanistan, Comptroller (J8/RM), New Kabul Compound, APO AE 09356

SUBJECT: J6 JARB Validation Waiver Request for Non-SEL purchases less than \$200,000

1. [Organization] requests a waiver to JARB validation for [type of equipment] equipment to [what will this equipment do] without formal Joint Acquisition Review Board. This equipment is mission essential to [Mission Impact]. [Justification].
2. Requested [type of equipment] equipment is not on the USFOR-A Standard Equipment List and the purchase is under \$200K. The equipment but is current generation and complies with IT industry standards. All equipment will be added to units property book in accordance with regulations and will be operated and maintained under appropriate Standard Operating Procedures. [Your Organization] recommends waiver of JARB validation due to [justification].
3. If there are any questions on this matter please contact [Your POC] at DSN [POC Phone Number] or [SIPR e-mail].

[Battalion S6 or Division G6 Sig Block]

Approved/Disapproved

Date: \_\_\_\_\_

[Current USFOR-A Deputy J6 Sig Block]



## **Joint Facilities Utilization Board (JFUB)**

### CONTENTS

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#### A. **PURPOSE:**

1. This appendix outlines the policies and procedures for the conduct of the USFOR-A JFUB. The policies apply to all U.S. Forces - Afghanistan Headquarters, subordinate units, and other units requiring USFOR-A Title 10 appropriated Operations and Maintenance Army (OMA) and Other Procurement Army (OPA) funds.
2. The process described here is a part of the overall command requirements validation process. Final approval authority resides with the USFOR-A Deputy Commanding General for Support (DCDR-S), USFOR-A Chief of Staff, or other authority specifically delegated in a Delegation of Approval memorandum, depending upon the threshold of the requirement. Approval authorities may be delegated no lower than the O-6 level in their chain of command. The approval authority can set the policy for conducting review and project validation for construction/repair projects at their designated authority thresholds.

#### B. **PROGRAM OVERVIEW:**

1. The objective is to provide facilities required to perform the USFOR-A mission. All commanders shall support this objective by ensuring project requests meet validated requirements. Scopes of work are restricted to the **Minimum Military Requirement (MMR)** necessary to meet mission needs, as prescribed in the CENTCOM Sand Book. Requirements must be in compliance with all applicable standards, programmed at the lowest life cycle cost, achieve optimum resource efficiency and minimize damage to the natural and human environments, and be within fiscal authorities and have available resources.
2. The JFUB evaluates and reconciles component requirements for real estate, the use of existing facilities, inter-service support, and construction/repair projects when conflicting or competing requirements materialize.



3. The JFUB will review all facility requirements to include MILCON level projects. The USFOR-A Joint Engineer Directorate, with assistance from other selected JFUB members, is responsible for coordination and completion of the JFUB's work and issues.
4. Currently, HQ USFOR-A hosts a weekly JFUB. External participants may attend in person, or participate by VTC or teleconference. The JFUB's composition varies depending on the nature of the contingency and the forces, the organizations, and the agencies involved.
5. Regional Commanders, USFOR-A Regional Detachments, Kabul Base Cluster (for RC-Capital) and CSTC-A are responsible for administering a JFUB for the installations under their command. The JFUB must be in compliance with the MAAWS-A, any HQ USFOR-A FRAGOs and policy letters. Units must submit their project request through their Regional JFUB. The USFOR-A Regional Detachments and the Regional Commands are responsible for boarding **all** construction requirements at their level. If the project is above their authority (e.g.  $\geq$  \$400,000 at a non-strategic base) the RC JFUB will board the project and then forward the package to USFOR-A for validation and approval.
6. All Operations & Maintenance, Army (OMA) construction projects  $\geq$  \$400,000 for **non-strategic** bases must be submitted to HQ USFOR-A for Chief of Staff approval, **NO EXCEPTIONS.**
  - a. Strategic Bases are primarily used for inter-theater transportation and/or strategic or operational command and control purposes.
    - i. Nato Strategic Bases include:
      1. Camp International Security Assistance Forces (ISAF)
      2. North Kabul Area International Airport (NKAIA)
      3. Kandahar Airfield (KAF)
    - ii. Strategic Bases owned by Troop Contributing Nations (TCN) include:
      1. Kabul Base Cluster (Camp Phoenix, Warehouse, New Kabul Compound)
      2. Bagram Airfield (BAF)
      3. Camp Arena, Herat
      4. Bastion/Leatherneck Forward Support Base
      5. MeS or Camp Marmal at Mazar-e Sharif Airport
7. All Life, Health, Safety (LHS) projects over \$750,000 and RLB purchase requests must be submitted to HQ USFOR-A for DCDR-S approval, **NO EXCEPTIONS.**
  - a. An RLB is defined in DA Pam 420-11, page 45: "An arrangement of components and systems designed to be transported over public roads with a minimum of assembly upon arrival and a minimum of disassembly for relocation. A relocatable building is designed to be moved and



reassembled without major damage to floor, roof, walls, or other significant structural modification.” Additionally, an RLB must meet the 20% Rule or “80/20 Analysis.” Contact your JFUB PM for more information.

8. The HQ USFOR-A JFUB is chaired by the USFOR-A Joint Engineer’s representative, the Chief of Basing and Facilities, in the rank of O-6 and may be delegated to an O-5. Its members may consist of any required special staff (for example, legal and Prime Power). The senior ranking individual (O-6 minimum) of each organization listed below is the voting member, but he/she may delegate his/her vote to an individual no lower in rank than O-5. Voting Board Members are: J3, J4, J6, and J8. The USFOR-A Engineer representative will vote only in case of a tie. Non-Voting Members are: SJA, Force Protection Officer (FPO), CENTCOM Contracting Command (CCC), and other organizations as requirements dictate.
9. The HQ USFOR-A JFUB cell receives completed packages from Regional JFUBs and other USFOR-A funded units. Units will assign the next available tracking number from the USFOR-A JFUB project number tracker to each requirement submitted and post the packages to the USFOR-A Project Information Management Portal (PIMP) on the SIPR network system. The completed packages are due to the JFUB cell Tuesday at 1200 hours local time before the next scheduled JFUB board. The JFUB Program Manager will review the packages and will provide comments for correction or will forward an e-mail to each board member listing each package requiring review. Board members are to review all packages prior to the JFUB that week. Board members may provide comments or questions on any concerns they have about the packages prior to the Board, or during the actual JFUB. Only the pre-coordinated JFUB packages will be reviewed at the JFUB. During the board, the voting members will vote for each project:
  - a. Validate: Was coordinated by JFUB voting members. Project is for a critical mission need, abides by MMR policies and is legally sufficient. Project will move forward for approval signatures.
  - b. Conditionally Validate: Was coordinated by most JFUB voting members. Project is for a critical mission need; however, RFIs need to be answered for MMR, design, cost, or legal.
  - c. Defer: Project was not coordinated by JFUB voting members. Project may not be for a critical mission need, may not be legally sufficient, or may not meet the MMR.
10. If a package is considered an emergency that cannot wait for the normal JFUB cycle, USFOR-A will conduct an out-of-cycle JFUB or walk the package through the JFUB coordination/approval process. Emergency packages are defined as those requirements that must be expedited by all parties involved, as their delay would constitute an unacceptable level of risk to the mission. The Letter of



Justification (LOJ) in the Package should state that the project is an emergency and why. Emergency JFUB requests must be submitted by an O-7 or higher. Projects that are not emergency requirements will be processed at the next available board.

11. Following the JFUB meeting, the USFOR-A Joint Engineer's representative presents the validated JFUB packages to the Chief of Staff or Deputy Commanding General (depending on the approval authority) for an approval decision.
12. **Approval of a submission does not mean funding has been approved or made available for obligation, only that the requirement has been validated.** Once a package is approved it must be funded through the budget process by submitting the requirement on the unit spend plan. Any project requiring funds validated through the process may **NOT** begin prior to validation and funding.

C. **RESPONSIBILITIES:**

1. J3 ensures the requirement meets operational needs of the mission and that the project does not impede the needs of other ongoing missions.
2. J4
  - a. Serves as a functional expert to review requirements from an overall logistics perspective. This includes not only the validity of the requirement, but also determining if the requirement is logistically supportable within the theater, whether it meets the MMR initiative, and whether another alternative might provide the same capability with more efficiency or at a lower cost.
  - b. Serves as a functional expert to review requirements for:
    - 1) Logistics Civil Augmentation Program (LOGCAP) requests for expansion of current services and all new services equal to or greater than \$250,000 (i.e. new DFAC's being built).
    - 2) Cross leveling of Container Housing Units (CHU) and other Relocatable Buildings (RLB).
3. J6
  - a. Provides an action officer to serve as the automation support coordinator.
  - b. Serves as a functional expert to review requirements including, but not limited to, communications equipment, communications security equipment, computers, printers, data storage devices, network-related equipment or services, software, or other information technology support.



- c. Serves as a functional expert to review requirements from an overall Information Technology perspective. This includes not only the validity of the requirement, but whether another alternative might provide the same capability with more efficiency; the request meets the theater standard for that facility type or provides solution at a lower cost.
  4. J8. Serves as a functional expert to review requirements from an overall fiscal and budgetary perspective. This includes not only the validity of the requirement, but whether another alternative might provide the same capability with more efficiency, at a lower cost, or more closely conforms to the MMR initiative.
5. Joint Engineer Directorate (JENG) Representative
  - a. Presents requirements to the USFOR-A Deputy Commanding General or Chief of Staff for approval. Acts (together with J3, J4, J6, and J8) as the USFOR-A staff lead and manager of JFUB policies, standards and procedures.
  - b. Serves as a functional expert to review requirements from an overall engineering perspective. This includes not only the validity of the requirement, but whether another alternative might provide the same capability with more efficiency, at a lower cost, or more closely conforms to the MMR initiative. This also includes reviewing requirement to ensure it is in compliance with existing Base Camp Master Plan (BCMP) and validates that the Base Camp Planning Board (BCPB) has approved the project according to master plan documents (provide master plan site layout, project inclusion verification and approval document by BCPB).
  - c. Ensures work classifications are in accordance with Army regulations. Verifies that OMA threshold is not exceeded. If requirement exceeds OMA threshold and requires MILCON funding, reviews the requirement for validity and sends the validated requirement to USFOR-A MILCON program manager for action.
  - d. Facilitates the JFUB.
  - e. Ensures all construction projects over \$100,000 or those including RLBs are validated by the JFUB. This includes MILCON, Unspecified Minor Military Construction-Army (UMMCA) and Air Force P-341 projects.
6. SJA. Reviews proposed initiatives from an overall legal and fiscal perspective and provides a legal opinion.
7. Force Protection Office (FPO). Upon request, reviews all anti-terrorism and force protection requests and all other requests with respect to force protection considerations to include adherence to OPORD 05-02.



8. CENTCOM Contracting Command Deputy Commander for Operations - Afghanistan (DCO-A). Reviews and advises on the recommended contract method and availability of contractor skill sets in theater.
9. Fire Protection. Reviews designs to ensure plans are within compliance of fire protection regulations.
10. Prime Power. Reviews designs to ensure plans have proper electrical or generator requirements.
11. Other Organizations. Discusses projects submitted, as appropriate, so the board can make an informed decision to approve or disapprove the package.

#### D. REVALIDATION:

JFUB requirements that have been approved must be revalidated when:

1. Required funding exceeds approved funding limit in the Delegation of Authority (DOA) Letter by 25% or more.
2. There is a change in approved scope or deviation of the requirement from when it was originally approved. For example, a change in scope of building construction from RLB to wood, PEB or CMU. A change in scope of only design, when there is no required funding increase to the project, may be approved by the JFUB Chair. Any increase to the size of an approved building must be revalidated. Even if the change in scope costs less than 25%, the JFUB package requires revalidation.
3. If the DOA for the project is dated over 1 year ago.
4. If the project location changes after a JFUB package is submitted, the unit must submit a new location map, legal review, and mayor's endorsement with a memo explaining why the change was made. If the project location changes after validation, the requirement must be revalidated.
5. The following communications equipment cannot be purchased through the JFUB: Encryption devices (TACLANE), data switches, servers, telephones, terminals, keyboards, monitors, peripheral equipment, wireless LAN (WLAN), etc. See AR 420-1, Table 4-2 for additional items.
6. Any project requiring funds validated through the JFUB process **may NOT begin prior to validation and funding**. This includes troop labor construction of facilities that will later require OMA.



E. **JFUB PACKAGE STANDARDS AND REQUIREMENTS:** A submitted JFUB package consists of the following and will then be ready for review by the board:

1. Operational Needs Statement (ONS)/Letter of Justification (LOJ) should include: project title, location of project, name and contact information of person(s) who prepared the document, detailed project justification including the need for the project, how this need is currently met, if at all, impact if not provided, expected start date of construction, need by date (Attachment 1). Include details that will help determine the bona-fide need for the project. Don't just tell the board the unit's mission will be negatively impacted; tell the board how the mission will be impacted. **The ONS/LOJ must be signed by a U.S. O-6.**
2. Independent Government Cost Estimate (IGCE) - minimum standards include: submissions in Excel utilizing the standardized JFUB cost estimate template (Attachment 2), include between 10%-25% contingency, 4.25% Defense Base Act (DBA) insurance for the construction labor cost, detailed cost breakouts for electrical, communications, and personnel property, and any government furnished materials. Also, any purchased personal property or completed construction must be captured in the IGCE as an on-hand line item or completed work, and should not be accounted as the requested total cost amount of the project. For MILCON level projects, a DD Form 1391 is required in lieu of the IGCE (Attachment 3).
3. Site Map and Location Map: The site must be approved by the Installation Facilities Utilization Board (IFUB), base planning board or FOB Mayor if a sitting board does not exist. The location plan will consist of a map in either Power Point format or a satellite/aerial photo showing the exact layout of the camp, with the project location denoted. The board must be able to tell where on base this project is located. The site map is a close-up of the site to show the project footprint in relation to its surroundings.
4. JFUB Quad Chart to use during the JFUB (Attachment 4).
5. Legal Opinion: Include legal opinion from requesting unit.
6. A Statement (i.e. signed memo) from the Master Planner that the facilities or utility is in support of the Master Plan and does not conflict with other facilities or utilities that are being constructed or planned for construction (Attachment 5).
7. The following items are submitted with the JFUB on an as-required basis (if applicable):
  - a. Relocatable Building (RLB) Analysis: RLB includes any living, office, shower, latrine, or laundry containers (included in the IGCE template).
  - b. Life, Health Safety (LHS) memorandum (Attachment 6).



- c. Repair versus Replacement Ratio (Attachment 7).
  - d. COIN Contracting Management Team (CCMT) Strategic Sourcing Memorandum (Attachment 8).
  - e. Land Acquisition Request Form (LARF): If project requires land outside the existing land use agreement, attach a copy of the LARF submitted IAW USFOR-A FRAGO 09-265; (Attachment 9).
  8. A short statement of work is included in Attachment 10 and a checklist style summary of all these requirements are in Attachment 11.
  9. A Memorandum from a USFOR-A Safety Officer. USFOR-A Safety will evaluate the project site for proximity to explosive safety arcs or review the project for any explosive safety arcs that it may produce. (Attachment 12)
- F. **POINTS OF CONTACT:** The point of contact for this document is the USFOR-A JENG JFUB Program Manager. All contact info may be found on **SIPR** using the below web address:
- <http://portal.usfora.oneteam.centcom.smil.mil/sites/JENG/PIMP/Shared%20Documents/Forms/AllItems.aspx>
- G. **ATTACHMENTS:**
1. LOJ Example
  2. JFUB IGCE (with RLB Analysis) Template
  3. DD Form 1391 Example
  4. JFUB Quad Chart Template
  5. Master Planner's Statement Example
  6. Life, Health and Safety Waiver Memorandum Template
  7. Repair/Replacement Ratio Example
  8. COIN Contracting Management Team (CCMT) Strategic Sourcing Memorandum Example
  9. Land Acquisition Request Form (LARF) Example
  10. Short Statement of Work Template
  11. JFUB Smart Card
  12. Safety Memorandum



**Attachment 1**  
**SAMPLE LETTER OF LETTER OF JUSTIFICATION**  
Unit Letter Head

Unit Office Symbol

Date

MEMORANDUM FOR DEPUTY COMMANDER-SUPPORT, USFOR-A

SUBJECT: LETTER OF JUSTIFICATION FOR (Project Title and JFUB Number, if known)

1. PURPOSE: (Insert your TF or Unit name) requests approval for (project title) in support of Operation Enduring Freedom. Please spell out ALL acronyms.

2. DISCUSSION:

a. Articulate true project requirement and intent. These questions must be answered - who, what, when, where, why. **Who** is the project for and **number of personnel**, **what** is their mission, **when** do you need it, **why** do you need it, **how often** will it be used (frequency), is climate, dust, sand, rain, or terrain a factor? **Is** there an existing facility? **If yes, what** is the current status? Also, if you any additional information please include in the LOJ.

b. **Are there any other viable options?** Is it possible to accomplish the mission with any other alternatives?

c. **Estimated start and completion dates:**

3. IMPACT IF NOT SUPPORTED. What is the impact if not supported? What part of the unit's mission will fail/be hindered without the requested project? Do NOT simply state that your mission will be negatively impacted, tell us HOW it will be negatively impacted, provide facts. A good example is: we currently have 500 personnel sharing two tents as office space, which is inefficient and insecure. We need this new facility to provide proper office space and

4. RECOMMENDATION. Brief summary of exactly what the unit would like the JFUB to do (examples: Recommend project approval and funding of request, or Recommend approval of request).

5. CERTIFICATION: This project is in accordance with the Master Plan and the site has been coordinated with/approved by the appropriate agencies. This is a complete and usable project and is not part of another project that has been split or incrementally submitted to avoid an approval threshold. There are no other interrelated projects to this fulfill this requirement –or- Other projects related to this requirement are (list any projects that are interrelated). (If project contains electrical, also state): This project will be in compliance with NEC 2008 standards.



6. POINT OF CONTACT. Who should be contacted for any additional information that may be required? Be sure to include name, rank, title, phone number, and SIPR email address.

SIGNATURE BLOCK  
FOB Mayor or Master Planner

SIGNATURE BLOCK  
O6 OR HIGHER (NATO-O5 OR HIGHER)



**Attachment 2  
Independent Government Cost Estimate Template**

<b>Independent Government Estimate (IGE)</b> <b>J12-XXXX: Fence, (4) 1-Story Admin/Classroom 18'x40' B-Huts and Prime Power, FOB XXXXXXX</b>						
PROJECT DESCRIPTION	U/M	QTY	Unit COST	Total Cost	TYPE	METHOD
<b>SITE PREP</b>						
Site Prep	SF	4,000	\$1.00	\$4,000.00	Construction	RCC
<b>Site Prep TOTAL:</b>				<b>\$4,000.00</b>		
<b>Fence</b>						
Fence Removal/Demolition	FT	360	\$1.00	\$360.00	Construction	RCC
Chain Link Fence	FT	722	\$9.00	\$6,498.00	Construction	RCC
Vehicle Gates (20 ft or 6 m), double swing	EA	2	\$600.00	\$1,200.00	Construction	RCC
Pedestrian Gate (3 ft or 1 m)	EA	1	\$300.00	\$300.00	Construction	RCC
Green Privacy Screen	FT	764	\$2.00	\$1,528.00	Construction	RCC
Concretina/barbed wire	FT	764	\$3.00	\$2,292.00	Construction	RCC
Holes with concrete	EA	241	\$6.00	\$1,444.00	Construction	RCC
Labor (4 Man Crew)	MH	200	\$5.00	\$1,000.00	Labor	RCC
<b>Fence TOTAL:</b>				<b>\$14,622.00</b>		
<b>B-Hut Construction</b>						
Concrete Pad	CY	80	\$400.00	\$32,000.00	Construction	RCC
Labor (8 Man Crew)	MH	1,200	\$5.00	\$6,000.00	Labor	RCC
2" x 4" x 16' Lumber	EA	600	\$16.00	\$9,600.00	Construction	RCC
2" x 6" x 16' Lumber	EA	300	\$20.00	\$6,000.00	Construction	RCC
Plywood 3/4" x 4' x 8'	EA	1200	\$40.00	\$48,000.00	Construction	RCC
Corrugated Metal Roofing 4' x 8' x 1/4"	EA	80	\$20.00	\$1,600.00	Construction	RCC
Roofing Felt Paper (30 lbs)	EA	20	\$80.00	\$1,600.00	Construction	RCC
Door (complete - header, frame, hardware)	EA	8	\$300.00	\$2,400.00	Construction	RCC
Sheet Metal Screw 1.5" w/ washer, Hex Head	BX	100	\$12.00	\$1,200.00	Construction	RCC
16D Common Nails	BX	100	\$7.00	\$700.00	Construction	CLIV
10D Common Nails	BX	15	\$10.00	\$150.00	Construction	CLIV



PN: WA38612 - 3/8" by 6.5" Anchor Bolt	BX	8	\$60.00	\$480.00	Construction	RCC
PN: WA38334 - 3/8" by 3.75" Anchor	BX	4	\$45.00	\$180.00	Construction	RCC
Insulation Rolled R13 (30 ft)	EA	25	\$75.00	\$1,875.00	Construction	RCC
Windows	EA	16	\$150.00	\$2,400.00	Construction	RCC
Fire extinguishers	EA	8	\$50.00	\$400.00	Personal Property	RCC
<b>BLDG TOTAL:</b>				<b>\$114,585.00</b>		
<b>Force Protection</b>						
T Wall - 7 ft high, 5 ft wide	EA	114	\$531.00	\$60,534.00	Personal Property	RCC
End Wall - 6 ft Type C	EA	10	\$506.00	\$5,060.00	Personal Property	RCC
Bunker - Type F	EA	10	\$526.00	\$5,260.00	Personal Property	RCC
<b>Force Protection TOTAL:</b>				<b>\$70,854.00</b>		
<b>Electrical, Mechanical &amp; Misc</b>						
800 Amp I-line Panel	EA	1	\$40,000.00	\$40,000.00	Construction	RCC
High Voltage Cable (direct burial)	FT	500	\$45.00	\$22,500.00	Construction	RCC
Excavation	FT	500	\$20.00	\$10,000.00	Construction	RCC
100 Amp I-line Breaker	EA	4	\$1,500.00	\$6,000.00	Construction	RCC
Cables, 4/C #2 AWG, with GND, burial rated	EA	500	\$35.00	\$17,500.00	Construction	RCC
5/8 x 8' ground rod	EA	4	\$30.00	\$120.00	Construction	RCC
NEMA 3R, 100 amp Panel 3 Phase	EA	4	\$1,000.00	\$4,000.00	Construction	RCC
20 Amp, 2 Pole Breakers	EA	100	\$30.00	\$3,000.00	Construction	RCC
EMT 3/4"	FT	2000	\$1.00	\$2,000.00	Construction	RCC
Cables, 1/C #12 AWG, 600V, THHN or Eq	FT	8000	\$0.25	\$2,000.00	Construction	RCC
Red Wire Nuts 100 per box	BX	16	\$20.00	\$320.00	Construction	RCC
Black Electrical Tape 3M-33	EA	40	\$5.00	\$200.00	Construction	RCC
Switches w/ Covers, 20 Amp	EA	16	\$15.00	\$240.00	Construction	RCC
Receptacles w/ Covers, 20 Amp, 125V	EA	56	\$18.00	\$1,008.00	Construction	RCC
4' Two Lamp Fixtures	EA	40	\$150.00	\$6,000.00	Construction	RCC
32 Watt Fluorescent Lamps	EA	40	\$15.00	\$600.00	Construction	RCC
Exterior Lights	EA	8	\$200.00	\$1,600.00	Construction	RCC



					<i>tion</i>	
HVAC Units (Chigos)	EA	20	\$600.00	\$12,000.00	<i>Construc</i>	<i>RCC</i>
Labor to install electrical in B-Hut (4 Man Crew)	EA	450	\$200.00	\$90,000.00	<i>Labor</i>	<i>RCC</i>
Smoke alarms	EA	4	\$100.00	\$400.00	<i>Personal Property</i>	<i>RCC</i>
Escorts (3 Man Crew)	EA	1,200	\$5.00	\$6,000.00	<i>Labor</i>	<i>RCC</i>
<b>Electrical &amp; HVAC TOTAL:</b>				<b>\$225,488.00</b>		
<b>Communications</b>						
CAT-5e Cable (1,000 FT/Box)	BX	4	\$900.00	\$3,600.00	<i>Construc</i>	<i>RCC</i>
Panduit	FT	2,000	\$2.00	\$4,000.00	<i>Construc</i>	<i>RCC</i>
Surface Mount Boxes	EA	64	\$15.00	\$960.00	<i>Construc</i>	<i>RCC</i>
Pull Box	EA	4	\$4,500.00	\$18,000.00	<i>Construc</i>	<i>RCC</i>
Labor (Provided by Contractor - 3 Man Crew)	EA	360	\$25.00	\$9,000.00	<i>Labor</i>	<i>RCC</i>
<b>Communications TOTAL:</b>				<b>\$35,560.00</b>		

DOA: COL Guy To. Receive Funds, TF Rainbow Commander

**PROJECT TOTALS**

\$850.00	<i>CL IV Materials</i>
\$649,449.00	<i>RCC</i>
\$6,800.00	<i>LOGCAP</i>

\$398,755.00	<i>Construction Costs</i>
\$39,876.00	<i>10% Contingency</i>
\$4,760.00	<i>4.25% DBA</i>
<b>\$443,391.00</b>	<b>Construction TOTAL</b>
\$258,344.00	<i>Personal Property Costs</i>
\$25,835.00	<i>10% Contingency</i>
<b>\$284,179.00</b>	<b>Personal Property TOTAL</b>

<b>Project Total: \$727,570.00</b>	
<i>Final Project Total: \$443,391.00</i>	(Personal Property NOT Included)



**Attachment 4  
JFUB Quad Chart Template**

**J11-XXXX: Project Title & Location**

**Scope:**

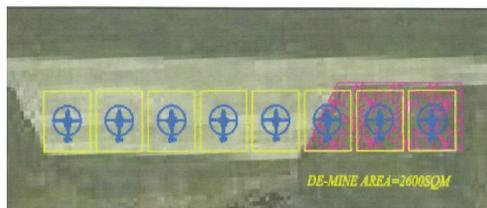
Brief description of scope, i.e. 30' by 50' brick and mortar, fencing, concrete, etc....

**Cost:**      **TOTAL:**              **\$XXX,XXX**  
                          Construction:              \$XXX,XXX  
                          Personal Prop:              \$XXX,XXX

**Method of Contract:**

- RCC, LOGCAP, Troop Labor, MILCON

**Project Site/Plan/Drawing**



**Justification:**

Provide brief justification of project need

**Coordination/Issues:**

- Site Approved By.....FOB Mayor
- Interrelated Projects.....NO
- Comms Required.....N/A
- Force Protection.....YES
- Prime Power.....N/A

**Shindand**





**Attachment 5**  
**Master Planner's Statement Example**  
Unit Letterhead

Date

Unit Office Symbol

MEMORANDUM FOR DEPUTY COMMANDING GENERAL, USFOR-A

SUBJECT: LETTER OF JUSTIFICATION FOR (Project Title and JFUB Number, if known)

1. PURPOSE: FOB (FOB Name) Master Planner's Review of JFUB Project # XXXX-XXXX.

2. DISCUSSION:

a. I, (Rank, First Last Name), as the Master Planner for FOB (FOB Name) have reviewed the project request for JFUB Project # XXXX-XXXX to (include title/description of project). This project request is in alignment with the FOB (FOB Name) Master Plan and I concur with this request in its entirety, including scope, location and timing.

b. During my review I noted the following impacts on current and/or future facilities/utilities systems/projects. (Describe any impacts the requested project may have on current and/or future facilities, utility systems or projects.)

3. RECOMMENDATION: JFUB validate and DCG approve subject JFUB project.

4. POINT OF CONTACT. Who should be contacted for any additional information that may be required? Be sure to include name, rank, title, phone number, and email address.

SIGNATURE BLOCK  
FOB Master Planner



**Attachment 6**  
**Life, Health and Safety Waiver Memorandum Template**  
**SAMPLE LETTER OF LETTER OF JUSTIFICATION**

Unit Letterhead

Unit Office Symbol

Date

MEMORANDUM FOR DEPUTY COMMANDER-SUPPORT, USFOR-A

SUBJECT: Life, Health, and Safety for (Project Title and JFUB Number, if known)

1. The purpose of this memorandum is to obtain the Life, Health, and Safety waiver of [a short description of the work and location] for exceeding the \$2,000,000 unspecified minor military construction threshold.

2. **Background:** [Insert a discussion on how this project became known and why it is a threat to LHS.]

3. The following requirements must be addressed when exercising the authority to waive the \$2,000,000 unspecified minor military construction based on a Life, Health, and Safety requirement.

(a) **This requirement did not exist during the previous fiscal year.** [What event demonstrated that the issue must be alleviated through this project? Examples: Vulnerability assessments, DOD IG Report]

(b) **Deferral of the requirement is not acceptable.** [Why can't this project wait until the next appropriation cycle or wait until MILCON funds become available?]

(c) **There are no work-arounds to mitigate risks.** [If there are work-arounds then why it is not acceptable? Work-arounds include changes to TTPs, troop labor efforts, and other MMR efforts.]

(d) **The deficiency cannot be otherwise corrected.** [If there is another legal way to accomplish the objective of the project then execution of a project under this authority cannot be authorized.]

(e) **The primary purpose of this LHS waiver is to correct an immediate threat to life, health, or safety.** [The answer must be yes to have a valid LHS project. Explain what this is, specifically.]

4. POINT OF CONTACT. [Who should be contacted for any additional information that may be required? Be sure to include name, rank, title, phone number, and SIPR email address.]

SIGNATURE BLOCK  
O6 OR HIGHER



**Attachment 7  
Repair/Replacement Ratio Example**

<b>JAF/Fenty Runway Repair vs. Replacement Calculation</b>				
	Units	QTY	Cost	Total
Replacement of Existing Runway Surface	m <sup>2</sup>	62086	\$122.40	\$7,599,326.40
Demolition of Existing Runway	m <sup>3</sup>	46,450	\$15.30	\$710,685.00
Base Course	m <sup>3</sup>	23,886	\$20.40	\$487,274.40
Concrete Work	m <sup>3</sup>	5840	\$93.84	\$548,025.60
Construction Work	Lump sum		\$261,800.00	\$261,800.00
Pavement Marking	Lump sum		\$15,000.00	\$15,000.00
Mobilization	Lump sum		\$20,000.00	\$20,000.00
Supervision, Inspection, Overhead (7.7%)				\$742,442.58
Design/build (4%)				\$385,684.46
<b>Total Replacement Cost</b>				<b>\$10,770,238.43</b>
Repair Cost				\$4,202,517
Repair vs. Replacement Ratio				<b>39.02%</b>
<p>Note: This cost is based off the attached 1391 for runway replacement at JAF; the current runway is approximately 55% of the proposed MILCON replacement project.</p>				



**Attachment 8**  
**COIN Contracting Management Team (CCMT) Strategic Sourcing Memorandum Example**

Office Symbol

Date

MEMORANDUM FOR RECORD, Strategic Sourcing Review Board Results

SUBJECT: Procurement of (insert description and number of items being procured)

Ref: Money As A Weapon System USFOR-A J8 SOP, dated \_\_\_\_\_.

In accordance with requirements set forth in the MAAWS-A, all service contracts, leases, commodities purchases, automation/communications purchases, LOGCAP and other OMA requirements in support of US Forces should be validated by a review board consisting of a representative from the Regional Contracting Center, the LOGCAP ACO, LSO, Camp Mayor, unit S4, and appropriate subject matter experts.

The board met on \_\_\_\_\_ at \_\_\_\_\_ (date and time) to discuss the acquisition strategy and plan for Procurement of \_\_\_\_\_ (insert description and number of items being procured) in support of \_\_\_\_\_ (unit).

The board recommends the following sourcing strategy to meet this requirement:

- 1.
- 2.
- 3.

(List the step(s) to procure the service contract, leases, commodity, automation or communications, LOGCAP or other OMA requirements.)

Approved by:

Name and rank

Unit

Date

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**Attachment 9  
Land Acquisition Request Form (LARF) Example**

**LAND ACQUISITION REQUEST FORM  
AES-REAL ESTATE**

Date of Request: 16 Oct 10 Received: \_\_\_\_\_

Province: Herat District Name: Guzarab Nearest Village Herat

Unit Name: TF 5-35

Site Name: AC Ramp and Compound Is this a new Site? (Yes) or (No)

1. List 10 digit coordinates of proposed perimeter (include standoff) (minimum of three):  
415MT 288008406  
415MT 2915083990  
415MT 2913083873  
415MT 2881383855

2. Circle Land type: Agricultural: rain fed irrigated pasture arid orchards  
Industrial Residential Vacant Desert Other \_\_\_\_\_

Government Land – Ministry of Interior

Private Land – Name of owner: \_\_\_\_\_

3. Date land required or Beneficial Occupancy Date (if already occupied): n/a

4. Duration (if known): >12 months

5. Prior site names (if known) n/a

6. Is an existing site being expanded? (Yes) (No) (circle one)

7. Is/was the site occupied? (Yes) (No) (circle one)

8. What will land be used for? AC operation

9. List any individuals with their contact information claiming ownership of the land. Attach copies or high resolution pictures of deed(s), ID card/paper(s) or tax records if available.

10. Will land be occupied by greater than 50% U.S. Forces? (Yes) (No) (circle one)

11. Has the Governor or a local district government official agreed to use this location? (Yes) (No) (circle one) If yes, provide official's name below.

Officials Name: \_\_\_\_\_  
 Title: \_\_\_\_\_

AES-RE  
Aug 2010



Attachment 9 (Continued)

12. Has there been any interaction or meetings with local community members about the site and its ownership? (Yes)  (No) (circle one) If yes, please attach a short narrative indicating: Name of Village Elder: \_\_\_\_\_; Name of District Governor: \_\_\_\_\_.

13. Has the local PRT Commander and/or RC been informed of and agreed to use of this location? (Yes)  (No) (Circle one) If yes, provide name of officials below.

Official's Name: \_\_\_\_\_

Title: \_\_\_\_\_

Official's Name: \_\_\_\_\_

Title: \_\_\_\_\_

Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

14. Please initial next to the following statements.

No promises regarding compensation have been made regarding this transaction.

Action inquiries regarding compensation from landowners will be directed to the Ministry of Defense.

The coordinates as listed in 1. Above includes ingress and egress to the site, and any required standoff. USCINCENT OPORD 97-01B requires 600 feet perimeter standoff, and prefers 1,200 feet. Perimeter Standoff is the distance between the outermost perimeter fence and all facilities on the site.

The unit will not occupy areas outside the polygon as listed with coordinates in 1.

The unit will not occupy land until written approval is obtained.

15. POC this action is: W/S Chad Kirchner Date: 16 Oct 10

Email: chad.kirchner@afghanistan.sua.army.mil

16. This document must be signed by an O-6 or above.

COL Ricardo Ramirez  
RICARDO RAMIREZ

Notes: All leases are written for one year and paid in advance in six month intervals unless otherwise requested. If structure(s) or dwelling(s) exist on site prior to occupation attach rough sketch w/dimensions of structures/dwellings. (Sketch does not have to be to scale.) USACE-AES-RE POC \_\_\_\_\_.



## Attachment 10 Scope of Work Example

### Division of Work

- Troop Labor: None
- LOGCAP: None.
- Inglett & Stubbs: None.
- Local National Labor – All work

### Section 1. General:

The project site is located at Camp Vance. The Contractor shall furnish all equipment and coordinate with the Contracting Officer Representative (COR) to deliver the equipment to Camp Vance. The Contractor shall layout the site as indicated per the written direction of the COR. The design and installation of all facilities will be in accordance with (IAW) design specifications, drawings, and design instructions per this statement of work (SOW).

The Contractor's proposal shall include detailed breakout and costs of all labor, equipment, materials, and transportation required to complete the project IAW this SOW. This SOW includes:

- Construct two story wet Distinguished Visitor Quarters (DVQ)
  - Provide 12 8' x 40' CONEX
    - 8 CONEX will be DVO (2 living areas with a shared restroom; see drawings)
    - 4 CONEX will be DVQ (2 CONEX placed together with a single restroom; see drawings)
      - No furniture is to be included in the design / project or quote
  - Construct 10,000 gal concrete septic tank
  - Furnish & Install 10,000 gal fresh water storage tank with pump system
  - Metal roof / truss system shall be placed per the drawings
  - Connect existing sidewalks to new concrete slab
- Demo existing Distinguished Visitor Quarters

Any deviation from the specification not specifically stated in the SOW must be explicitly approved by the contracting officer (KO).

Period of Performance: Contractor will have **30 calendar days** upon receipt of Notice to Proceed (NTP) to complete the entire project.

### Section 2. General Requirements

Overall Project Requirement – The contractor will provide all labor, material and equipment in order to conduct, furnish and install all items in this SOW, except that specifically specified in this SOW.



The contractor shall be responsible for design of the project described above and explained in detail in the following specifications. Drawings included with the project documents are to illustrate to the COR and the contractor the intent of this SOW. The contractor shall compile the design concepts included in project drawings into his final design, which shall be reviewed by the CJSOTF-A J7.

The COR is responsible for QA/QC to ensure that the contractor completes the project IAW this SOW.

The COR shall ensure that all BOS-I authorities at the location of the project have approved the site location of this project according to local policies and procedures.

The contractor has the responsibility for the following special considerations:

- Transportation of workers, equipment and materials to and from the construction site.
- Housing, feeding and securing his workers, equipment and materials off the camp compound (no housing and material support will be afforded the contractor or his personnel, equipment or materials).
- Workers don't leave construction site without security escort.
- Coordination between his suppliers and base security to ensure that all materials and equipment arrive at the construction site in order to meet construction timeline.
- Provide an English speaking site foreman who will be onsite whenever workers are present.
- Cleaning the entire work site each day and hauling all debris to an approved disposal site. At the completion of the work the contractor shall remove all contractor owned equipment and materials and restore any disturbed area. The contractor is responsible to repair or replace any equipment or material damaged by the contractor during the performance of the work. The contractor is responsible for clean-up of any hazardous material spills to the extent required by the government.
- Changes in scope must not be approved without CJSOTF-A KO approval.

### Section 3. Project Progress and Milestones

The contractor shall be paid for the work performed after completion of 50%, 90% and 100% of the entire project after submission of an accurate invoice for the completed work.

Percentage	Milestone
50%	As determined by COR.
90%	As determined by COR



100%	Upon final inspection and acceptance by COR.
------	--

Section 4. Government Furnished Property and Services

U.S. Government shall provide coordination for contractor’s vehicles, personnel and equipment to enter ANA/ETT Base. U.S. Government shall not be responsible for providing material or workers, unless otherwise specified below:

U.S. Government provided materials: NONE

U.S. Government provided equipment: NONE

Section 5. Specifications

Adequate means sufficient to accomplish the purpose for which something is intended and to such a degree that no unreasonable risk to health or safety is presented. Any item installed, maintained, designed and assembled, an activity conducted, or act performed, in accordance with generally accepted standards, principals or practices.

Submittals:

Required submittals are identified below. The submittal list is not all inclusive. Required submittal may also be identified in other documents. Submittals identified as “required with contractor’s proposal MUST BE PROVIDED or the contractor’s proposal may be considered “Technically Non-Responsive”.

All materials and designs to be used shall be approved by the COR prior to the start of work. The contractor shall verify all dimensions prior to the start of any construction.

Installation procedures and requirements for all mechanical equipment shall be IAW the original equipment manufacturer (OEM). A copy of these requirements shall be available at the job site at all times during work. A technical representative of the contractor shall be available at the job site at all times during construction/repair/installation. The contractor must submit the technical representative qualification (i.e. resume) for approval demonstrating the technical representative is qualified and experienced with the equipment being installed. All information shall be presented in English unless otherwise specified by the COR.



## Attachment 11 JFUB Smart Card

<b>JFUB#: 12-XXXX</b> <b>Project Title:</b>	<h3 style="margin: 0;">JFUB Package Smart Card</h3> <span style="float: right; font-size: small;">As of DDMMYY</span>
<p><b>Purpose:</b> This smart card provides the necessary information to create a complete JFUB Package that will meet all USFOR-A requirements. This smart card should be used as a checklist to use before sending a package to USFOR-A. <b>ALL JFUB PACKETS MUST BE SUBMITTED ON SIPR.</b></p>	
<p><b>Minimum Requirements:</b></p> <ul style="list-style-type: none"> <li>• Letter of Justification</li> <li>• Statement of Work</li> <li>• Cost Estimate (to include separate breakouts of:             <ul style="list-style-type: none"> <li>- Electrical</li> <li>- Communications</li> </ul> </li> <li>• Estimated Construction Timeline(start and end date + duration)</li> <li>• Design (floor plan/site layout)</li> </ul>	<ul style="list-style-type: none"> <li>• Location Plan and Site Layout</li> <li>• Quad Chart</li> <li>• Identify CL IV items required (detailed BOM)</li> <li>• <b>Identify Source of Power (e.g. generators, Prime Power)</b></li> <li>• <b>Is Power available or not?</b></li> </ul>
<input type="checkbox"/>	<input type="checkbox"/> Site Approval Date/Initial: _____  <input type="checkbox"/> RC Approval Date/Initial: _____  <input type="checkbox"/> USFOR-A Approval Date /Initial: _____
<input type="checkbox"/>	<p><b>Letter of Justification:</b> The Letter of Justification (LOJ) is extremely important. It gives us the justification needed to determine the project's Bona-Fide need. In the LOJ, give a brief background of the project and tell us why you need, what it will be used for, who will use it, when it is needed, and what will happen if the project is not approved. Be detailed! Stating "if not funded, the mission will be negatively impacted" is not adequate. Tell us HOW the mission will be impacted. The LOJ <b>must</b> be signed by the first O-6 in your chain of command. Submit the signed scanned document only.</p>
<input type="checkbox"/>	<p><b>Relocateable Buildings (RLBs):</b> If using these facilities, include in your LOJ why you chose RLB vs. another type of construction (wood, brick and mortar, etc). Also specify if you will be purchasing new RLBs or using pre-purchased RLBs that are on hand. There are many specific rules involved with RLBs (systems analysis and 80/20) rule. Contact the JFUB PM for templates and assistance.</p>
<input type="checkbox"/>	<p><b>Statement of Work:</b> The Statement of Work (SOW) must explain how the project will be completed in enough detail to verify that all pertinent design factors of the project have been considered. Use the SOW shell in order to ensure all mandatory information is included to meet this JFUB package requirement. The SOW shell can be used to ensure all mandatory information is included. The JFUB PM, BDE Engineer or a FET design team may have existing SOW's that can be used. Ensure CENTCOM Force Protection Standards have been included (OP ORD 05-01). Include a statement about NEC 2008 compliance if there is electrical work. <b>Include information about how power is supplied to the facility. Include Fire Safety, as needed.</b> Include a separate SOW for each execution method. If there is troop, RCC, and LOGCAP components, there should be 3 SOWs.</p>
<input type="checkbox"/>	<p><b>Cost Estimate:</b> The cost estimate should be as detailed as <i>practically</i> possible; at minimum, it must provide enough detail to justify the amount of OMA funds requested for the project. We need enough detail to be able to classify the construction and personal property items. Clearly itemize on the cost summary sheet the breakout costs for Repair, Maintenance and New Construction.  <b>NOTE1:</b> This is the <b>ONLY</b> place where a dollar amount will be denoted, not in the LOJ, not in the SOW, etc.  <b>NOTE2:</b> Be sure to identify in a separate BOM for material <b>not</b> available in the CLIV yard.  <b>NOTE3:</b> <b>Do not</b> use an estimate from a contractor, it must be an independent government estimate.</p>
<input type="checkbox"/>	<p><b>Design:</b> Design drawings included with the package are intended to supplement the SOW. They do not have to specify every detail of the project, but must provide enough detail to verify that the project plans are complete. The drawings are to include an electrical one-line diagram (interior <u>and</u> exterior). Exterior must show available load capacity at the Main distribution panel to ensure upgrade of primary power is not required and a communications one-line diagram (with proposed number of SIPR and NIPR drops).</p>
<input type="checkbox"/>	<p><b>Location Plan and Site Layout:</b> Include the approved site location from the Base Planning Board approval (i.e. IFUB, KAF Base Planning Board, etc) or similar function. We cannot approve a JFUB project without an approved site. <b>The approved site should be clear of all Force Protection or Safety issues (e.g. Explosive Safety Distance Arcs).</b> The location plan will consist of a map in either CADD, Power Point, or PDF format showing the layout of the camp, with the project location denoted. We must be able to tell where the project is on the base from the site plan. Also include a site layout, which is a close-up, detailed map of facilities placement in relation to the surrounding buildings.</p>
<input type="checkbox"/>	<p><b>Quad Chart:</b> To be used to brief your project to the board. There is a template, ask the JFUB PM for a copy. The quad chart should contain the project number, a brief scope of work, project costs, brief justification, along with the site and location plans.</p>
<input type="checkbox"/>	<p><b>CLIV:</b> A <b>basic</b> list of CLIV or government purchased material required to complete the project are to be included in the package. This list is to include (but not limited to) electrical, HVAC, plumbing, construction (horizontal and vertical), and comm. This Bill of Materials (BOM) is <b>mandatory</b> for JFUB packages that include requests for CLIV from the government.</p>
<input type="checkbox"/>	<p><b>Timeline:</b> PERT Chart or Critical Path or similar timeline containing the estimated time to complete each major component of construction (for example: site prep, foundation, structure, HVAC, electrical, comm). Include the expected start date, need by date and estimated construction duration</p>
<input type="checkbox"/>	<p><b>As Required:</b></p> <ul style="list-style-type: none"> <li>• Life, Health, and Safety Memorandum (for minor construction over \$750,000) – must be in specific format, ask JFUB PM for template</li> <li>• Completed Relocatable Building Request 80/20 calcs</li> <li>• Land documentation (ACA, Right of Entry, etc) for new locations or FOB expansion</li> <li>• <b>LOGCAP Checklist</b></li> </ul>
<p><b>Supplemental Inclusions: (not necessary, but include if available)</b></p> <ul style="list-style-type: none"> <li>• PR&amp;C</li> <li>• References to a FRAGO that directs completion of the project.</li> <li>• Any assessments that identify a shortfall or problem that the project will solve.</li> <li>• Any/all other documents that may be important to the project.</li> </ul>	



## Attachment 12 Safety Memorandum



HEADQUARTERS  
UNITED STATES FORCES-AFGHANISTAN  
KABUL, AFGHANISTAN  
APO AE 09356

REPLY TO  
ATTENTION OF:

USFOR-A Safety

17 August 2011

MEMORANDUM FOR Chief of Staff, Regional Command (South), CJTF-82, Kandahar Airfield, Afghanistan, APO AE 09355

SUBJECT: Explosives Safety Coordination for Joint Facilities Utilization Board (JFUB) Project # XXXX, Grid Coordinates: XXXX

References:

- a) Department of Defense Manual 6055.09-M, DOD Ammunition and Explosives Safety Standards, 29 February 2008, Administratively Reissued 04 August 2010.
- b) Army Regulation 385-10, The Army Safety Program, Rapid Action Revision (RAR): 04 October 2011.
- c) DA Pam 385-64, Ammunition and Explosives Safety Standards, 24 May 2011
- d) USFORA-DCDR-S Memorandum, Subject: Policy Letter #28, Explosives Safety Compliance for New Construction Projects, 15 November 2011.

1. Purpose: In accordance with (IAW) references a) thru d), this memorandum documents the coordination of the subject project with the United States Forces Afghanistan (USFOR-A) Explosives Safety Manager.

2. Requirement: No further action required. This project does not create an explosives safety arc and is not within a planned or existing explosives safety arc.

2. Requirement: This project creates an explosives safety arc. IAW references a) thru d) an Explosives Safety Site Plan approved by the Department of Defense Explosives Safety Board or a Certificate of Compelling Reasons approved by the Assistant Secretary of the Army for Installations, Environment and Energy is required before beginning construction. This approval shall be routed through the USFOR-A Safety Manager.

2. Requirement: This project is within a planned or existing explosives safety arc. IAW references a) thru d) an Explosives Safety Site Plan approved by the Department of



Defense Explosives Safety Board or a Certificate of Compelling Reasons approved by the Assistant Secretary of the Army for Installations, Environment and Energy is required before beginning construction. This approval shall be routed through the USFOR-A Safety Manager.

3. Recommendation: Approval of the subject JFUB.

4. Point of Contact: The POC for this information is the undersigned, [USFORA.Safety.mailbo@afghan.swa.army.smil.mil](mailto:USFORA.Safety.mailbo@afghan.swa.army.smil.mil) DSN 318-449-4831.

**PAUL A. CUMMINS**  
USFOR-A Explosive Safety Officer



# **LOGISTICS CIVIL AUGMENTATION PROGRAM (LOGCAP)**

## **CONTENTS**

- A. [Background](#)
- B. [Requirements and Restrictions](#)
- C. [Requirements Validation Process](#)
- D. [Emergency Requests](#)
- E. [LOGCAP Temporary/Minor Construction](#)

### A. **BACKGROUND:**

There are several aspects of the LOGCAP contract that make it unique when it comes to the MAAWS-A validation process. This appendix outlines the policies and procedures for the conduct of the MAAWS-A validation process for LOGCAP requirements.

1. The LOGCAP contract in Afghanistan provides contracted life support services to U.S. Forward Operating Bases (FOBs). The contract is a cost-plus-award-fee (CPAF) contract with two competitively awarded Task Orders that cover Northern and Southern Afghanistan. All pre-award activities and regulatory requirements have been satisfied for both the parent contract and the competitively awarded Task Orders. **W521J-07-D0008** Task Order #0005 (Fluor) covers the North and **W521P1J-07-D0007** Task Order #0004 (DynCorp) covers the South. Under this program, civilian contractors perform select services to support U.S. forces.
2. The contract and the specific task orders for Afghanistan contain terms and conditions intended to support contingency operations and to rapidly respond to dynamic conditions on the ground and emerging battlefield logistics requirements. As stated above, all pre-award requirements of the Federal Acquisition Regulation (FAR) and the Defense FAR Supplement (DFARS) were satisfied during the source selection process. In addition, the Change Management procedures in the contract allow for the use of rapid contracting authorities that allow the Defense Contract Management Agency (DCMA) Administrative Contracting Officer (ACO) in theater to direct commencement of work using an Unpriced Change Order in accordance with DFARS 243.2 after receiving a Not-to-Exceed (NTE) ceiling price estimate from the contractor and MAAWS-A validation of the requirement and the associated funding to be committed pending definitization. As it is not the full proposal, this NTE will not contain full proposal details sufficient for cost analysis, but will include selected details only as necessary to assess whether equipment should be leased or



purchased, and perform a systems analysis to evaluate the type of funding required pending later definitization.<sup>1</sup>

3. Although the full NTE amount must be committed initially once the requirement is approved in the MAAWS-A process, it is not yet a definitive fair and reasonable price nor is it what the Government will ultimately pay.
4. Under the LOGCAP contract, no one in theater has the responsibility or the authority to determine what will be considered a fair and reasonable price for new work that was not pre-negotiated in the contract.
5. The purpose of the NTE is to set a ceiling price limiting the Government's liability, providing sufficient detail to assess compliance with lease vs. purchase requirements, OMA/OPA investment/expense/system thresholds, and military construction thresholds. The NTE provides authority to commence work immediately, upon validation by an acquisition review board and/or facilities utilization board via an Unpriced Change Order.
6. Thirty (30) days after the Unpriced Change Order is signed and work has started or when directed by the ACO, the contractor will submit the full Price Estimate (PE) proposal to the Army Contracting Command-Rock Island Arsenal (ACC-RIA).
  - a. ACC-RIA will perform cost and technical analysis on the detail proposal with assistance from DCMA, the LOGCAP DPD-A, and the Defense Contract Audit Agency (DCAA) as required.
  - b. The Procuring Contracting Officer (PCO) will negotiate with the contractor to "definitize" a fair and reasonable price. The definitization process should be completed by ACC-RIA within 60 days after the Unpriced Change Order is signed.
7. The contractor should not incur costs exceeding the scope of work authorized by the Unpriced Change Order. If the amount of costs incurred by the contractor exceeds a statutory limit of the type of funding committed (normally OMA), those cost overruns will not be reimbursed by the Government unless the PCO at ACC-RIA determines the Government contributed to the cost increase.

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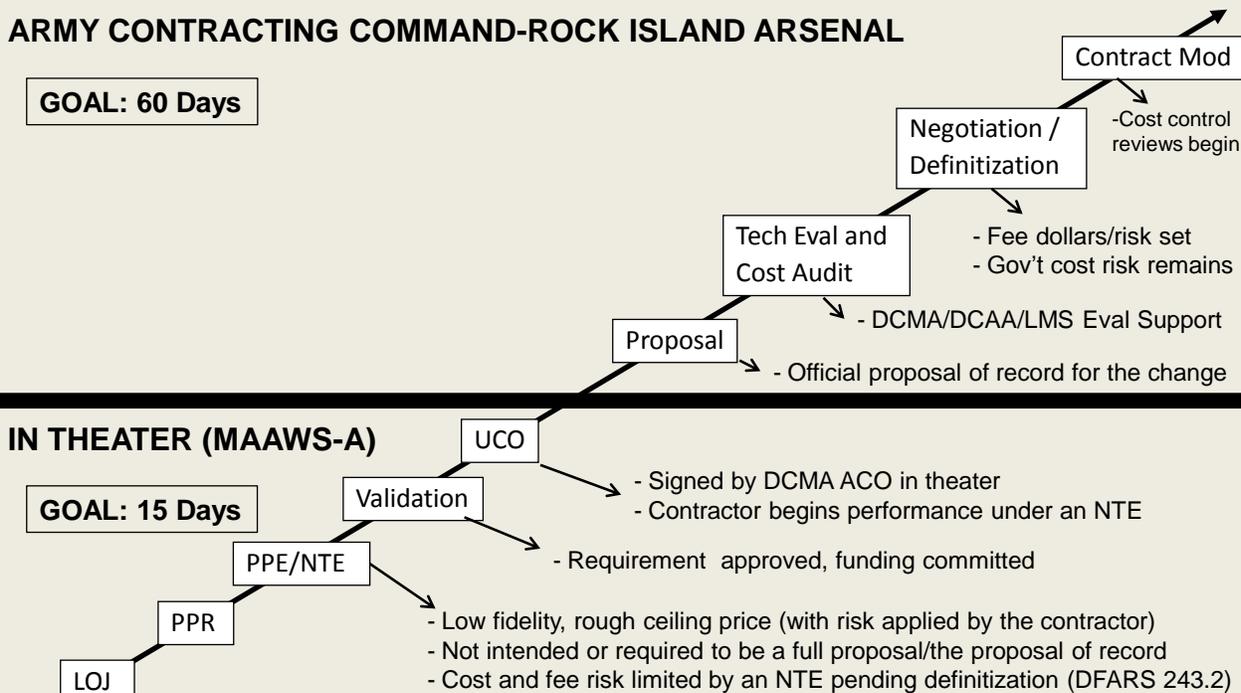
<sup>1</sup> The proposal should include details necessary to evaluate whether equipment should be leased or purchased, details to perform an OMA/OPA investment/expense/systems analysis, and details to determine whether construction will exceed the OMA threshold.

# LOGCAP Unpriced Change Orders

Contract Type: Cost-Plus-Award Fee

ARMY CONTRACTING COMMAND-ROCK ISLAND ARSENAL

GOAL: 60 Days



LOJ: Letter of Justification PPR: Project Planning Request PPE: Project Planning Estimate NTE: Not-to-Exceed UCO: Unpriced Change Order 2

Figure 1

8. Figure 1 above depicts the life of an Unpriced Change Order as it becomes a definitive change to the contract after negotiation and definitization by the PCO at ACC-RIA.
9. As a result, the JARB/JFUB review of LOGCAP Unpriced Change Orders will be much more focused and limited than for other contracting actions. There is a difference between LOGCAP requirements and any other requirements in theater appearing before the JARB/JFUB for review. LOGCAP requirements are already a part of an awarded contract and pre-award regulatory requirements have been met. Prior to validation, the JARB/JFUB will review the request for LOGCAP requirements and NTE values and need only address the followings:
  - a. Validity and priority of the requirement against competing requirements in theater.



- b. Compliance with fiscal law for purpose, time and amount for the types of funding to be committed against the NTE amount.

10. For LOGCAP requirements packages, the JARB/JFUB review should **NOT** address the following:

- a. Cost analysis on the NTE ceiling price amount to ascertain how much of NTE represents a fair and reasonable price
- b. Pre-award regulatory requirements such as advertising, competition, market research, acquisition plans, required sources of supplies or services, procedures for Government Furnished Property.

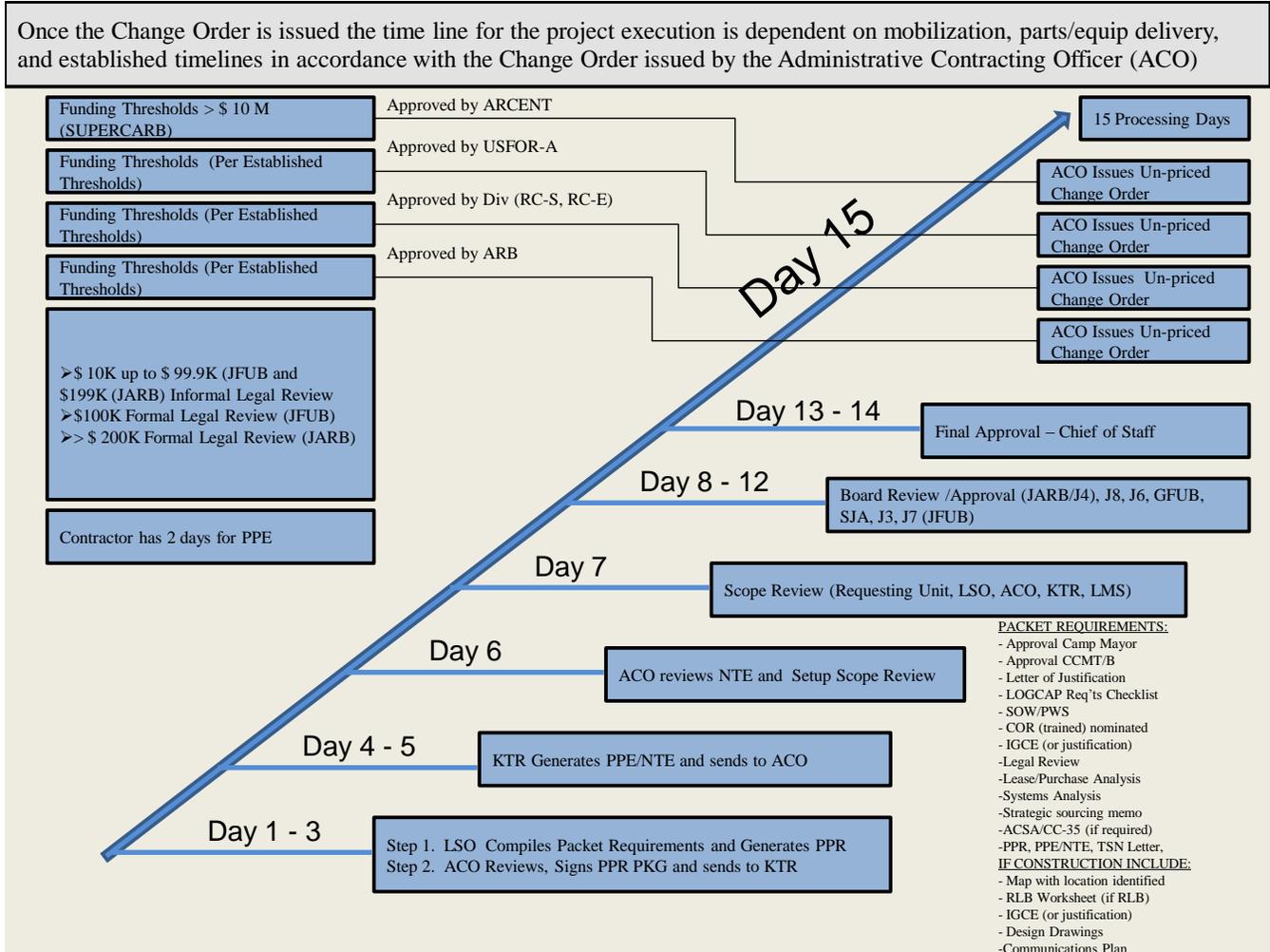


Figure 2

11. Figure 2 above depicts the process flow in theater to reach the goal of 15 days from LoJ Signature a Signed Un-priced Change Order.

**B. REQUIREMENTS AND RESTRICTIONS:**

1. LOGCAP must follow all MAAWS-A threshold requirements and follow all validation procedures except as noted above. It is the content of the MAAWS-A reviews that are clarified for LOGCAP, not the procedures.
2. In addition, every new requirement under LOGCAP that requires a contractual change should be reviewed on its own merits by the MAAWS-A process<sup>2</sup>. DCMA

<sup>2</sup> Periodic SuperCARB packages to incrementally fund the baseline LOGCAP contract should not include "line items" for any new requirement. If it is necessary to include them, they should be clearly delineated in the SuperCARB request separate from the incremental funding request amount; otherwise this may result in a lack of visibility



ACOs will not authorize commencement of work for new requirements that were not clearly and independently considered for approval by the MAAWS-A process.

3. LOGCAP contractors cannot provide materials to a unit to circumvent the Army supply system, nor can units request the LOGCAP contractor to do so.
4. A legal review is required for all LOGCAP requirements equal to or greater than \$10,000. At a minimum the legal advisor for the requesting unit will conduct a legal review so that he can identify any issues prior to review by an acquisition review board.
5. **LOGCAP can only be used for purchasing services.** Units cannot use LOGCAP to procure investment items. Investments are the costs that result in the acquisition of major end items that benefit future periods and are needed for long-term use. Investments are usually funded through OPA or MILCON. Therefore only work that is considered an “expense” should be performed. Contractor must be put on notice in the Unpriced Change Order that they will not be reimbursed for costs exceeding legal thresholds for operations and maintenance funds without express written authority of the ACO or PCO.

#### **C. REQUIREMENTS VALIDATION PROCESS:**

1. LOGCAP requirement packages can be processed in one of the following means:
  - a. Emergency - This is used to correct true life, health and safety issues less than \$50,000 that must be corrected immediately to prevent the loss of life or limb.
  - b. Out-of-Cycle - This is used to process urgent packets that result in adverse mission impact or degrades the morale of the War Fighter.
  - c. Routine - Normal processing of packages on scheduled board dates that do not meet the criteria listed above.
2. When a unit identifies a requirement for a service, they must first determine the availability of organic assets (troop labor and materials from the Federal Supply System) to fill that requirement. Reasonable efforts must be made to assess this option.

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over those new requirements. The funding for the new requirement should also be clearly marked in the approved packet so the funding is correctly paired with its requirement



3. If organic assets are not available, the unit must consider the counterinsurgency (COIN) campaign and support to the Regional Commander's economic development plan and strategic sourcing solution as determined by the Commander's Interagency COIN Management Board (CICMB)<sup>3</sup>. The Regional Commander will establish a structure to address requirements both local and task force levels. Such structures may include the Commander's COIN Management Team (CCMT) at the tasked force level and Commanders COIN Working Group (CCWG) at the forward operating base (FOB) level. This structure facilitates requirements input to acquisition planning and options.
4. If the unit determines internal resources are not available to support the requirements, the unit will coordinate with the CCWG that includes representatives from the Regional Contracting Center (RCC), LOGCAP, DCMA, and subject matter experts. The CCWG can make a recommendation to the CCMT to consider, but the CCMT determines the best acquisition approach before the requirement and recommendations are forwarded to the CICMB. The CICMB will also consider opportunities to consolidate requirements and strategic resourcing to satisfy the units' requirements.
5. If the CICMB determines that the required service is best provided, partially or in its entirety, by LOGCAP, it must prepare a memorandum indicating which requirements can be executed by the RCC and which ones by LOGCAP. The memo is to be signed by representatives from RCC, LOGCAP, DCMA, the unit, and CICMB<sup>4</sup>. The unit must then coordinate with their servicing LOGCAP Support Officer (LSO) or Logistics Management Specialist (LMS), who will assist the unit in developing a Statement of Work (SOW) for submission. Two things to ensure when preparing the PWS are:
  - a. Units cannot use the LOGCAP contract to carryout large-scale construction projects. Projects cannot exceed the OMA thresholds of \$750,000.
  - b. LOGCAP request should be reviewed to ensure that units will not acquire items that exceed the expense/investment threshold.
6. If the requirement is under the MAAWS-A validation thresholds:

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<sup>3</sup> Note: The specific guidance for CICMBs is found in OP OMID 1390, Annex QQ: Purchasing and Investment Guidelines

<sup>4</sup> The CICMB involvement is designated to ensure an approved sourcing strategy is in accordance with the Commander's COIN plan and objectives IAW OPOMID 1390 Annex QQ



- a. The LSO/LMS will assist the unit in preparing a LOGCAP Requirements Packet, consisting of a Letter of Justification (LOW), Statement of Work (SOW), Contracting Officer Representative Documents, an Project Planning Request (PPR).
  - b. The unit will seek a Legal Review for all requirements greater than or equal to \$10,000.
  - c. LSO forwards packet to the Administrative Contracting Officer (ACO), Defense Contracting Management Agency (DCMA), who reviews the packet and directs the contractor to provide a Project Planning Estimate (PPE) to establish an NTE ceiling price.
7. If the requirement exceeds a board validation threshold ( $\geq$  \$50,000 for JARB and  $\geq$ \$100,000 for JFUB), the unit must prepare the necessary supporting documentation and seek validation in accordance with the MAAWS-A process.
  8. A separate Independent Government Cost Estimate (IGCE), is NOT required, but can be used to help the ACO, the LSO/LMS, the Unit, and the contractor ensure there is a clear understanding on the scope of the requirement. Sufficient details are provided with the PPE/NTE to evaluate the appropriate type of funds required (OPA vs. OMA, OMA vs. Unspecified Minor Military Construction, etc.) and/or to perform lease vs. purchase analysis.

**REMINDER: THE MAAWS-A PROCESS FOR LOGCAP CANNOT, NOR IS IT MEANT TO, DETERMINE A FAIR AND REASONABLE PRICE PRIOR TO ISSUANCE OF A CHANGE ORDER.**

9. The validation board will either approve or disapprove the packet. IF THE LOGCAP REQUIREMENT HAS NOT BEEN APPROVED BEFORE THE PPE IS 90 DAYS OLD, LOGCAP CONSIDERS THE PPE INVALID, due to changes in cost over time. When the board returns an approved packet, the unit must submit the packet to the USFOR-A J8 for placement on the unit spend plan and funding.
10. The unit will electronically forward the entire Funding Package, along with a Funding Request form (found on the USFOR-A J8 SharePoint Portal Shared Documents), to their servicing LOGCAP RM Office. There is an RM office serving the North (Task Order #0005) and one RM office servicing the South



(Task Order #0004).<sup>5</sup> **Validation does not guarantee funding.** The RM office will make their decision based on priority and availability of funds.

11. The RM office does not fund material and equipment (M&E) procured from the Federal Supply System (FSS). Contractors are required to procure M&E already in the Army inventory to the maximum extent possible and shall consider commercial procurement as a last resort. RM offices will not fund commercially procured equipment/material unless adequate supporting documentation proves the M&E (or a reasonable substitute) was not available or the FSS delivery schedule prevents critical mission completion. Also, the RM office will not fund air freight unless specifically justified in the requirements package due to compelling needs.
12. The RM office returns funded packets to the unit and ACO, who directs the contractor to proceed.

**D. EMERGENCY REQUESTS:**

1. Emergency requests are highly scrutinized and discouraged whenever possible; however processes are in place to address emergency situations that pose an imminent danger to life, health, or safety. Failure to plan does not constitute an emergency. The LOGCAP IV – Afghanistan Guide provides up to \$50,000 in funding for emergency projects.
2. An ACO is not authorized to issue a Change Order (notice to proceed) without first obtaining funding from the RM office. An ACO can, however, seek up to \$50,000 in emergency funding based on a Letter of Justification signed by an O-6 or higher and a Rough Order of Magnitude (ROM) estimate. USOFRA J4, J8, and Engineers must review and sign approving the emergency assistance.
3. Units, with the help of the LSO, are required to complete the normal PPR and PPE process and must submit the revised Funding Request to the RM office within 30 days of receiving the emergency funding. If the refined estimates exceed MAAWS validation thresholds, units must seek validation.
4. The ACO will issue a Modified Change Order to adjust the approved funding limit.

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<sup>5</sup> The points of contact, email addresses and telephone numbers are located on the J8 SharePoint Portal under LOGCAP Shared Documents.

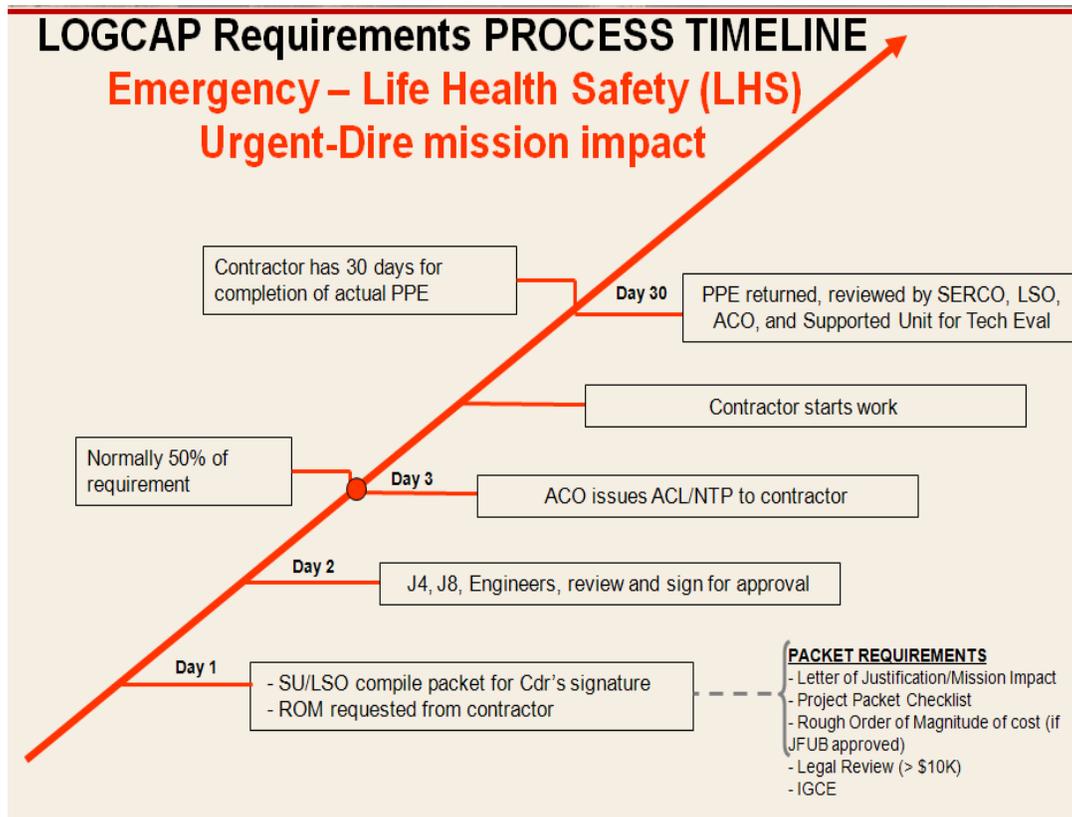


Figure 3

#### E. LOGCAP TEMPORARY / MINOR CONSTRUCTION:

1. All LOGCAP construction requirements must be validated by a Joint Facility Utilization Board (JFUB) and must be linked to an interdependent LOGCAP service requirement that has been validated by a Joint Acquisition Review Board (JARB). Funded JARB services consist of labor and enablers only, not construction. However, in many cases, for the LOGCAP contractor to provide these services, construction must precede delivered services.
2. Since JFUB packets require drawings, designs, and extensive coordination with the supported unit, a LOGCAP Working Group (LWG) is required to validate the need for both construction (JFUB) and service (JARB) requirements at the time a JARB packet is reviewed. Besides validating service requirements and processing for funding, the LWG must also validate construction requirements to secure initial funding for contractor mobilization as quickly as possible to avoid additional costs from having to expedite performance. A follow-on JFUB board will conduct a technical evaluation with applicable LOGCAP support personnel to comply with established OMA thresholds and process requirement for additional funding, if necessary.



3. Units are not allowed to modify SOWs or designs when a standard has been established.
4. All LOGCAP construction requirements utilizing containers for billeting, latrines, offices, or other uses must be accompanied by an RLB Analysis, also known as the “80/20 Analysis,” or the “20% Rule.” Additionally, any tensioned-fabric structure (TFS) must follow the same policies and procedures as containers as they can both be considered Relocatable Buildings (RLBs). The requesting unit will utilize the information in the PPE to accomplish the 80/20 Analysis. Containers can be classified as either a funded construction cost or as an unfunded cost as personal property equipment. The RLB policy and templates for the 80/20 Analysis are located on the JFUB Portal (SIPR):

<http://portal.usfora.oneteam.centcom.smil.mil/sites/JENG/PIMP/Shared%20Documents/Forms/AllItems.aspx>

RLB Definition: “An arrangement of components and systems designed to be transported over public roads with a minimum of assembly upon arrival and a minimum of disassembly for relocation. A relocatable building is designed to be moved and reassembled without major damage to floor, roof, walls, or other significant structural modification.” (Relocatable Building Delegation of Authority Memorandum, 22 Feb 2011)

RLB examples: ISO Containers, CONNEX’s, Tensioned Fabric Structures  
Non-RLB examples: Alaskan Small Shelter Systems (SSS), Pre-Engineered Buildings (PEBs).

5. Work Orders are pre-funded under the LOGCAP contract and allow any new work under \$5,000 as a stand-alone project to be done on facilities on the LOGCAP density list without the need for an individual requirement packet. Work orders cannot be used to bring a facility to LOGCAP O&M standards.
6. Service Orders are pre-funded under the LOGCAP contract and allow the performance of minor maintenance or repair of facilities on the density list at no additional cost. Service orders are not to be used to bring a facility to LOGCAP O&M standards.



## **SPEND PLANS**

### A. **PURPOSE:**

To provide guidance and procedures in submitting a prioritized unit spend plan for validation. USFOR-A operates on a monthly funding cycle. Units submit a spend plan to their servicing Resource Management (RM) Office for the next month's anticipated requirements. The RM offices submit the spend plans to USFOR-A by the 15<sup>th</sup> of the preceding month.

### B. **REFERENCES:**

ARCENT Publication 1-06 Financial Management Operations in the CENTCOM AOR, 16 May 2007

### C. **RESPONSIBILITIES:**

1. Commanders and Staff Agencies (J1, J2, etc.) determine requirements for their units.
2. Unit must determine if the requirement requires Acquisition Review Board, approval (see Validation of Requirements section of MAAWS).
3. If the requirement needs validation board approval, a package is submitted for validation. Once validated, you may place the requirement on the unit spend plan and compete for funding. **Keep in mind that VALIDATION DOES NOT EQUAL FUNDING.** You should also place known requirements pending validation on your spend plan to provide visibility for planning. However these requirements will not be considered for funding until validated.
4. If the requirement does not necessitate board approval, it is placed on the unit spend plan for submission to your Resource Management Office for funding approval.
5. The RM Offices will submit spend plans on the 15<sup>th</sup> day preceding the month in which funds are requested. If a unit arrives during the month, the requirements requested will reflect the portion of the month until the unit can develop the next full month's spend plan. Follow local instructions from the servicing RM Office for more detailed information. RM Offices will roll up, validate, and submit spend plans to USFOR-A.
6. Based on funding availability and changes in operating conditions the J8 may have additional cyclical spend plan data calls. This will provide units an opportunity to submit unforeseen requirements based on evolving missions.
7. If approved by the USFOR-A CoS, spend plans and Resource Distribution Documents (RDD) are provided to the requesting units between the 1<sup>st</sup> and 5<sup>th</sup> day of the month of funding execution. Funds in the amount approved will be



made available in the Resource Management Tool system for application by respective resource Management Offices.

#### **D. SPEND PLAN CHECKLIST:**

##### 1. Spend Plan General Guidance

- a. Use the Spend Plan Template provided by supporting USFOR-A AST.
- b. Ensure that your organization's submission has been prioritized by appropriate level of leadership. All requirements may not be funded depending upon availability of funds. Your prioritization must be reflected in the priority column of your spend plan. Funding will follow your prioritization to the greatest extent possible. Priority will begin at 1 and will end at the total number of requirements e.g. 1,2,3,4,5,...27.
- c. Provide amplification and justification in the justification and impact sections for all requirements. Do not assume that J8 or the CoS understands your requirements as well as you do. Add whatever information you feel is necessary to justify funding your requirement. If a contract is of special tactical or strategic importance, please do not assume that we know this. Provide Period of Performance for your contracts by timeframe and number of months. As an example: POP – OCT 10 - APR 11 (6 months). Be explicit as to how a contract is phased for funding (monthly/quarterly/yearly). Specify whether the amount you are requesting is a month's worth, quarter's worth or year's worth. Specify the minimum amount you need to continue execution of the contract or to start it up. If your contract is incrementally funded, provide the amount that has been funded to date as well as how much can be funded (ceiling) based on your acquisition board validation.
- d. Include the validation number (JARB or JFUB Number). Add validation information into the Approve SuperCARB/JARB/JFUB column. Requirements not yet board approved will normally be deferred until approved and will not receive funding until approved by the requisite acquisition Review Board.

##### 2. Emergency Requests/Walk through Validation (JARB/JFUB) Requests.

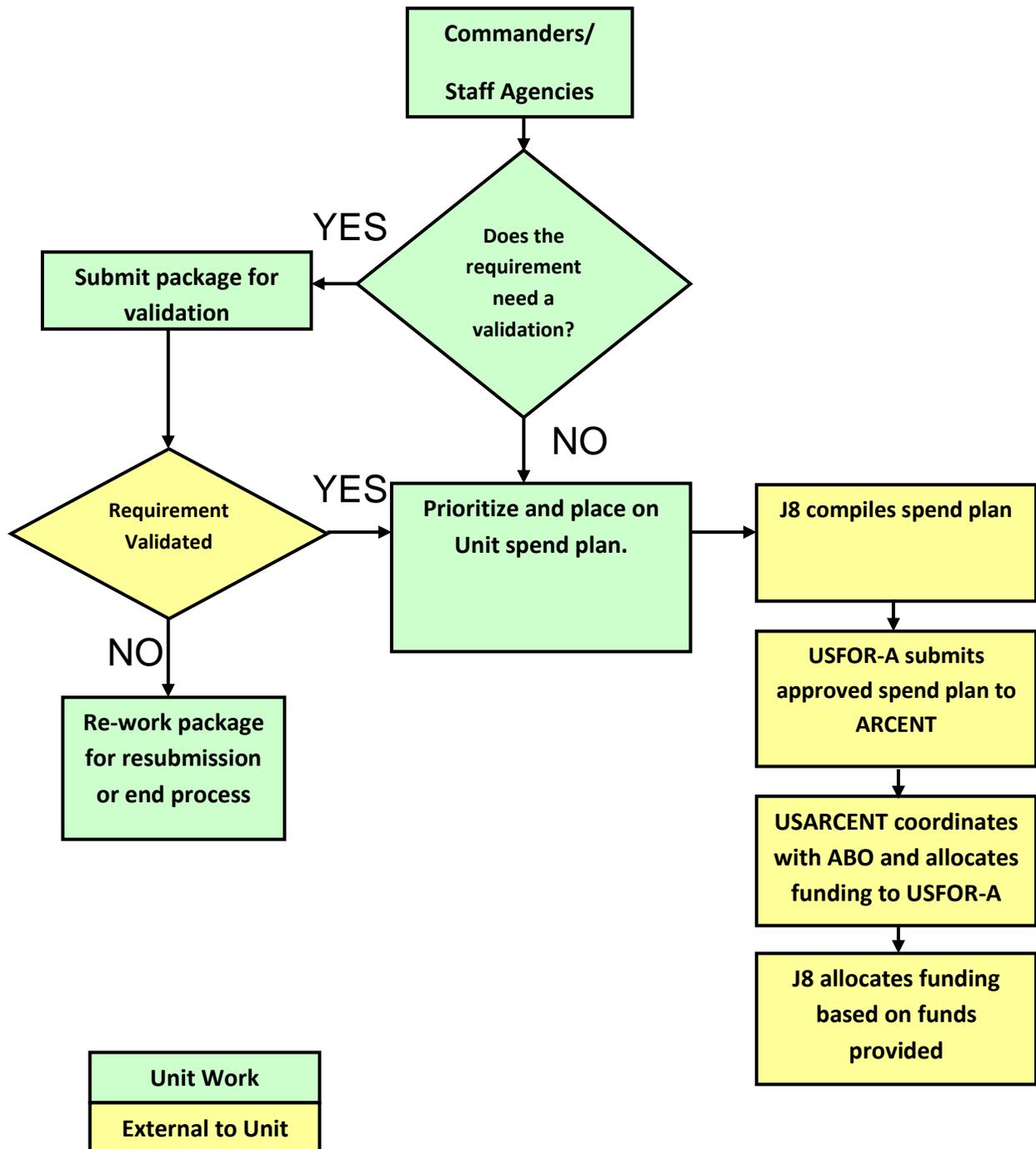
- a. These requests occur when a unit has an emergency requirement that was not submitted on the current spend plan and/or it cannot wait until the next spend plan cycle or validation board.
- b. Because the request was not on the spend plan, funding must be offset by existing, validated, unit requirements or sourced by USFOR-A J8. Therefore an out-of-cycle request must actually be a time sensitive, emergency requirement. Do not submit routine items that can wait until the next spend plan. Those requests that do not warrant emergency funding will be returned to the unit without action.
- c. A justification memo should be submitted to the USFOR-A J4 (JARB) or JENG (JFUB) and signed by the first O-7 in the chain-of-command. Units



- should include all pertinent documentation with the request—validation paperwork, legal review, funding document, etc. The memorandum should include a no later than date for funding if applicable.
- d. Units will first attempt to re-prioritize current requirements to accommodate emergent requests. The requirements owner will have to work with J8 to rebalance priorities on their current spend plan to fund their emergency requirement. Newly arriving units without an approved spend plan can use an Emergency request to secure funds if needed.
3. Funds Increases (Letters of Increase): When funding, in excess of what was initially validated, is required, an LOI or Letter of increase is generally required. Please see LOI section of the MAAWS-A for details.



# USFOR-A Spend Plan Flow Process





## **LETTERS OF INCREASE**

### **A. PURPOSE:**

Letters of Increase (LOI) are occasionally required due to unforeseen price increases. The mechanism to receive the additional funding is called a Letter of Increase. LOIs can be processed, without revalidation of the requirement, as long as the increase is not greater than 25% of the original approved amount or does not cause the entire requirement cost to exceed a specified threshold or restriction. Contract claims cannot be funded with an LOI, or re-validation of required funding through the JARB. They must be processed using established contracting procedures.

In cases where funding for the previous fiscal year is required, Submissions must flow from the servicing RM, through USFOR-A J8 to ARCENT for sourcing. Prior year funding requests require additional documentation. Contact your RM Office for details.

### **B. FORMAT:**

Letters of Increase are submitted in memorandum format and signed by the appropriate approval authority for the amount of the increase. The memorandum includes details from the original requirement as well as a full explanation as to why the increase is necessary and what conditions led to the incorrect initial request. Requested document numbers and fund citation must be provided exactly as detailed on the original certified PR&C or MIPR. If the funding document has not yet been certified, a replacement funding document, with the corrected price must be accomplished and submitted with the LOI to the RM. An example of the LOI is provided on the next page.



**LOI Example** (Follow local procedures when available)

Date

Your Unit Symbol

MEMORANDUM FOR Servicing AST

SUBJECT: Funds Increase for (insert Purchase Request # or MIPR #)

1. The purpose of this memorandum is to request an increase in the above stated Document. The reason for this increase is to expedite demining to meet critical mission goals. Failure to increase the funding will prevent the demining of areas vital to force bed down.

From: \$ 999,999.99 (Amount of initial funding document)  
**Increased by: \$ 99,999.99 (Amount of increase)**  
To: \$ 999,999.99 (New Total)

2. The applicable fund cite is as follows: (take from original certified funding document, DO NOT USE THIS ONE)

21 2 2020 0000 0 8A-2084 P135197.0000 2540 833MRG MIPR1M3MRG0072 3MRG83 S09076

3. POC is MAJ John Doe at DSN XXX-XXXX

IMA LEADER, Col, USA

Title

Organization

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COMPTROLLER ACKNOWLEDGEMENT



## **STATEMENT OF WORK (SOW)**

The following sample format is meant to be a guide and should be tailored to the specific requirement. Consult your contracting office for additional guidance. The SOW format and contents usually includes at least the following:

### **STATEMENT OF WORK**

- 1.0 Background**
- 2.0 Scope**
- 3.0 Objectives**
- 4.0 Tasks**
- 5.0 Delivery**
- 6.0 Government-Furnished Property**
- 7.0 Security**
- 8.0 Place of Performance**
- 9.0 Period of Performance**

#### **1.0 Background**

May also be identified as the “Introduction,” this section provides information needed to acquaint the reader with the basic acquisition situation. The background information should:

- Identify the requirement in general terms;
- Describe why the project is being pursued and how it relates to other projects
- Summarize any statutory authority or regulations affecting the overall requirement; and
- Identify any background materials attached to the SOW.

#### **2.0 Scope**

Provide a statement of what the government expects to accomplish under the contract--the breadth and limitations of the contract effort. It should not include specific work tasks or a description of deliverable products.



### **3.0 Objectives**

This section should provide a concise overview of:

- The contract effort goals and objectives; and
- How the results or end products will be used.

### **4.0 Tasks**

Sometimes identified as “Requirements” or “Work Requirements,” this section defines the specific tasks that the contractor must complete during contract performance. The description of task requirements will depend on the approach that is selected to describe the required effort.

- For a detailed SOW, this section describes how the effort must be accomplished. It may include precise measurements, tolerances, materials, quality control requirements, and other government requirements that control the processes of the contractor.
- For a Performance-Based Work Statement, this section describes requirements in terms of results required rather than the methods for completing the work. This latitude will permit the contractor to develop new and innovative ways to complete those tasks.
- For a Level of Effort SOW, this section identifies all tasks that must be performed and the hours to be devoted to each task.

This section must describe requirements in a way that permits contractor personnel to perform the effort without direct government supervision. Contractor personnel must not be subject to the type of supervision and control usually prevailing between the government and its employees. For example, an SOW may permit the government to approve key personnel, but must not permit the government to approve all personnel performing the service. The SOW should also not include words that appear to indicate that the government is managing day-to-day operations.

- Specify requirements clearly so that all readers can understand them.
- Reference the applicable specifications and standards needed.
- Tailor specifications and other documents for the specific effort.
- Separate general information from direction.

### **5.0 Delivery**

This section should clearly state:

- What the contractor must deliver (e.g. service, reports, and items). If different tasks have different delivery requirements, they must be clearly identified.
- When the contractor must deliver. This may be stated using actual dates, days after contract award, or using some other method that clearly marks the required delivery date.



- Where the contractor must deliver the service. This may be stated as a location, an organization, a person identified by position (e.g., Contracting Officer's Representative, a person identified by name or using some other description.
- What documentation (if any) the contractor must obtain from the government to verify government receipt of the delivery.

## **6.0 Government-Furnished Property**

This section identifies any government-furnished property provided to the contractor, such as government-furnished material, equipment, or information. Before offering to provide any property, make sure that it will be available when required, where required, and in the condition required by the contract. Failure to meet government-furnished property requirements often leads to a contractor claim for an equitable adjustment to contract price, delivery, or other requirements. Specific requirements about providing government-furnished property can be found in FAR 45, Government Property, and related agency and bureau policy.

## **7.0 Security**

This section identifies any unique security requirements associated with contract performance (when applicable). These requirements may include, but are not limited to, such items as:

- Special pass or identification requirements;
- Special security clearance requirements; or
- Special escort requirements.

## **8.0 Place of Performance**

This section identifies where the contract effort will be performed. If performance will occur at multiple government locations, this section must indicate which tasks must be completed where. If performance will be at the contractor's facility, the SOW need only state that the effort will be accomplished at the contractor's facility.

## **9.0 Period of Performance**

The period of performance may be stated using actual dates, days after contract award, or using some other method. If different periods of performance will apply to different tasks, the tasks and related periods of performance should be clearly identified.

## **SOW Language Tips:**

A variety of people with different perspectives and life experiences will read your SOW. Readers typically include government and industry contracting personnel, managers, technical experts, accountants and lawyers. All these readers need to understand the SOW in a clear and concise manner; therefore, language selection is very important.

Below are tips that you should consider when developing the SOW:



- Use simple words, phrases, and sentences whenever practical.
- Be concise, precise, and consistent. Keep sentences short and to the point. Normally the longer the sentence, the harder it is to understand.
- Use verbs in the active voice. A verb is in the active voice when it expresses an action performed by its subject. For example, “The contractor shall report contract progress quarterly.”
- Avoid using verbs in the passive voice. A verb is in the passive voice when it expresses an action performed upon its subject or when the subject is the result of the action. For example, “Contract progress shall be reported quarterly by the contractor.”
- Use “shall” or “must” when writing a requirement binding on the contractor. Avoid “should” or “may” because they leave the decision on appropriate action up to the contractor.
- Use “will” to indicate actions by the government.
- Be consistent when using terminology. Use the same word to mean the same thing throughout your SOW. Avoid using different words to indicate the same type of action.
- Avoid redundancy. At best, requiring the contractor to do the same thing in different parts of the SOW will add needless words to the SOW. At worst, there may be subtle differences in the requirements that will lead to a dispute during contract performance.
- Avoid vague or inexact phrases and generalizations.
- Avoid catchall and open-ended phrases, such as, “is common practice in the industry,” “as directed,” or “subject to approval.” If you want to give the contractor an opportunity to use their standard commercial practices, require each offeror to identify its commercial practices in a proposal and then include that proposal as part of the order/contract.
- Define technical terms.
- Avoid using government jargon. Assure that it is clearly defined whenever jargon must be used.
- Only use “any,” “either,” “and/or,” “etc.” when allowing the contractor to select an alternative.
- Use abbreviations or acronyms only after spelling them out the first time they are used (e.g., National Aeronautics and Space Administration (NASA)). Spell them out even if they are commonly used by the user’s agency because a commercial contractor may not be familiar with them.
- Identify the date or version of any document referenced in your SOW.



## **DEFENSE TRAVEL SYSTEM (DTS)**

### **A. PURPOSE:**

To outline United States Forces – Afghanistan (USFOR-A) Temporary Duty guidelines or DTS use.

### **B. REFERENCES:**

1. <http://www.defensetravel.osd.mil>
2. NKC DTS helpdesk at: [DTS-AFG@swa.army.mil](mailto:DTS-AFG@swa.army.mil)

### **C. GENERAL:**

The Defense Travel System (DTS) is a fully integrated, electronic, end-to-end travel management system that automates temporary duty (TDY) travel for the Department of Defense (DoD). It allows travelers to create authorizations, book reservations, receive approval, generate vouchers for reimbursement, and direct payments to their bank accounts and the Government Travel Charge Card (GTCC) vendor, all via a single Web portal. DTS is available 24 hours a day, 7 days a week (24x7). Implementation of DTS allows travelers to be paid in 2-3 days, as opposed to weeks. As of 1 October 2010 TDY Travel by the USFOR-A staff will be accomplished in DTS. Travelers using DTS for the first time must self-register. To avoid late fees, travel voucher will be filed within 5 days of completion of the TDY and routed electronically to the appropriate officials for approval, then to the Defense Finance and Accounting Service (DFAS) \*\* for payment.

1. DTS users: are DoD personnel who, in any role, interact with DTS. DTS does not manage travel for contractors; it is for DoD personnel traveling on official business.
  - a. Users include Defense Travel Administrators (DTAs), Authorizing Officials (AOs), Certifying Officers (COs), Routing Officials (ROs), CBA Specialists, Transportation Officers (TOs), Disbursing Officers (DOs), and agents within the Commercial Travel Office (CTO). Anyone who interacts with DTS on behalf of another person is also a user.
  - b. A DTS user/traveler is a traveler who interacts with DTS on their own behalf. User/travelers prepare their own authorizations and vouchers.
2. DTS provides full functionality, accessibility, and security when processing documents. It is easy to search for airline, hotel, car rental, and rail availability, as well as gathering all details to plan a trip. Real-time reservations for air, lodging, and rental cars are built into DTS to provide easy access to commercial



travel service information. The system streamlines workflow and processes to improve efficiency and productivity.

#### **D. USERS/ROLES:**

DTS meets the major functional requirements of the DoD and serves the needs of all user/travelers. The following are highlights of DTS' benefits for travelers, travel clerks, AOs and COs, and DTAs.

##### **1. User/Travelers and Travel Clerks.** Using DTS, user/travelers and travel clerks accomplish the below tasks:

- Have a valid Government Travel Card
- Get released in DTS from home station unit (call or E-mail Organizational Defense Travel Administrator (ODTA))
- Once received into DTS, the traveler will log on to: <http://www.defensetravel.osd.mil>, and update personal profile to include banking info, GOVCC, duty station, time zone (must be GMT +4, Russia-Armenia), and email address
- Create and update travel documents
- Update travel preferences in a traveler's personal profile
- Upload required documents for commercial air travel as outlined in the MAAWS-A for travel
- Create a voucher by using information from an authorization
- Digitally sign and submit travel documents for review and approval by the respective approval authority as outlined the Travel Authority Threshold on page 62
- Determine the status of a travel document at any time
- Upon receiving approval for the travel in DTS the DD1610 will be filled out and forwarded to SJA so that a visa exemption certificate can be created if commercial air is required from Afghanistan
- Receive travel reimbursements normally within 72 hours of AO approval

##### **2. AOs and COs.** Using DTS, AOs and COs accomplish the below tasks:

- Preview, review, and approve travel documents
- Cancel an authorization
- Return travel documents to user/travelers for changes or corrections
- Edit travel documents for a user/traveler
- Delegate and revoke signature authority
- Certify funds availability

##### **3. DTAs.** Using DTS, DTAs accomplish the below tasks:

- ODTAs will receive person in DTS and add them in USFOR-A routing list
- Establish document routing based on the organization and type of action



- Track the obligation and expenditure of travel funds
- Perform all administrative setup and maintenance necessary to use DTS

#### **E. DTS Responsibilities and Flow Chart (See Figure 1)**

After a user/traveler logs in to DTS and initiates a new authorization, the following sequence for the pre-trip process occurs:

1. **Traveler.** Create itinerary, select air, hotel, and rental car reservations or use the Full CTO Assistance Request button if needed. Enter reimbursable expense estimates and per diem entitlements to create an estimated cost. Digitally sign the authorization.
2. **CTO.** If the travel feature is used, DTS routes the authorization to the CTO via the Passenger Name Record (PNR) Gateway. DTS then places the PNR in the CTO's inbound queue. The travel agent located at the CTO accesses the PNR in the Global Distribution System (GDS), performs quality checks, and confirms rail reservations or makes reservations if assistance is requested. The travel agent directs the PNR through DTS for further routing.
3. **AO.** DTS routes the request to the AO. The AO reviews and approves the authorization by affixing a digital signature. DTS updates the status of the authorization to inform the traveler of the approval and routes it through the PNR gateway to the CTO's ticketing queue for ticketing.
4. **DFAS.** DTS routes the transaction via the Global Exchange Services (GEX) to the appropriate financial accounting system. The document is stamped POS ACK RECEIVED to serve as acknowledgement that an obligation has been posted in the accounting system. Advances and Scheduled Partial Payments (SPPs) are scheduled for payment.
5. After returning from travel, users/travelers will log in to DTS to complete a voucher. Update estimated expenses with the actual cost and submit the claim for reimbursement.

#### **NOTE**

: Receipts. The DoDFMR 7000.14-R, Volume 9, based on an IRS requirement, requires that each traveler produce each lodging receipt, and each receipt for any individual official travel expense of \$75 or more. ***Lodging reimbursement is authorized for hotel lodging obtained through an online booking agent only when the traveler can provide a documented itemized receipt for room costs from the hotel or online booking agent showing the following charges (CBCA 2431-TRAV, 13 September 2011):***

- a. Daily hotel room costs;
- b. Daily hotel taxes; and

c. Daily miscellaneous fees, if applicable

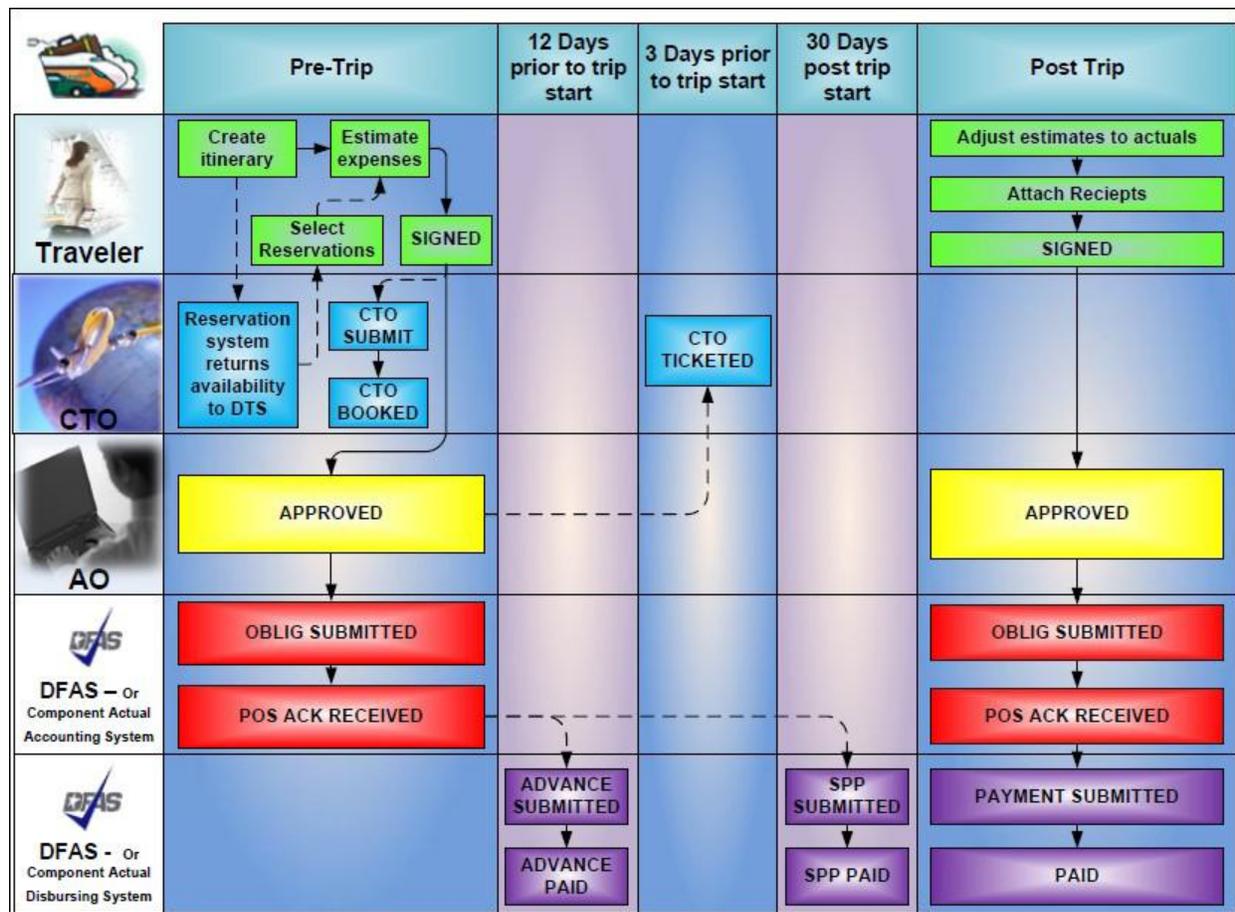


Figure 1: User/Traveler DTS Trip Process

## F. DTS Training Resources

1. **DTMO Training and Resource Center:** The DTMO Training and Resource Center, located at <https://www.defensetravel.dod.mil/site/training.cfm> is a gateway to a number of resources that will help improve skills in using the system and finding answers to questions about DTS.
2. **Traveler Explorer (TRAX):** The Defense Travel Management Office (DTMO) provides useful travel resources, tools, and training opportunities via the Traveler Explorer (TraX). To access TraX, users must register through Passport, DTMO's Web portal. To access e-learning, log in to the TraX located at <https://www.defensetravel.dod.mil/>. Passport Users that do not have an existing account must register for a new account by selecting the **Register** button.



3. After login, select the **Training** tab. Additional instructions for accessing training in TraX can be found at [www.defensetravel.dod.mil/Docs/Training\\_Instructions.pdf](http://www.defensetravel.dod.mil/Docs/Training_Instructions.pdf) or J8 NIPR PORTAL
4. **DTS WILL NOT** be used for the following types of travel orders. These types of travel orders will continue to be completed using the manual method outlined in the section below:
  - a. Group Orders
  - b. Invitational Travel Orders
  - c. Blanket Travel Orders
  - d. TDY with no cost



## **TEMPORARY DUTY (TDY) TRAVEL**

### **CONTENTS**

- A. [Purpose](#)
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- G. [Submitting a Travel Settlement Voucher](#)

#### **A. PURPOSE:**

To establish policies and procedures for the effective control and use of TDY travel funds, and define responsibilities and procedures for the issuance and processing of TDY travel orders and vouchers for military and Department of Defense (DoD) civilian personnel.

#### **B. REFERENCES:**

1. Joint Federal Travel Regulation (JFTR)
2. Joint Travel Regulation (JTR).  
<http://www.defensetravel.dod.mil/perdiem/trvlregs.html>
3. Memorandum for All Financial Management Organizations within the Central
4. Command (CENTCOM) Area of Responsibility (AOR) Subject: Travel Voucher Policy
5. USFOR-A FRAGO 09-269 Procedures for Requesting TDY ICW R&R
6. Exceptions to Policy
7. Department of Defense Policies to Implement the "Travel and Transportation
8. Reform Act of 1998

#### **C. POLICIES:**

1. Reimbursable travel should be necessary requirement of the Afghanistan mission. TDY should be a last resort and every effort should be made to accomplish the mission without requiring reimbursable travel including use of VTCs, Breeze and/or phone conferences.



## 2. Official Travel:

- a. Approving officials will ensure mission cannot be accomplished by other means (for example, correspondence, telephone, VTC). **A cost benefit analysis covering all costs of the TDY portion of the trip, and the benefit to USFOR-A achieved by the TDY must be included in the package.** The Cost Benefit Analysis packages will be retained with the resource management offices for the purpose of audits. If DTS is utilized, the Cost Benefit Analysis will be uploaded with the rest of the documentation.
- b. Only the minimum number of travelers required to accomplish the mission will be authorized.
- c. All Invitational TDY requests will be routed and approved by the USFOR-A Chief of Staff (CoS). Exceptions are: All ISAF Joint Command (IJC) U.S. only TDY requests will be routed and approved by the IJC Deputy CoS. This excludes TDY in conjunction with (ICW) R&R leave. IJC TDY ICW R&R must be routed and approved by USFOR-A. All Combined Security Transition Command-Afghanistan (CSTC-A) will be routed and approved by the CSTC-A CoS. Combined Forces Special Operations Component Command (CFSOCC) will be routed and approved by the CFSOCC CoS.
- d. The delegated approving official is limited to the amount authorized in the current USFOR-A requirements approval and funding thresholds/authority guidance (See Appendix I). All TDY requests above delegated approving official's thresholds will be approved by the USFOR-A CoS.
- e. All Regional Command East (RC-E) and (RC-S) TDY (includes assigned, attached, OPCON and ADCON). Requests will be routed and approved by the appropriate chain of command. All subordinate units TDY requests above delegated approving official's thresholds will be approved by the USFOR-A CoS (See Appendix I).
- f. Inside the USCENTCOM AOR (outside of the Afghan Theater of Operations (ATO)). All Travelers will need locally issued TDY orders approved by the delegated approving official.
- g. Inside the ATO. If travel will incur a reimbursable cost, individuals will need locally issued TDY orders approved by the delegated approving official. If travel will incur no cost, individual's Temporary Change of Station (TCS) or Permanent Change of Station (PCS) orders will suffice.
- h. Travel entitlements will be computed based on the orders directing travel and provisions of DoD financial management policies and procedures governing travel administration for travelers performing official government business at those installations to which the Defense Travel System has not yet been deployed.
- i. Mandatory Use of the Travel Charge Card. All DoD personnel shall be required to use the government-sponsored contractor-issued travel charge card for all expenses arising from official government travel. Exemptions are



necessary for cards that are not active in theater. Travelers with active cards will use them IAW the provisions listed in the DoD POLICIES TO IMPLEMENT THE “TRAVEL AND TRANSPORTATION REFORM ACT OF 1998.” Travel orders shall contain a statement notifying the traveler whether mandatory use of the travel card is required or whether the traveler is exempt from the mandatory use provision. Failure to use the travel card shall not be a basis for refusing to reimburse the traveler for otherwise appropriate charges; however, such failure may subject the traveler to appropriate administrative or disciplinary action.

- j. Personnel deployed will not leave the area of operations to attend any professional military education (PME) schools or Military Occupation Specialty (MOS), or Additional Skill Identifier (ASI) producing course of instruction. Requests for exceptions must have the concurrence of Deputy Commanding General-Support, U.S. Forces – Afghanistan (USFOR-A). Military training should have occurred prior to, or post deployment.
- k. Commercial Flights. Requests for exceptions to MILAIR **must include** a cost comparison which demonstrates the use of a commercial flight is more advantageous to the government, and the benefit to USFOR-A achieved by the TDY must be included. The R&R flights are chartered flights that the Government has already contracted. Regardless if there is 1 person on the plane or 500, the cost of the flight is the same and has already been incurred by the government. The cost comparison must be the cost of a commercial flight from Kabul to the TDY destination versus the cost of the commercial flight from Atlanta/Dallas (MILAIR destinations) to TDY location. MILAIR and **Rotator flights will be used for flights out of AOR to the fullest extent possible.** All exceptions to policy will be approved by the USFOR-A CoS.

***NOTE: The USFOR-A CoS can only approve commercial flights for TDY travel. Commercial flights for R&R must be approved by ARCENT. For more information on this please contact the USFOR-A J1 Team at USFOR-AR&Rteam@afghan.swa.army.mil.***

- l. Use of Rest and Relaxation (R&R) Flights.

R&R flights are the mode of transportation for TDY travel to and from CENTCOM AOR. The USFOR-A CoS approves all exceptions.

- m. Funding TDY into the Afghanistan Theater of Operations (ATO). There are instances when a unit has a requirement to bring a service member from outside the ATO into the ATO on TDY. In order to fund these TDYs (either on DD Form 1610 or by fund cite memorandum) the delegated approving official based on funding threshold must approve.

### 3. TDY in Conjunction with R&R

- a. R&R Leave may be combined with other official travel to CONUS, such as TDY, however, an ETP must be approved by ARCENT in order to split the leave period. **The Army G1 is the approval authority.** The unit Commander or Chief of Staff (O-6 or higher) must recommend approval and



sign a justification memorandum requesting TDY with R&R. Official travel to any other location other than CONUS must be approved by the USFOR-A CoS prior to going to the Army G1 for the approval authority.

- b. A cost benefit analysis covering all costs of the TDY portion of the trip, and the benefit to USFOR-A achieved by the TDY must be included with the exception to policy memo. The Cost Benefit Analysis packet will be retained with the Resource Management offices for the purpose of audits.
- c. TDY ICW R&R to any other location other than CONUS must be approved by the USFOR-A CoS. The packet will include DD Form 1610, leave documents, Cost Benefit Analysis and the exception to policy memorandum prepared for his signature. Resource Managers are not to certify funds for non-CONUS TDYs unless the exception to policy memorandum is signed by the USFOR-A CoS.
- d. The package will include DD Form 1610, leave documents, Cost Benefit Analysis & Justification (benefit to USFOR-A's mission) and the exception to policy memorandum prepared for the CoS's signature. Resource Managers are expected to keep a copy of each Cost Benefit Analysis & Justification within their files for the purpose of Audits. Resource Managers are in violation of the Anti-Deficiency Act (purpose clause) should they certify funds for non-CONUS TDYs without the exception to policy memorandum is signed by the USFOR-A CoS and approval from The Army G1.
- e. All approved requests will be routed through your chain of command to the USFOR-A J1 R&R Team at [USFOR-AR&Rteam@afghan.swa.army.mil](mailto:USFOR-AR&Rteam@afghan.swa.army.mil). **Requests should be received by USFOR-A fourteen (14) days prior to the start of the travel.** AR 600-8-10 Section IV states that commanders must ensure TDY orders reflect the official travel and leave dates. Soldiers who report to TDY earlier than the date specified on the DD Form 1610 normally will not be paid any additional Per Diem.

#### 4. Invitational Travel Authorizations (ITA's)

ITAs are government funded official travel for persons who are NOT employees of the Department of Defense (DoD), i.e., government employees and government contractors, but may require travel authorizations to conduct DoD business.

- a. All invitational travel orders for effective control for all units and service components assigned, attached, or under the operational control of USFOR-A travel administration will be routed through USFOR-A J8 for CoS approval. **ITA requests will have the following statement annotated in the remarks section on the order: "Least costly travel arrangement will be used."**



- b. The requesting entity must clearly justify the ITA requirement and illustrate how approval will benefit the USFOR-A mission. Justification memorandums will be attached to the ITA orders request. Travel allowances authorized for these individuals are usually the same as those for employees traveling on temporary duty authorizations. In order to have travel documents created in DTS, a traveler must have a Social Security number (SSN) or, in the case of foreign nationals, a nine-digit Taxpayer Identification Number (TIN). If the traveler does not have an SSN or a TIN, DTS may not be used.
- c. Ref: Appendix E of the Joint Travel Regulation (JTR). ITAs are prepared for use by Non-DoD personnel (Host Nation Civilians, Foreign personnel, subject matter experts/consultants). The cost of travel must provide some benefit to the U.S. Government. The ITA form shown on page 178, Figure 1.3, is approved by the delegated approving official. Many foreign officers/officials do not have credit cards so authorizing a cash advance may be required.
- d. Honorariums are often considered in conjunction with guest speakers and can be included as part of the total ITA cost.
- e. Restrictions. Invitational travel must **not** be authorized for:
  - 1) A non-appropriated fund (NAF) official or employee traveling on NAF business.
  - 2) Transportation of dependents and/or HHG (including freight and parcel post mail) or other property of an individual to whom an ITA is issued.
  - 3) A Federal Government employee or Uniformed Service member (A Federal employee and a Uniformed member on active duty are given regular TDY travel authorizations/orders) unless the individual is:
    - a) A retired Federal Government employee or Uniformed Services member (may include retired military personnel from foreign countries)
    - b) Authorized pre-employment interview travel under JTR, par. C7150 and the employee/member is in a leave status during such travel (B-219046, 29 September 1986)
    - c) An employee/member, traveling as a non-medical attendant, included on an ITA issued to a patient
  - 4) Contractors – (See JTR Appendix E Part III for more details) Travel costs of Gov't contractors and contractor employees are governed by the rules in the Federal Acquisition Regulations (FAR) §31.205-46, available at <http://www.arnet.gov/far/pdf/frame.html>. For these reasons, contractors are not eligible for Invitational Travel Authorizations (ITAs) in the



execution of their contracts. See DODI 3020.41 for information regarding contractors at:

**<http://www.dtic.mil/whs/directives/corres/html/302041.htm>**

A standardized format is available from your local resource management office (CJ8/J8), See Figure 1-3 and Figure 1-4.

## 5. Group Travel Orders

Group Travel Orders (GTOs) are authorized for three or more individuals traveling in a group for which transportation will be furnished by government conveyance or Transportation Request (TR). All individuals will travel from the same point of origin and return to the same destination under one order.

## 6. Blanket Travel Orders (BTOs)

- a. Blanket Travel Orders are issued by exception to those personnel whose duties require frequent, repetitive travel to the degree that issuance of specific travel orders would be impractical.
- b. The requesting entity must clearly justify the requirement of the BTOs and justify how the request will benefit USFOR-A mission. Justification memorandums will be attached to the manual orders request.
- c. The USFOR-A Chief of Staff (CoS) is the BTOs approval authority.
- d. BTOs will not be issued via DTS. BTOs will be processed manually through the USFOR-A J8.

## 7. Actual Expense Allowance (AEA)

AEA requests will only be approved in cases where it is demonstrated as essential for accomplishment of the mission. Normally, this is to maintain integrity of the travel group for security purposes. Situations may arise where normal per diem (lodging only) is not sufficient for TDY. AEA may be requested to recoup cost over the published maximum lodging rates listed in the Joint Federal Travel Regulations (JFTR), Appendix B (OCONUS) and Appendix D (CONUS). This situation should be a rare event: travelers need to plan trips in advance to keep expenses within the established JFTR limits. AEA will not be used as a blanket authority. **AEA request must be made prior to travel (see figure 1-5).**

- a. The delegated approving official, normally the chief of staff, in their chain of command is the approval authority and can approve AEA up to 300% by signing DD Form 1610 in block #18. USFOR-A, CSTC-A, and ISAF will be approved by the USFOR-A CoS.



- b. Requests above 300% must be submitted to the Director, Per Diem, Travel, and Transportation Allowance Committee (PDTATAC) for approval. Approval must be in advance of the travel. Route request for approval of AEA above 300%, through USFOR-A J8. **NOTE: Do not send AEA requests over 300% directly to the PDTATAC.**
  - c. Before the approving official signs the travel orders the requestor of travel must note in block #16 on the DD Form 1610 the statement, "Actual Expense Authorized not to exceed 300 percent of authorized lodging rate."
  - d. Attached with the DD Form 1610, a letter of justification on official letterhead must be submitted to the approving official when requesting AEA.
  - e. The letter will be signed by the Brigade Commander or Staff Principal (O-5 minimum).
  - f. Letters of justification will state:
    - 1) What efforts have been made to stay within the JFTR allowances?
    - 2) What circumstances require AEA?
    - 3) The breakout of requested lodging showing cost versus the authorized lodging rate.
    - 4) What the effect on mission is if AEA is not approved?
  - g. Request for AEA after travel completion will only be processed on an exception basis. The DD Form 1610 amendment must be submitted to the USFOR-A CoS for approval and signature in block #18.
8. TDY to Service Member's Permanent Duty Station

Should service members require TDY within 50 miles of their permanent Duty station then Per Diem (lodging/meals) is not an authorized expense. For example, if one's duty station prior to deployment was Washington D.C, and he/she is returning for a TDY to the Pentagon, then there is no reimbursement for Per Diem as the service member would be within 50 miles of their Home of Record.

#### **D. Contracted Travel Office (CTO)**

DoD policy states that all DoD travelers use a contracted CTO when available. The CTO for USFOR-A is Alshamel Travel & Tourism (ASTT). The benefits to USFOR-A under the contractual agreement with ASTT include: airfares that are significantly discounted from comparable commercial fares; reimbursement for cancelled tickets; and reduced transaction charges.



1. It is mandatory that travelers arrange commercial transportation, rental cars (if authorized), through USFOR-A's designated CTO (ASTT). The CTO should not be used only in extremely unusual circumstances in which the traveler cannot communicate with the CTO.
  - a. When ASTT is available, but the traveler arranges transportation through a non-contract travel agent or common carrier direct purchase, reimbursement is limited to the amount the Government would have paid if the arrangements had been made directly through a CTO. This includes the price of the airline ticket, rental car, and applicable service fees.
  - b. The USFOR-A CoS is the sole approval authority for travel orders seeking to travel on arrangements not made through ASTT.
  - c. When the approval authority certifies that a CTO was/is not available to arrange transportation, reimbursement is paid for the actual cost of the authorized or approved transportation NTE the least expensive unrestricted commercial coach fare that meets mission requirements.
2. Travel Reservations: ASTT books travel arrangements when travel requirements are reserved through the Defense Travel System (DTS).
  - a. ASTT will make all reservations at the least costly fare available to satisfy mission requirements.
  - b. If the traveler declines the least costly fare because of a verbally stated mission requirement, record will be documented in compliance with regulation.

**E. RESPONSIBILITY:**

1. The traveler's supervisor is responsible for maintaining TDY accountability and minimizing instances of fraud, waste and abuse.
2. The Requesting Official will be a supervisor or someone familiar with the reason and necessity for the travel (not the traveler) and will sign block 17 of DD form 1610.
3. The Approving Official will be the delegated approving official, normally the chief of staff in the chain of command and will sign block 18 of DD form 1610 unless it is an in-theater no cost TDY (O-6 signature).
4. The Resource Management Office supporting your organization will review the travel orders for completeness and accuracy and complete blocks 19, 20, 21, and 22.

**F. DD FORM 1610 PROCEDURE:**



Requests for TDY approval will be submitted on a DD Form 1610 (Request and Authorization for TDY Travel of DoD Personnel). (See Figure 1-2)

1. Procedure:

- a. Organizations requesting TDY approval from the USFOR-A CoS will route TDY request through local J8/Resource Management Office to ensure funds are available and proper documentation is present. The J8/Resource Management Office will forward packet to USFOR-A J8 Travel Section for CoS signature. The request must include a completed USFOR-A Staff Action Cover Sheet.
- b. USFOR-A J8 will then forward the TDY request package to the USFOR-A CoS for approval consideration. Standard turnaround time for packages is 72 hours. After the USFOR-A CoS signs/approves the travel request, it will be returned to the USFOR-A J8 Travel Section for proper distribution or funds certification. After the USFOR-A J8 Travel Section certifies the funds the section or unit will be notified the TDY request is ready for pick-up. (See process flow chart, FIGURE 1-1)

2. Guidelines:

- a. DD Form 1610 will be submitted to the resource management office at least 10 days prior to travel for funds certification.
- b. Approving officials will ensure the mission cannot be accomplished by other means (for example, correspondence, telephone, VTC). A cost benefit analysis covering all costs of the TDY portion of the trip, and the benefit to USFOR-A achieved by the TDY must be included with the packet. The Cost Benefit Analysis packets will be retained with the resource management offices for the purpose of audits.
- c. Only the minimum number of travelers required to accomplish the mission will be authorized.
- d. Exact TDY location and interim stops must be shown.
- e. Use of government transportation, quarters and mess are required when available. Statement of non-availability is required for all commercial lodging exceptions.
- f. Minimize use of rental cars (3 travelers per car).
- g. Combine visits within same geographical area.
- h. Ensure travel is performed economically.
- i. Ensure amendments and revocations are processed quickly.
- j. Entitlements must be stated and justified.



- k. Travelers will file settlement voucher within 5 days after completion of TDY, and also provide copy of settled voucher reflecting payment to the servicing CJ8/J8 office.
- l. The authorization of travel variations should not be used in place of adequate advance planning, nor shall they be used to grant an open travel authorization. Variations shall be authorized in the order and are permitted only when considered mission essential in accordance with JFTR, par. U2135 and JTR, par. C4425. Variations Authorized permitted when:
  - 1) Omission of travel to a place, or places, stated in the travel order.
  - 2) Change in the order of travel to places shown.
  - 3) Travel to places not shown.



## **G. HOW TO COMPLETE DD FORM 1610:**

The following instructions will be used by all activities to prepare a DD Form 1610 for TDY. The following blocks / paragraph numbers must be completed by the requester, unless specifically marked for the Resource Manager.

Block #1 – DATE OF REQUEST: Current date

Block #2 – NAME: Traveler’s last name, first name, and middle initial. For travel of two or more persons (using the same DD Form 1610), state, “See continuation sheet” and attach a continuation sheet with all traveler’s standard name line.

Block #3 – SOCIAL SECURITY NUMBER

Block #4 – POSITION TITLE AND GRADE OR RATING: Enter grade/rank and position title. For DAC, enter the pay grade and position title.

Block #5 – LOCATION OF PERMANENT DUTY STATION (PDS) OFFICIAL STATION: Enter unit of assignment, for example Fort Sam Houston, TX 78234 and be sure to include the location and zip code. Do not list your TCS (deployed location) as your PDS.

Block #6 – ORGANIZATIONAL ELEMENT: Example: USFOR-A J\_

Block #7 – PHONE NUMBER: Enter the duty phone number of the individual most knowledgeable of the TDY requirement for follow-up questions.

Block #8 – TYPE AUTHORIZATION: **Enter “TDY, AMENDMENT, CONFIRMATORY, or REVOCATION”** as required.

- a. Amendments are used to reflect changes to the original travel order. Amendment orders must reflect the original travel order requiring the amendment and all previous amendments, in block #16 (i.e. “ TRAVEL ORDER NUMBER 01-010, DATED 23 JAN 99 IS AMENDED TO AUTHORIZE RENTAL CAR.”)
- b. Confirmatory Orders - When travel occurs prior to orders being issued, confirmatory orders must state “VOCO, date when order was given and the name of the approving authority” in Block 7. This implies the traveler received a verbal approval to perform the travel from the approving authority, prior to conducting travel.
- c. Revocations cancel an order. For revocations or rescissions to travel orders, block #7 will be completed, respectively. When a revocation is processed, reference in block #16 the original travel order being revoked and all previous amendments must be also be referenced (i.e. TRAVEL ORDER NUMBER 02-015, DATED 25 FEB 99, and amendment travel order number #02-031 dated



28 FEB 99 ARE REVOKED DUE TO CANCELLATION OF TDY). Revocation completely nullifies the travel order.

Block #9 – PURPOSE OF TDY: Complete explanation of TDY mission.

Examples: To attend Force Protection Unit Advisor Course date, Set-up New Account Structure and closeout for FY-XX year-end closeout.

Data should be complete and self-explanatory since it is the requesting unit or activity's justification to commit DCA/CONOPS or HQs travel funds. Requests must specify exactly which military installations are to be visited unless there is no military installation involved.

0. Site Visit	Personally perform operational/managerial activities (e.g., to oversee program activities, grant operations, or manage activities for internal control purposes; carry out an audit, inspection, or repair activity; conduct negotiations; provide technical assistance) at a particular location.
1. Information Meeting	To attend meeting(s) to discuss general agency operations, review status reports, or discuss topics of general interest. If a site visit was conducted as part of the same trip, the entire trip is for a site visit (See 0 above.).
2. Training Attendance	To receive training.
3. Speech or Presentation	To make a speech or a presentation, deliver a paper, or otherwise take part in a formal program other than a training course.
4. Conference Attendance	To attend a conference, convention, seminar, or symposium for purposes of observation or education only with no formal role in the proceedings.
5. Relocation	Transfer from one PDS to another (same as a PCS move.) This includes new appointees/persons ordered to active duty when authorized relocation allowances for reporting to the first duty station.
6. Between Tours Travel	Travel and transportation authorizations for which an employee/uniformed member and/or dependent(s) may be eligible while serving at an OCONUS duty station; e.g., RAT or COT/IPCOT travel for the purpose of taking leave between OCONUS tours of duty; educational travel, etc. This travel is ordinarily performed in conjunction with travel resulting from a permanent change of station assignment or renewal of a tour of duty at OCONUS duty stations.
7. Special Mission Travel	To carry out a special agency mission (e.g., non-combat military units); provide security to a person or shipment (such as diplomatic pouch); move witnesses between locations; travel by Federal beneficiaries and other non-employees.
8. Emergency	To return a traveler from a temporary duty assignment location at



Travel	Government expense to the designated post of duty or home, or other alternate location, where the travel would ordinarily be present to take care of the emergency situation if the Government had not directed or assigned the traveler to another location to perform official business. In the case of a uniformed member, the provisions of JFTR, par. U7205 or U7206, and for civilian employees JTR, Chapter 6, Part O, which are far more extensive, would apply.
9. Other Travel	All travel performed for reasons (purposes) not shown in one of the other nine categories listed above. Even though stated as "other travel," the travel order/authorization must also detail the specific purpose.

Block #10a - APPROXIMATE NO. OF DAYS: Best estimate of the number of days required to complete the mission including travel time. Include conjunction leave time.

Block #10b – PROCEED O/A: Enter the date, as accurately as possible, official travel will begin. TDY orders can be used if the proceed date changes, provided travel is within a seven (7) day window on either side of the original proceed date.

Block #11 – ITINERARY: Enter the Headquarters or unit with geographical location of each at which TDY is to be performed including starting and ending points.

Example: You are to proceed from Fort McPherson, to \*\*\*\*\* and return back to Fort McPherson, APO AE 09889-9900. **“Variation Authorized” should not be checked unless mission required.**

**Example TDY:**

Kabul, Afghanistan 12 Aug 2011  
 Fort Jackson, SC 24 Aug -02 Sep 2011  
 Kabul, Afghanistan 04 Sep 2011

**Example TDY ICW R&R:**

Leave location (dates)  
 TDY Location (dates of TDY)

Block #12 – MODE OF TRANSPORTATION: The mode of transportation authorized or directed will be selected based on advantage to the government. The following should help determine the appropriate mode:

- (1) First priority – Military vehicle or military aircraft or military charter aircraft (i.e. R&R).
- (2) Second priority – Commercial carrier. Comparative cost factors to be considered include:
  - (a) Cost to the US Army for rail fare to TDY points plus usual reimbursement expenses for taxi.



- (b) Accessibility of TDY stations to each mode of transportation.
- (c) Savings in the traveler's productive time resulting from selected mode (workdays only).
- (3) Commanders and activity chiefs are responsible for providing local transportation, if available, to TDY personnel.
- (4) If a specific mode is directed, justification must be attached and Resource Management office will add applicable remarks in Block #16.

Block #13 – Have Per Diem marked

Block #14 – ESTIMATED COST: Input cost of airfare, per diem, and rental vehicle (if authorized).

Per Diem rates can be found at:

<http://www.defensetravel.dod.mil/perdiem/perdiemrates.html>

<http://perdiem.hqda.pentagon.mil/perdiem/pdrates.html>

**If intending to fly commercial air, a copy of the price quote must be included.**

Additionally, if attending conferences requiring conference fee, indicate cost and specify in the remarks section.

Multiply per diem rates by the number of actual TDY days, then multiply 75% of the per diem rates for the two travel days. If neither the city nor county of your training location is shown in the per diem chart, it may be necessary to use the rate for Other in that state.

For example, a CONUS traveler attending 3 days of training in Raleigh, NC:  
Per Diem rate for Raleigh, NC is \$158.00 per day.

3 training days = 3 TDY days X \$158.00 per day = \$474.00

2 travel days = \$158.00 X 75% = \$118.00

\$474.00 + \$ 118.00 = \$ 592.00

Block #15 – ADVANCE AUTHORIZED: Normally this is “NONE”.

Block #16 – REMARKS:

At a minimum, block #16 of the DD Form 1610 should include statements about the following:

1. The availability of government meals. Are they provided at no cost to the service member?
2. The availability of government billeting.



4. If government billeting is not available, a statement of non-availability is required for reimbursement.
5. Is a rental car authorized? If so, the general rule is 1 rental car per 3 travelers.
6. Member will complete a travel settlement voucher (DD 1351-2) within 5 days of travel completion. Member will route voucher through the USFOR-A J8 travel section for proper review and approval.
7. Other statements regarding phone calls, laundry service, excess baggage, conference fees, etc. can be added as needed.
8. Be very specific about what requirements are/are not reimbursable for this travel. For example, incidentals will be paid at the end of a Soldier's tour (settlement voucher) – therefore incidentals should not be paid on interim travel vouchers.

Block #17 – REQUESTING OFFICIAL: The requesting official is the first supervisor authorizing travel. The requesting official normally does not also sign as the approving official. However, if the requesting official is also the approval official, he/she will also sign item 18.

Block #18 - APPROVING OFFICIAL: Reference threshold section

Block #19 – ACCOUNTING CITATION: To be completed by Budget Analyst.

Block #20 – ORDER AUTHORIZING OFFICIAL OR AUTHENTICATION: To be completed by the Budget Analyst.

Block #21 – DATE ISSUED: To be completed by Budget Analyst.

Block #22 TRAVEL ORDER NUMBER: To be completed by the Budget Analyst

#### **H. SUBMITTING A TRAVEL SETTLEMENT VOUCHER:**

1. All travelers are responsible for completing a DD Form 1351-2 Travel Settlement Voucher (MAR 2008 Version) within 5 days of completion of travel. See figure 1-6. A DD Form 1351-2C can be used for continuation. **New travel advances will not be issued until outstanding 1351's are completed.**
2. Travelers must complete blocks 1-9, 11, and 14-20a. Travelers must also ensure all stops are listed in the itinerary portion of the travel voucher including return to theater travel plans. The commander/supervisor will review; sign and date block 20 prior to submitting the travel voucher. The traveler's supervisor will review the voucher for accuracy, completeness, and to ensure all claims are proper.
3. In order to receive reimbursement for any expenses incurred during travel they must be claimed on the travel settlement voucher.
4. The following documents are required and must accompany the travel voucher for payment.



- a. Travel orders, including amendments.
  - b. Leave form (DA Form 31), if applicable.
  - c. Lodging and rental car receipts, regardless of the amount (receipt must show payment and a zero balance).
  - d. Receipts for miscellaneous expenses (gas, taxi, parking, registration fee, etc.) costing \$75 or more.
  - e. A non-availability statement or control number when government meals and/or lodging were not available.
5. For travelers who used the Government Travel Card, use of split disbursement payment is mandatory. Supervisors should carefully review travel receipts and ensure sufficient funds are split disbursed in order to prevent Travel Card delinquencies.
6. Once the travel voucher has been completed and has the required signatures and supporting documents it is then submitted to:  
USFORATRAVEL.ORG@AFGHAN.SWA.ARMY.MIL



**FIGURE 1-1**  
**DD FORM 1610 (TDY) Process**

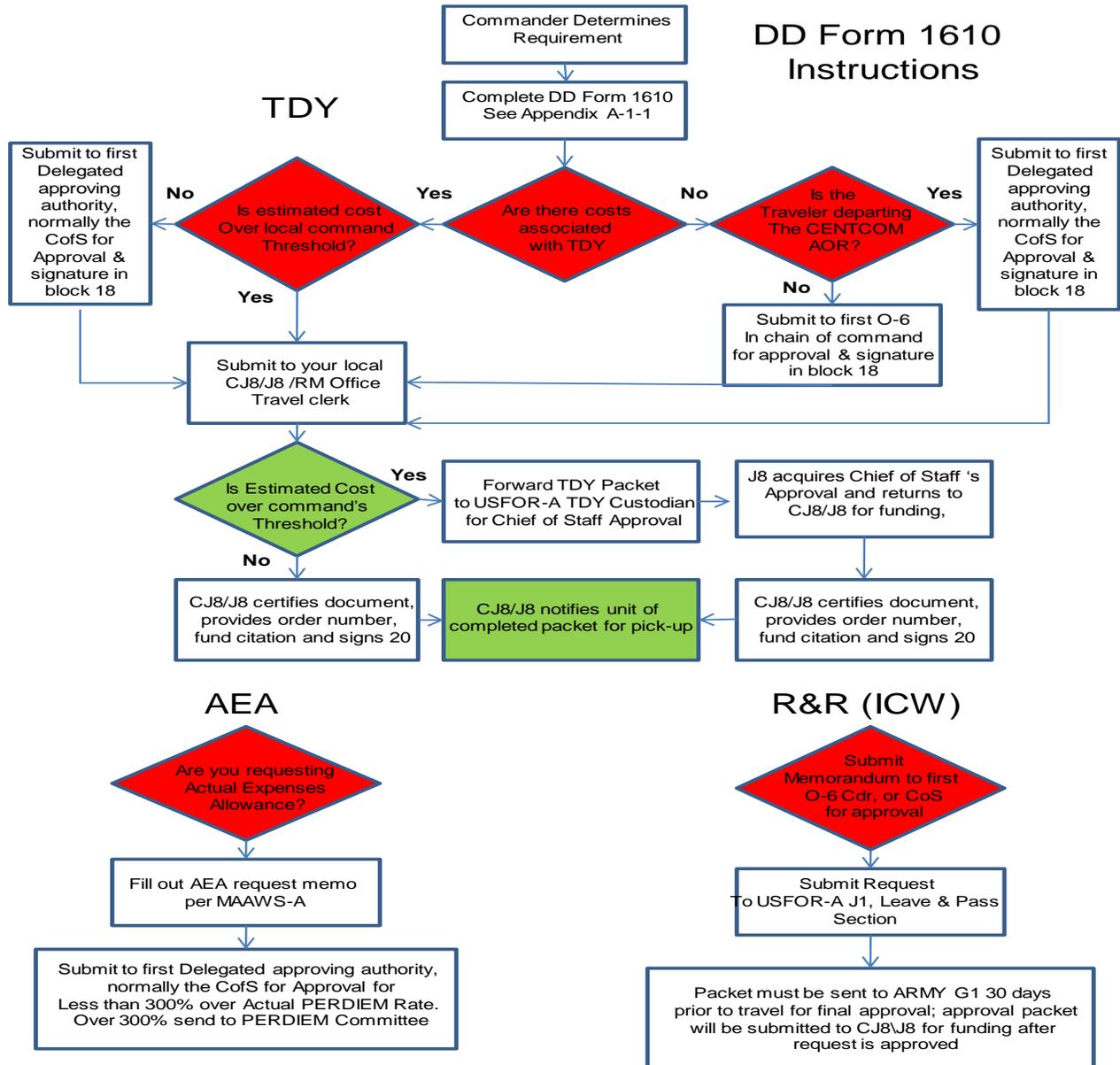




FIGURE1-2

DD FORM 1610 REQUEST AND AUTHORIZATION FOR TDY TRAVEL FOR DOD PERSONNEL

<b>REQUEST AND AUTHORIZATION FOR TDY TRAVEL OF DOD PERSONNEL</b> <i>(Reference: Joint Travel Regulations (JTR), Chapter 3)</i> <i>(Read Privacy Act Statement on back before completing form.)</i>										<b>1. DATE OF REQUEST</b> (YYYYMMDD) 20091020	
<b>REQUEST FOR OFFICIAL TRAVEL</b>											
<b>2. NAME</b> (Last, First, Middle Initial) SMITH, JOHN F				<b>3. SOCIAL SECURITY NUMBER</b> 123-45-6789				<b>4. POSITION TITLE AND GRADE/RATING</b> USFOR-A J4/ SSG/E-6			
<b>5. LOCATION OF PERMANENT DUTY STATION (PDS)</b> KABUL, AFGHANISTAN APO AE 09354						<b>6. ORGANIZATIONAL ELEMENT</b> USFOR-A J4			<b>7. DUTY PHONE NUMBER</b> <i>(Include Area Code)</i> 237-4354		
<b>8. TYPE OF AUTHORIZATION</b> TDY,			<b>9. TDY PURPOSE</b> (See JTR, Appendix H) Conduct Academic Training for the 101st ABN DIV IJC Mission				<b>10a. APPROX. NO. OF TDY DAYS</b> <i>(Including travel time)</i> 12		<b>b. PROCEED DATE</b> (YYYYMMDD) 20091028		
<b>11. ITINERARY</b> <input checked="" type="checkbox"/> VARIATION AUTHORIZED Kabul, Afghanistan 28 Oct 2009 Ramstein, Germany 28 Oct 2009- 31 Oct 2009 Fort Campbell, Kentucky 01 Nov 2009- 06 Nov 2009 Kabul, Afghanistan 07 Nov 2009											
<b>12. TRANSPORTATION MODE</b>											
<b>a. COMMERCIAL</b>				<b>b. GOVERNMENT</b>				<b>c. LOCAL TRANSPORTATION</b>			
RAIL	AIR	BUS	SHIP	AIR	VEHICLE	SHIP	RENTAL CAR	TAXI	OTHER	PRIVATELY OWNED CONVEYANCE (Check one) RATE PER MILE: <input type="checkbox"/> ADVANTAGEOUS TO THE GOVERNMENT <input type="checkbox"/> MILEAGE REIMBURSEMENT AND PER DIEM IS LIMITED TO CONSTRUCTED COST OF COMMON CARRIER TRANSPORTATION AND PER DIEM AS DETERMINED AND TRAVEL TIME AS LIMITED PER JTR	
<input type="checkbox"/> AS DETERMINED BY APPROPRIATE TRANSPORTATION OFFICER (Overseas Travel only)											
<b>13.</b> <input checked="" type="checkbox"/> <b>a. PER DIEM AUTHORIZED IN ACCORDANCE WITH JTR.</b>						<b>b. OTHER RATE OF PER DIEM (Specify)</b>					
<b>14. ESTIMATED COST</b>											
<b>a. PER DIEM</b> \$			<b>b. TRAVEL</b> \$			<b>c. OTHER</b> \$			<b>d. TOTAL</b> \$ 0.00		<b>15. ADVANCE AUTHORIZED</b> \$
<b>16. REMARKS</b> (Use this space for special requirements, leave, excess baggage, accommodations, registration fees, etc.) - Attending training with 101st Airborne Division. - Travel and Transformation Reform Act of 1998 stipulates that the government- sponsored, contracted- issued travel card shall be used by all U.S. Government personnel- civilian and military- to pay for costs incident to official business travel unless specifically exempted by authority of the Administrator of General service or the head of the agency. If traveler is not a government travel card (GTC) holder, the traveler is exempt from mandatory GTC use and CBA will be used. If traveler is a GTC holder, IBA will be used. - Government meals and lodging is authorized. - Excess baggage authorized no to exceed \$75.00. Internet fees and phone calls for Official Business only authorized. - Commercial air is authorized and is advantageous to the government. Travel advance for commercial air ticket is authorized. - Commercial Lodging is authorized at TDY Location but not mandatory - Use of IBA is Authorized - Meals are authorized											
<b>17. TRAVEL-REQUESTING OFFICIAL</b> (Title and signature) Section Director						<b>18. TRAVEL-APPROVING/DIRECTING OFFICIAL</b> (Title and signature) ROBERT J. ULSES, COL, GS, USFOR-A Chief of Staff					
<b>AUTHORIZATION</b>											
<b>19. ACCOUNTING CITATION</b>											
<b>20. AUTHORIZING/ORDER-ISSUING OFFICIAL</b> (Title and signature)								<b>21. DATE ISSUED</b> (YYYYMMDD)			
								<b>22. TRAVEL AUTHORIZATION NUMBER</b>			



**FIGURE 1-3**

INVITATIONAL TRAVEL AUTHORIZATION			Print Form
Name _____	SSN _____	Date of Request _____	
Address _____		Telephone Number _____	
You are invited to depart from _____			
in sufficient time to arrive at _____		by _____	
for the purpose of _____			
for approximately _____ days. Upon completion you are funded to return to the point of origin.			
You are authorized to travel by: <input type="checkbox"/> Rail <input type="checkbox"/> Commercial Air <input type="checkbox"/> Military Aircraft <input type="checkbox"/> Bus <input type="checkbox"/> Commercial Auto			
<input type="checkbox"/> The authorizing/order-issuing official has arranged Transportation. <input type="checkbox"/> Transportation tickets are included with this authorization. <input type="checkbox"/> Transportation tickets shall be provided at a later date. <input type="checkbox"/> To arrange transportation call _____ <input type="checkbox"/> You may arrange your transportation, the following rules apply:		<b>*NOTE: PLEASE GUARD TRANSPORTATION TICKETS CAREFULLY.</b> However, if a transportation ticket in your possession is lost or stolen, you must make an immediate report to the command sponsoring the travel. You are required to pay for a replacement ticket and will be reimbursed for the second ticket, not to exceed the cost of the first ticket. ONLY AFTER the Government is refunded for the lost/stolen tickets.	
If the use of a Government Contracted Commercial Travel Office (CTO) to arrange official travel is not available, the Traveler is authorized to self purchase commercial airfare. Traveler will utilize mode of travel most advantageous to the United States government, congruent with mission accomplishment. Business Class travel is authorized for medical reasons per JFTR. Travel by military aircraft within SW Asia is directed. Commercial air, special conveyance, or military surface authorized if military aircraft is not available. Use of a foreign flag vessel(s) air carrier(s) is authorized between CONUS and OCONUS locations IAW JTR Appendix O, Para T4060-B.3.g. Note 1. Member is authorized reimbursement for excess baggage and baggage transfer fees.			
It is DoD policy that in using regularly scheduled air transportation: <ol style="list-style-type: none"> <li>(a) Accommodations selected must be the least costly unrestricted coach/economy service that permits satisfactory accomplishment of your mission, and</li> <li>(b) U.S. carriers must be used for all commercial foreign air transportation if service provided by a U.S. carrier is available: <b>otherwise reimbursement for the cost of transportation is not allowed.</b></li> <li>(c) Travel by military aircraft within SW Asia is directed; if military aircraft is not available, travel by military surface/commercial aircraft is authorized or special conveyance is authorized. Use of a foreign flag vessel(s) or uncertified air carrier(s) is not authorized.</li> </ol>			
ESTIMATED COST			
Per Diem	Travel	Other	Total
\$	\$	\$	\$
<b>Receipts:</b> Ticket stubs/itinerary copies are required to substantiate your transportation cost. Receipts are required for all items of expense. <b>Entitlements:</b> You are paid a per diem allowance to cover your expenses for lodging, meals and incidental expenses. Room taxes at locations in the 50 states, District of Columbia, U.S. territories and possessions and the Commonwealth of Puerto Rico and the Northern Mariana Islands are reimbursed separately. Room taxes in foreign areas are included in the total lodging cost and are not reimbursed separately. While traveling ICW this Invitational Travel Authorization, you are authorized a per diem equal to the daily amount you pay for lodging, plus a fixed amount for meals and incidental expenses. That amount is limited to the applicable maximum amount prescribed on the Per Diem, Travel and Transportation Allowance Committee homepage: <a href="http://perdiem.hqda.pentagon.mil/perdiem">http://perdiem.hqda.pentagon.mil/perdiem</a> for the locality concerned. If your costs, particularly lodging, are more than the applicable maximum per diem rate prescribed, only the maximum per diem rate is payable. See JTR, Chapter 4, Part L, for applicable rules. Additionally, Essential Unit Messing is directed in the South West Asia Area of Responsibility-the standard on base incidental OCONUS rate of \$3.50 per day applies.			
Travel Requesting Official _____		Travel Approving Official _____	
AUTHORIZATION			
Accounting Citation _____			
Authorizing/Order Issuing Official _____		Date Issued _____	
		TA Number _____	



## FIGURE 1-4

TRAVELER:

TRAVEL ORDER #

Expense Allowance Approval). The AEA should in most cases be submitted prior to taking the trip, not after. The AEA may be allowed due to the unusual nature of conditions encountered on the assignment, the actual and necessary meal and lodging cost exceed the maximum per diem allowance by 10 percent or more, or when you have no alternative but to incur lodging costs which absorb all or nearly all of the maximum per diem allowance. The allowance covers the same type of expenses normally covered by per diem allowance. You will be reimbursed for the actual expenses incurred, but not to exceed the maximum amount prescribed for the locality concerned.

The expenses may include lodgings, meals, fees, and tips to waiters, bellboys, maids, porters, personal laundry; pressing and dry cleaning, local transportation (including usual tips) between places of lodging, duty and place meals are taken; and other necessary expenses. For travel within CONUS, the maximum AEA payable under unusual circumstances is 150 percent of the applicable maximum per diem rate (rounded to the next higher dollar) prescribed in the JTR, Vol. 2 Appendix E for the locality concerned. For OCONUS travel, the AEA is 150 percent of the applicable per diem rate prescribed in the JTR, Vol. 2 Appendix A for the area involved or the applicable per diem plus \$50, whichever is greater. Itemization of your expenses and receipts for lodging are required.

6. ADDITIONAL INSTRUCTIONS: Rental car auth only in Washington, D.C.  
Variation auth.

**FOR THE COMMANDER:**

**USFOR-A CHIEF OF STAFF**



### FIGURE 1-5

1. Reference: Joint Federal Travel Regulation, Vol. 1 and 2. USFOR-A MAAWS-A Appendix J.

2. Purpose: The following individuals are TDY in connection with activity XXXXXX on 15-20 May 2008. The authorized government lodging near the TDY location in LOCATION HERE is insufficient in order to have members within a reasonable commuting distance of the TDY point. Transportation costs for travel to/from lodging within authorized amounts would exceed that of the obtained higher lodging rates.

<u>Rank</u>	<u>Name</u>	<u>Branch</u>
COL	John L. Smith	U.S. Army
1Lt	Jimmie A. Jones	U.S. Air Force
SFC	Peggy A. Sue	U.S. Army

3. The maximum government lodging rate in LOCATION HERE is: \$210. The lowest lodging rate available for the conference is \$225. Request reimbursement of actual expenses. The \$15 (\$225 minus \$210) per day increased cost is within 150% of the authorized daily lodging rate (\$310).

4. Point of contact for this request is: YOUR UNIT POC HERE, DSN xxx-xxxx

NAME

RANK, BRANCH

OFFICE

Enclosure



//ENCLOSURE EXAMPLE//

All units in US Dollars (\$)

Authorized Lodging Rate	\$210
Lodging Rate Obtained (including applicable tax)	\$225
Per Person Delta	\$ 15
Percentage (Obtained/Authorized) (\$225 / \$210)	107% of Authorized Lodging
Number of Travelers	3
Total AEA Requirement	\$ 45

Maximum per room cost is 107% higher than authorized lodging rate, below the 150% threshold.





## **PURCHASE REQUEST AND COMMITMENT (PR&C)**

### **A. PURPOSE:**

This section provides detailed procedures for creating and processing Purchase Request and Commitment (PR&C) (DA Form 3953). The PR&C is used to obtain local purchase of contract services and supplies.

### **B. GENERAL:**

Completion of DA Form 3953, Purchase Request and Commitment (PR&C), is the customer's (requiring element's) responsibility. It is critical that the customer identify and describe the item of support needed in detail.

To the greatest extent possible, utilize digital signatures and retain the original PR&C's integrity. Multiple scanning and sending degrades quality and slows the process.

**NOTE: For all PR&C request for accountable items, including services must first go through the unit's supporting Theater Property Book Team (TPBT) for review, signature, and assignment of document number in Block 2 (Requisition Number) on the PR&C before funding approval.**

### **C. PREPARATION:**

The following will provide block by block instruction on preparing DA Form 3953.

- Block 1 - PURCHASE INSTRUMENT NUMBER. Leave blank. This will be completed by the servicing Area Support Team (AST)
- Block 2 - REQUISITION NUMBER. Document number from requiring element which includes is made up of the unit DODAAC, Fiscal Year + Julian date, and serial number. This number varies depending on unit. TPE will assign this number.
- Block 3 - DATE. Date Prepared
- PAGE \_\_\_\_ OF \_\_\_\_ PAGES. Fill in the blanks
- Block 4 - TO. Name/address of the Contracting Office making the purchase. Be careful if you are using templates provided by others. Identify the specific Contracting office you intend to accomplish the procurement action.
- Block 5 – Complete according to local procedures
- Block 6 - FROM. Name/address of the unit of the individual submitting this form.
- Block 7 - PURCHASED FOR. Specific name of organization for which supplies/services are being purchased. "OEF" is not acceptable
- Block 8 - DELIVERED TO. Complete Organization/address of the SSA unless otherwise directed by contracting. Should include building number; pad number, etc. of actual location. Where do you want this delivered? Include correct organizational DODAAC. (See J4)



- Block 9 - NOT LATER THAN (Date). Latest date when delivery / performance is required. Must be realistic in order to have credibility.
- Block 10 and 11 – NAME, EMAIL ADDRESS AND TELEPHONE NO. OF PERSON TO CALL FOR ADDITIONAL INFORMATION. Point of contact concerning the requirements. This person must be knowledgeable and have the ability to provide clarification on the PR&C.
- Blocks 12 and 13 - LOCAL PURCHASE AUTHORIZED... OR REQUISITIONING DISCLOSES NONAVAILABILITY... OR EMERGENCY SITUATION PRECLUDES... Authority (governing regulation) for local purchase. The Supply Support Activity (SSA) must check and complete the appropriate block.
- Blocks 14 thru 18 - ITEM-DESCRIPTION OF SUPPLY OR SERVICES/SUGGESTED SOURCE OF SUPPLY-QUANTITY-UNIT-ESTIMATED Unit Price & Total Cost-DISCOUNT TERMS-PURCHASE ORDER NO. This section must be logically organized to ensure correct procurement of your requirements. Ordering information: by item number, describe the item/service requested including quantity, number of units, unit price, and total cost. Includes data needed for preparation of procurement document, discount terms, purchase order (if contract modification), and delivery schedule. For multiple items **do not** merely state “see attached”. Must state the nature of the attached list (e.g. “see attached list of automation equipment”).
- **Blocks 19 thru 22 – These are the last blocks completed and done by your resource manager.** ACCOUNTING CLASSIFICATION-AMOUNT-TYPED NAME & TITLE OF CERTIFYING OFFICER-SIGNATURE. Fund certification: In the appropriate block, the Resource Management will enter the accounting classification to be charged, the dollar amount, the name and title of officer approving use of funds, date of signature, and signature of fund approving officer. If applicable, indicate the foreign currency conversion rate and amount as converted into US Dollars.
- Block 25 - THE FOLLOWING ITEMS ARE REQUIRED NO LATER THAN AS INDICATED ABOVE FOR THE FOLLOWING PURPOSE. State purpose and use of the items being requested.
- Block 26 - DELIVERY REQUIREMENTS. Check or fill-in appropriate blank.
- Blocks 27 thru 30 - DATE-TYPED NAME AND GRADE OF INITIATING OFFICER-SIGNATURE-DATE. In appropriate block, date, name, title and grade of initiating officer, and signature.
- **Blocks 31 thru 33 - DATE-TYPED NAME AND GRADE OF SUPPLY OFFICER-SIGNATURE.** In appropriate block, date, name, title and grade, and signature of responsible supply officer is required.
- Blocks 34 thru 36 - DATE-TYPED NAME AND GRADE OF APPROVING OFFICER OR DESIGNEE-SIGNATURE. Name, grade, and signature of the requiring element commander or staff principal, and date signed. See Validation of Requirements section of the MAAWS-A.

NOTE. The use and completion of this form is governed by Chapter 8, AR 37-1.



## Example PR&C

<b>PURCHASE REQUEST AND COMMITMENT</b> <small>For use of this form, see AR 37-1; the proponent agency is OASD(FM)</small>		1. PURCHASE INSTRUMENT NO.	2. REQUISITION NO.	3. DATE	PAGE OF PAGES
4. TO: Supporting Contract Office Here		RM Assigns	PBO Assigns	6. FROM: Specific and complete address of requesting unit here	
5. THRU: Supporting RM Office Here		8. DELIVERED TO Requiring Activity Address Here			
9. NOT LATER THAN (Date)		11. TELEPHONE NUMBER			
10. NAME OF PERSON TO CALL FOR ADDITIONAL INFORMATION		POC Phone Here			
12. LOCAL PURCHASES AUTHORIZED AS THE NORMAL MEANS OF SUPPLY FOR THE FOREGOING BY <input checked="" type="checkbox"/>		13. REQUISITIONING DISCLOSES NONAVAILABILITY OF ITEMS AND LOCAL PURCHASE IS AUTHORIZED BY <input checked="" type="checkbox"/> Check 13 if request is not available from a military source			
14. ITEM		16. QUANTITY		17. UNIT	
15. DESCRIPTION OF SUPPLY OR SERVICES		18. ESTIMATED		TOTAL COST	
1. Provide a complete description, duration, service frequency of the supply or service item required. In short, write a statement of work (SOW) -Recommended source of supply if known -Other pertinent information -Use continuation sheet if necessary		# REQUIRED		PER UNIT	
2. EMERGENCY SITUATION PRECLUDES USE OF REQUISITION CHANNELS FOR SECURING ITEM		a		b	
25. THE FOREGOING ITEMS ARE REQUIRED NOT LATER THAN AS INDICATED ABOVE FOR THE FOLLOWING PURPOSE Explain: Who, what, where, when and why the requirement is needed - May attach a signed letter of justification for further details		28. SIGNATURE		29. DATE	
27. TYPED NAME AND GRADE OF INITIATING OFFICER		SIGNATURE OF INITIATING OFFICER		33. DATE	
30. TELEPHONE NUMBER		SIGNATURE OF PBO OFFICIAL		34. TYPED NAME AND GRADE OF APPROVING OFFICER OR DESIGNEE	
31. TYPED NAME AND GRADE OF SUPPLY OFFICER		PROPERTY BOOK OFFICE OFFICIAL		35. SIGNATURE	
32. SIGNATURE		APPROPRIATE APPROVAL AUTHORITY SIGNATURE BLOCK HERE		36. DATE	
33. DATE		APPROVER SIGNS		20. TYPED NAME AND TITLE OF CERTIFYING OFFICER	
21. SIGNATURE		22. DATE		CERTIFYING OFFICIAL SIGNATURE BLOCK	
23. DISCOUNT TERMS		Leave Blank		24. PURCHASE ORDER NUMBER	
24. PURCHASE ORDER NUMBER		Leave Blank		26. DELIVERY REQUIREMENTS	
26. DELIVERY REQUIREMENTS		ARE MORE THAN 7 DAYS REQUIRED TO INSPECT AND ACCEPT THE REQUESTED GOODS OR SERVICES YES <input type="checkbox"/> NO <input type="checkbox"/> IF YES, NUMBER OF DAYS REQUIRED			
19. ACCOUNTING CLASSIFICATION AND AMOUNT		ACCOUNTING CLASSIFICATION PROVIDED BY RM OFFICE			

EDITION OF AUG 76 IS OBSOLETE  
APD PE V2 02ES



## **MILITARY INTERDEPARTMENTAL PURCHASE REQUEST (MIPR)**

### **A. PURPOSE:**

1. The DD Form 448 - Military Interdepartmental Purchase Request (Example Below) is used to transfer funds to other federal agencies and departments. A MIPR may be received as either direct or reimbursable, or both. If accepting as a DIRECT CITATION, the resource manager will cite the MIPR's fund cite on all obligating documents. Accepting a MIPR as reimbursable requires the resource manager to set up a reimbursable account and customer number and use his own or reimbursable fund cite on all obligating documents.
2. Accepting reimbursable MIPRs. USFOR-A units cannot establish reimbursable accounts without assistance from USARCENT. When USFOR-A units accept MIPRs from other organizations, USFOR-A J8 must forward both the MIPR and the Acceptance to USARCENT to establish the account. The J8 must tell USARCENT what the reimbursement is for and what APC should be reimbursed.
3. MIPRs sent under the authority of the Economy Act must have a "D&F" (Determination and Findings) statement. These statements are completed by your servicing Regional Contracting Center (RCC).

### **B. REFERENCE:**

1. ARCENT Publication 1-06 Financial Management Operations in the CENTCOM AOR, 16 May 2007.
2. DoD Financial Management Regulation 7000.14-R, 3 JAN 2011, CH 11A, REIMBURSABLE OPERATIONS, POLICY AND PROCEDURES.

### **C. COMPLETING DD FORM 448 (MIPR):**

The requirement owners must ensure the information they provide in the DD Form 448 is both complete and current. It is the responsibility of the requiring organization to obtain the exact contact information and to coordinate details of acceptance in advance of funding. It is critical that the customer identify and describe the item of support needed in detail.

#### **Preparation:**

Block 1 – Page \_\_\_ of \_\_\_

Block 2 – FSC – Leave Blank

Block 3 – CONTROL SYMBOL NO. – Leave Blank

Block 4. – DATE PREPARED – Self explanatory

Block 5 – MIPR NUMBER – This will be provided by your servicing Area Support Team upon submission.



Block 6 – AMEND NO – Amendment number of MIPR. Initial MIPR will Say “BASIC”. Subsequent changes to the same MIPR will be numbered 1-N in sequence.

Block 7 – TO: - Provide full accurate information in this block

- Name of receiving agency and symbol
- Full address
- Name, **email** and phone number of individual who will “accept” this MIPR. Generally a financial POC at the destination organization.
- DSN of financial POC

Block 8 – FROM: - Contact your servicing RM Office for this information. Local procedures will dictate contents of this block.

Block 9

- 9. ITEMS – Leave blank unless you know these are applicable
- 9.a. ITEM NO – Number 1-N the items being procured.
- 9.b. DESCRIPTION - Detail should be sufficient for each line item to ensure proper execution of your requirement.
- 9.b. Period of Performance-For service related MIPRs, include the POP.
- 9.b. Technical POCs-Include program manager name, DSN and e-mail for the organization receiving the MIPR, and the program manager in theater.
- 9.c. QTY – Number of items being procured.
- 9.d. UNIT – Unit of measure if applicable. (i.e. pounds, dozen)
- 9.e. ESTIMATED PRICE – Estimated price of each unit from 9.d.
- 9.f. ESTIMATED TOTAL PRICE - Multiply 9.c. by 9.e

Block 10 – Attach supporting documentation as necessary

Block 11 – Total of items in column 9.f.

Block 12 – TRANSPORTATION ALLOTMENT: As applicable – contact your J4

Block 13 – MAIL INVOICES TO & PAY OFFICE DODAAD: - This information will be provided by your servicing Area Support Team upon submission.

Blocks 14 – 17: Leave Blank – this will be completed by your servicing AST



## Example MIPR (DD Form 448)

MILITARY INTERDEPARTMENTAL PURCHASE REQUEST					1. PAGE <b>1</b> OF <b>1</b> PAGES	
2. FSC	3. CONTROL SYMBOL NO.	4. DATE PREPARED	5. MIPR NUMBER		6. AMEND NO. <b>BASIC</b>	
7. TO: UNIT BEING REIMBURSED HERE UNIT Address POC POC Phone # POC Email			8. FROM: (Agency, name, telephone number of originator) MNC-I C8 - Budget Execution ATTN: Your unit budget rep's name here UNIT # 42001 Camp Victory, Baghdad, Iraq APO AE 09342-2001 DSN (318) 485-3907 E-mail: C8_BE@iraq.centcom.mil-			
9. ITEMS <input type="checkbox"/> ARE <input checked="" type="checkbox"/> ARE NOT INCLUDED IN THE INTERSERVICE SUPPLY SUPPORT PROGRAM AND REQUIRED INTERSERVICE SCREENING <input type="checkbox"/> HAS <input checked="" type="checkbox"/> HAS NOT BEEN ACCOMPLISHED.						
ITEM NO.	DESCRIPTION <small>(Federal stock number, nomenclature, specification and/or drawing No., etc.)</small>	QTY	UNIT	ESTIMATED PRICE	ESTIMATED TOTAL PRICE	
a	b	c	d	e	f	
1	Place a brief description of what is being procured or what is being reimbursed here.					
2	Fund increase are not authorized without prior approval from MNC-I Resource Management Office, Exceeding funds provided, without approval, may result in recipient accepting the burden of the mount in excess of this MIPR.					
3	Submit DD448-2 within 3 working days and provide all copies of all billing or obligating documents to the address in block #8. Please ensure the accounting classification. MIPR number and APC are annotated on all obligating documents.					
4	MNC-I C8 BUDGET POC: Your C8/G8 representative here DSN: (318) 123-4567 E-mail: C8/G8 email address here					
5	Technical POC: UNIT SUBJECT MATTER EXPERT HERE DSN: (xxx) xxx-xxxx E-mail: xxxx@xxxxx.xxx					
6	These funds will not be used in excess of OMA thresholds: investment - \$250,000 (per 10 USC 2245), construction - \$750,000 (per 10 USC 2805), or for centrally managed items, or for maintenance & repair in excess of \$5,000,000 (AR 420-1, DA PAM 420-11, & per delegation from USARCENT).					
7	FY09 FUNDS EXPIRE 30 SEPTEMBER 2009 This is an Economy Act order IAW Chp 12, DFAS IN REG 37-1 & USC 1535					
10. SEE ATTACHED PAGES FOR DELIVERY SCHEDULES, PRESERVATION AND PACKAGING INSTRUCTIONS, SHIPPING INSTRUCTIONS AND INSTRUCTIONS FOR DISTRIBUTION OF CONTRACTS AND RELATED DOCUMENTS.					11. GRAND TOTAL	
12. TRANSPORTATION ALLOTMENT (Used if FOB Contractor's plant)			13. MAIL INVOICES TO (Payment will be made by) DFAS RO/FPT 325 BROOK RD ROME, NY 13442-4527  PAY OFFICE DODAAD			
14. FUNDS FOR PROCUREMENT ARE PROPERLY CHARGEABLE TO THE ALLOTMENTS SET FORTH BELOW, THE AVAILABLE BALANCES OF WHICH ARE SUFFICIENT TO COVER THE ESTIMATED TOTAL PRICE.						
ACRN	APPROPRIATION	LIMIT/SUBHEAD	SUPPLEMENTAL ACCOUNTING CLASSIFICATION		ACCTG STA DODAAD	AMOUNT
			Your accounting classification will be placed here by C8/G8			
15. AUTHORIZING OFFICER (Type name and title) C8/G8 certification authority here			16. SIGNATURE		17. DATE	

DD Form 448, JUN 72

PREVIOUS EDITION IS OBSOLETE.

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## Example Acceptance of MIPR (DD Form 448-2)

ACCEPTANCE OF MIPR					
1. TO (Requiring Activity Address) (Include ZIP Code) SUPPORTING RESOURCE MANAGEMENT OFFICE LIST ADDRESS, PHONE NUMBER AND EMAIL ADDRESS			2. MIPR NUMBER MIPR NUMBER FROM DD 448		3. AMENDMENT NO.
			4. DATE (MIPR Signature Date)		5. AMOUNT (As Listed on the MIPR) \$1,000.00
6. The MIPR identified above is accepted and the items requested will be provided as follows: (Check as Applicable)					
a. <input type="checkbox"/> ALL ITEMS WILL BE PROVIDED THROUGH REIMBURSEMENT (Category I) b. <input type="checkbox"/> ALL ITEMS WILL BE PROCURED BY THE DIRECT CITATION OF FUNDS (Category II) c. <input checked="" type="checkbox"/> ITEMS WILL BE PROVIDED BY BOTH CATEGORY I AND CATEGORY II AS INDICATED BELOW d. <input type="checkbox"/> THIS ACCEPTANCE, FOR CATEGORY I ITEMS, IS QUALIFIED BECAUSE OF ANTICIPATED CONTINGENCIES AS TO FINAL PRICE. CHANGES IN THIS ACCEPTANCE FIGURE WILL BE FURNISHED PERIODICALLY UPON DETERMINATION OF DEFINITIZED PRICES, BUT PRIOR TO SUBMISSION OF BILLINGS.					
7. <input type="checkbox"/> MIPR ITEM NUMBER(S) IDENTIFIED IN BLOCK 13, "REMARKS" IS NOT ACCEPTED (IS REJECTED) FOR THE REASONS INDICATED.					
8. TO BE PROVIDED THROUGH REIMBURSEMENT CATEGORY I			9. TO BE PROCURED BY DIRECT CITATION OF FUNDS CATEGORY II		
ITEM NO. <i>a</i>	QUANTITY <i>b</i>	ESTIMATED PRICE <i>c</i>	ITEM NO. <i>a</i>	QUANTITY <i>b</i>	ESTIMATED PRICE <i>c</i>
		\$500.00			\$500.00
d. TOTAL ESTIMATED PRICE		\$500.00	d. TOTAL ESTIMATED PRICE		\$500.00
10. ANTICIPATED DATE OF OBLIGATION FOR CATEGORY I ITEMS			11. GRAND TOTAL ESTIMATED PRICE OF ALL ITEMS \$1,000.00		
12. FUNDS DATA (Check if Applicable)					
a. <input type="checkbox"/> ADDITIONAL FUNDS IN THE AMOUNT OF \$ _____ ARE REQUIRED (See Justification in Block 13) b. <input type="checkbox"/> FUNDS IN THE AMOUNT OF \$ _____ ARE NOT REQUIRED AND MAY BE WITHDRAWN					
13. REMARKS					
14. ACCEPTING ACTIVITY (Complete Address) COMPLETE ADDRESS OF ACCEPTING ACTIVITY			15. TYPED NAME AND TITLE OF AUTHORIZED OFFICIAL AUTHORIZED OFFICIAL AT ACCEPTING ACTIVITY		
			16. SIGNATURE		17. DATE



# **BULK FUND-FIELD ORDERING OFFICER**

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### **A. PURPOSE:**

This section provides Field Ordering Officer (FOO) program guidance and outlines related duties and responsibilities for the Senior Contracting Official – Afghanistan (SCO-A) Regional Contracting Center (RCC) Chiefs, FOO Managers, and FOOs. The Afghan Reintegration Program (ARP) guidelines have been removed from the MAAWS-A and published in a separate ARP USFOR-A MAAWS-A.

### **B. REFERENCES:**

1. FAR 13.2, Actions at or below the micro-purchase threshold
2. FAR 13.306, [SF44, Purchase Order-Invoice-Voucher](#)
3. FAR 18.201, [Contingency Operation](#)
4. DFARS 213.306, [SF44, Purchase Order-Invoice-Voucher](#)
5. DFARS 218.201, [Contingency Operation](#)
6. AFARS 5113.306, [Standard Form 44, Purchase Order-Invoice-Voucher](#)
7. Contingency Contracting-A Joint Handbook, Air Force Logistics Management Agency
8. Standard Form (SF) 44, general procedural instructions
9. DoD 5500.7-R Joint Ethics Regulation
10. Center for Army Lessons Learned (CALL) 09-16, Field Ordering Office and Paying Agent Handbook
11. AFARS 5101.602-2-90 Appointment of Ordering Officers
12. COMISAF Counterinsurgency (COIN) Contracting Guidance Dated: 8 Sep 2010
13. USFOR-A FRAGO 10-208 Implements E-commerce and Reduction of Cash in the CJOA-A



14. SCO-A Field Ordering Officer Standard Operating Procedure, Dated 1 March 2011
15. SCO-A Memorandum for FOO Managers and Field Ordering Officers, Dated 16 March 2011
16. FOO TPE Memorandum, Dated 19 November 2010

### **C. UNDERSTANDING FIELD ORDERING OFFICER FUNDING**

1. FOO's accounts are funded with "bulk" funds.
2. Bulk funding refers to the process of "advancing" a large lump sum of funds to a FOO who then spends the advanced funds for many small purchases – keeping track of the receipts, of course – and then turns in the receipts and gets the bulk fund account reimbursed. The total of the funds available in the account, plus the receipts in the account, should equal the amount of the original "issue" of funds at all times.
3. The FOO must keep track of the ledger account balance. The account balance is the original issue of funds minus the amounts spent. The cash is kept by the Paying Agent (PA). The PA is the representative of the Resource Manager (RM) and the FOO is the representative of the Contracting Office.
4. The FOO and the PA are a team, and each has different responsibilities.
5. The FOO, acting under the authority of the Contracting Office, keeps track of the ledger balance and makes appropriate AUTHORIZATIONS of FOO funds. The PA, acting under the authority of the RM, keeps track of the cash and makes the PAYMENTS authorized by the FOO.
6. The responsibility of the FOO is to authorize only proper expenses and keep track of receipts and ledger balance. The responsibility of the PA is to keep track of the cash and make the payments authorized by the FOO. These two duties must be kept completely separate to create SEGREGATION OF DUTIES which is a key element of a good internal control system.
7. The TYPE of funds and AMOUNT of funds that the FOO has to keep track of are both created by a single document called a PR&C (Purchase Request & Commitment), which is also known as a DA Form 3953. Once it is signed by the RM, the amount of funds shown on the PR&C are available to be spent by the FOO, and the LOA (Line of Accounting) on the PR&C shows the TYPE of funds that may be spent.
8. In Afghanistan, the most common types of FOO funds are:
  - a. Operations & Maintenance (OMA). Title 10 Funds. This is used to support US Forces.



b. Afghan Security Forces Funds (ASFF). This is used to support ANA (Afghan National Army) or ANP (Afghan National Police)

c. Afghanistan Reintegration Program (ARP). This is used to facilitate the reintegration of former insurgents back into Afghan society.

9. Regardless of the TYPE of fund being authorized as an expense by the FOO (and then later paid by the PA) the process for authorizing, tracking and paying is the same. The only difference is what the funds may be spent for.
10. All units drawing FOO Funds from finance are required to come to the TPBO with all SF 44's, receipts and DD Form 250 for any property book items purchased. Units must also bring the DA 3953 used to draw the funds. The TPBO will review all documents to verify all property book items have been accounted for. Once all items are accounted for, the TPBO will provide the unit with a FOO clearance memo.
11. A PR&C that is cancelled by the unit or Resource Management must also be cancelled at the TPBO. A PR&C cancellation memorandum is required to accomplish this requirement.
12. The Theater Provided Equipment (TPE)/PBO clearance memo shall at a minimum be required in order to clear.
13. ASFF cannot be used in conjunction with or commingled with OMA or any other appropriated or non-appropriated funds, and can only be used in support of Afghan National Security Forces (ANSF). Conversely, OMA funds may not be used for the purpose of supporting the ANSF.
14. Below are the general guidelines for understanding what a particular type of fund may be spent for, and what it may not be spent for.
15. Any clarifications will be provided by the USFOR-A J8 or the SCO-A.

**NOTE: For all PR&C FOO request must first go through the unit's supporting Theater Property Book Team (TPBT) for review, signature, and assignment of document number in Block 2 (Requisition Number) on the PR&C before funding approval.**

D. **MISSION:**

FOOs provide their commands the ability to quickly make local purchases for mission-essential requirements. SCO-A RCC Chiefs appoint FOO Managers in their



RCCs, who must be warranted Contracting Officers. The FOO Managers then appoint FOOs to make over-the-counter purchases in accordance with the DFARS up to the micro-purchase threshold (currently \$30,000). All purchases over \$10,000 require a legal review from the SCO-A legal department. The RM determines the unit's monthly bulk funding amount and is contingent upon availability of funds.

**E. STANDARDS OF CONDUCT:**

1. Contracting Officers (KOs) appoint FOOs to purchase supplies and services in Afghanistan. They must conduct business in accordance with applicable US laws, regulations, and policies. Afghan business and cultural norms may differ from US practices which requires FOOs to remain vigilant in this area. FOOs must strive to eliminate any potential for misunderstanding or any appearance of impropriety. The actions of a FOO must be above reproach at all times.
2. FOOs may not solicit or accept, directly or indirectly, any gratuity, gift, favor, entertainment, loan, or anything of monetary value from anyone who:
  - a. Has sought or is seeking to obtain Government business.
  - b. Conducts activities that are regulated by a KO or FOO; or
  - c. Has an interest that may be affected by the performance or nonperformance of his/her official duties.
3. FOOs must consider not only whether their actions fall within the bounds of ethical rules and criminal law, but must consider the appearance of favoritism or wrong doing may have on their ability to conduct FOO duties and responsibilities. Avoiding appearances of impropriety is as important as staying within the bounds of the law.
4. FOOs should foster positive relationships with the local populace without violating ethical guidelines and compromising the acquisition process. It is important for FOOs to respect important cultural, tribal, and religious customs.
5. The FOO may not authorize anyone to act on his or her behalf to include the Commander.
6. Failure to follow these standards of conduct may result in FOO appointment termination, personal liability, and/or punishment under the Uniform Code of Military Justice (UCMJ).

**F. NOMINATION, TRAINING, AND APPOINTMENT:**

1. Nomination:
  - a. FOOs: Commanders (O-5 or above) may nominate DoD military or civilian personnel to be appointed as FOOs. Service members E-7 or above can be appointed (waiver-able with approval by the FOO Manager to E-6) and Civilians GS-6 or above (waiver-able with approval by the FOO Manager to GS-5) can be appointed. Non-DoD personnel, including Foreign Nationals,



- may never be appointed as FOOs. Contractor personnel cannot be appointed as FOOs.
- b. PA: PA's are extensions of the Finance/Disbursing office and are authorized to receive and disburse cash for official business. They are pecuniarily liable for any cash, negotiable instrument, and/or paid vouchers entrusted to them. Commanders (O-5 or above) may nominate DOD military or civilian personnel to be appointed as PAs. Service members E-7 or above can be appointed (waiver-able with approval by the Finance Detachment Commander to E-6). Non-DoD personnel, including Foreign Nationals, may never be appointed as PAs. Contractor personnel cannot be appointed as PAs. PAs must be USG employees with a social security number. Paying agents are only authorized to make payment for purchases approved by the FOO.
  - c. Unconventional Warfare Exception: For Special Operations units which generally consist of small teams, PA may be waiver-able with approval by the Finance Detachment Commander to E-5. This exception is not intended for conventional units due to their greater access to personnel, and their less sensitive missions. This exception is also not intended for PSYOP or CA teams, as their missions are not of the same sensitive nature as a Tactical Special Operations team.
  - d. **SPECIAL NOTE TO COMMANDERS:** The FOO / PA team should be mature and strong individuals that you have chosen to keep you out of trouble. They are the last line of defense for the tax payers dollars entrusted to them, for your use within fiscal law. Fiscal law specifically states that you cannot do anything with these funds unless you are specifically allowed to do so. Supreme Court (United States vs. MacCollom, 426 U.S. 317 (1976)). With this in mind and with advice from the Resource Management community and Fiscal Lawyers on what each appropriation may not be used for, SCO-A created the Restricted Purchase List (RPL) to assist the FOO / PA team in understanding appropriate purchases.
  - e. The FOO should be in regular communication with the FOO Manager if there is any question on whether or not they can make a purchase, or if there are other assets available to accomplish the same requirement. It is imperative to have your FOO get the permission in an email or another form or writing, should it be needed in the future to explain his or her actions during an investigation or when FOO managers change out.
  - f. FOO should rely on existing logistics systems and/or existing contractual vehicles that the RCCs have in place. The FOO Manager, a Warranted Contracting Officer for the U.S. Government, is the conduit for this information and may give permission to make questionable purchases.
  - g. In Urgent or Life Saving situations, it is understood that permission may take place after-the-fact, but these situations are the exception, not the rule. Everything should be recorded in a memo format signed by the commander shortly after the event takes place. The FOO / PA team may not be able to clear their funds otherwise. \*\*\* **With this in mind, units that consistently**



**spend their FOO funds on non-essential items, place themselves at risk when these funds are truly necessary during a real emergency situation. FOO funds are intended to satisfy commanders' mission essential requirements, not to be used as an allowance. \*\*\***

2. Training. Standardized FOO training will be conducted by the RCCs. Formal training is mandatory prior to appointment. Personnel will be trained on acquisition policies and procedures applicable for the type of purchases authorized to execute, and given clear guidance for making determinations on non-standard items. The Finance Office will conduct Paying Agent (PA) training. The FOO and PA will attend both training sessions. FOOs inactive for longer than 90 days are required to take refresher training.
3. Appointment. RCC Chiefs will appoint in writing a KO (minimum \$30,000 warrant) as FOO manager. FOO managers will appoint FOOs in writing upon successful completion of mandatory training. This is a non-delegable appointment. The appointment is effective until the FOO is reassigned to another unit, redeployment or the individual's duties are terminated by the RCC Chief or the FOO manager. The FOO is never authorized to handle funds on behalf of the PA. The team must be together when opening a new account. **(Note: The PA is appointed by the Disbursing Agent and is under the authority of the Finance Office).**

**G. RCC FOO MANAGER RESPONSIBILITIES:**

1. The FOO Manager will oversee all the appointed FOOs in his or her RCC. Each respective RCC and FOO will maintain files, which will include the following documents:
  - a. Nomination letters for the FOO and PA
  - b. Appointment letters for the FOO and PA
  - c. FOO and PA training certificates
  - d. DD Form 577s (for FOO and PA)
  - e. DA Form 3953
  - f. Copies of the SF44s and Seller's Receipts (filed by month)
  - g. Procurement Instrument Identification Number (PIIN) Ledger
  - h. Letters of Justification
  - i. Copy of clearance/termination memorandum(s)
  - j. Special instructions, if applicable
2. Procurement, property accountability, and budget execution are a command responsibility. Commanders must ensure adequate controls are in a place to account for all expenditures and acquisitions.



3. The RCC will conduct a monthly analysis of their FOO program and make recommendations to convert high volume FOO purchases to more traditional contract vehicles such as Blanket Purchase Agreements (BPAs) or Indefinite Delivery/Indefinite Quantity (IDIQ) contracts. The method for this is an Excel spreadsheet that tracks each item or service purchased on an SF44 (when the FOO clears the FOO manager). This creates an auditable record and sufficient analysis can be conducted on the data kept. This will also show cost trends by region for particular items when compared at higher levels, as well as abuse trends by particular commands when necessary. This spreadsheet should be provided to USFOR-A Cost Analysts, Resource Managers, and/or Auditors when requested. The excel file would include the following data fields.
  - a. Document Number (from the funding document – DA 3953).
  - b. The item or service purchased (description).
  - c. The quantity purchased.
  - d. The cost of the item or service purchased.
  - e. The total for that line (quantity x cost).
  - f. FOO's Name.
  - g. Unit that appointed the FOO.
  - h. Other information as required by the RCC chief or SCO-A.
4. All deviations from standard FOO procedures must be approved by the FOO Manager/RCC Chief and thoroughly documented immediately.

#### H. **FOO OPERATIONS:**

1. General Conditions for the use of FOO funds:
  - a. Transactions may not exceed \$30,000 and all purchases exceeding \$10,000 require a SCO-A legal review prior to making the purchase. The price may include delivery charges for supplies.
  - b. Funds must be available at the time of purchase.
  - c. Supplies or services shall be immediately available. Services can be procured for 14 days and may be extended up to 30 days with a letter of justification from a Commander. If the supplies are not immediately available, use normal contracting procedures. Labor may be authorized up to 5 days.
  - d. The purchase does not require detailed technical specifications or technical inspections.
  - e. The purchase must be in support of a contingency operation.
  - f. May not be used for foreseeable or recurring requirements.
  - g. Segregation of Responsibilities. FOOs shall never be a paying agent and should not be the individual receiving the products or services. This creates a



- conflict of interest. In addition, a FOO and PA should only have one account at a time (i.e., OMA or ASFF, but not both) and must only have one open OMA PR&C at a time. This is to prevent co-mingling of funds, or a run-away-funding scenario that would likely result in a loss of funds. However, exceptions to this can be coordinated through the local Disbursing Agent, as there may be instances when a FOO/PA must have more than one open account, i.e., SOF community.
- h. FOO purchases of Afghan products or services from Afghan firms can result in higher employment, economic growth and increased support of Afghans for their government, in support of COMISAF's COIN Contracting Guidance. FOOs must refrain from purchasing from those who, directly or indirectly, undermine COMISAF's COIN strategy. If you suspect a vendor engages in corrupt activities, or is linked to those who do, report the vendor to your FOO manager.

## 2. Procedures/Purchasing Process:

- a. All requirements for purchase must be documented in writing using a DA Form 3953 or locally produced request memorandum. The documents will state 'operational funds', 'FOO Funds' or "OPFUND". See MAAWS-A section of PR&Cs for guidance on completing the PR&C.
- b. The FOO shall determine whether he/she is authorized to purchase the requested item. Authorizations or limitations may be found in the FOO SOP, FOOs letter of appointment, Purchase Restrictions List, and/or special instructions. The FOO is not authorized to make a purchase if the item is available through government supply channels or government sources in a timely manner. Additionally, the FOO is not authorized to make a purchase if the items are available on contract or BPA. The only way for a FOO to know this, is if they check with their FOO Manager prior to making the purchase. In cases where the item is urgently needed but is normally acquired from a government supply system or contract vehicle, the FOO Manager (as a warranted contracting officer) may authorize the FOO a onetime exception. It is best for the FOO to keep a copy of this one time exception for when they go to clear their purchases thru the RCC. Often the FOO manager may have changed or re-deployed. The FOO can easily show they had gotten the exception by providing a copy of the email giving the one time exception.
- c. The FOO is authorized to procure items only after a requisition has been submitted through the normal Army supply channels, which has been annotated as not available, or not available in a timely manner. A copy of the supply requisition document must be attached as proof that the item was first ordered through the supply system.
- d. The FOO and the PA will locate a vendor capable of filling the requirement. If the price exceeds the FOOs authority, the FOO shall forward the requirement to CJ4 and follow the correct procedures to process a PR&C.



- e. Prior to purchasing an item, the FOO must determine the price to be fair and reasonable. The FOO should consider the market environment and use sound business judgment when obligating government funds. The FOO should rotate vendors to the maximum extent practicable.
  - f. The FOO should ask the vendor if an on-the-spot prompt payment will result in a discounted price. The FOO may also ask if any Afghan tax has been imposed on the transaction. Purchases for US Forces in Afghanistan are exempt from the payment of taxes. If the vendor identifies a tax as part of the sales price and refuses to exclude the tax from the transaction, complete the transaction, document the circumstances, and forward the information to the RCC for evaluation.
  - g. If the FOO considers the price fair and reasonable, the FOO completes the buy and vendor's portion of the SF 44 and purchases the item. If the goods and services are acceptable, the FOO annotates the receiver's sales document received and accepted, dates the document, and signs the document. The requestor, supply OIC/NCOIC, or technical person will sign as the receiver. The PA completes the SF 44 after he/she pays the vendor. Completing the SF44 includes adding a statement that cash payment was received in full, the amount paid, the date of the payment, and the signature and title of the vendor.
  - h. The FOO shall obtain a purchase receipt from the seller and maintain it with the FOOs records as proof of purchase. If the seller will not or cannot provide a purchase receipt, the FOO shall create a receipt and both the FOO and PA will sign.
  - i. The FOO shall maintain a record of purchases including the purchase order number, the date of transaction, the description of the supply/service purchases, amount of obligation, and the balance of un-obligated funds. An electronic form is preferred and may be in the form of a spreadsheet.
  - j. If FOOs make purchases under an unusual circumstance, special circumstance, or as a regulated purchase, the FOO shall document his/her file with the date, description of the circumstance, and any other relevant information.
3. Unauthorized Expenditures. RCCs will provide a Restricted Purchase List (RPL) to FOOs. The RPL contains a list of items that, in general, cannot be purchased. If a prohibited item is deemed mission critical, contact the RCC to determine if there are conditions under which such a purchase may be approved.
4. Purchase Limitations. In general, FOOs should not use funds to pay for equipment or services already provided by another source. Prior to making any purchase, the FOO should check for availability of the requirement from existing sources, such as within the unit, Theater Provided Equipment Property Book Office (TPE PBO), Logistics Civilian Augmentation Program, (LOGCAP) Contractor, Self Service Supply Center (SSSC), and the RCC. When in doubt, call your respective RCC. Violations of the below guidance as to



prohibited/regulated purchases will result in immediate termination unless an exception to policy is granted by the supporting RCC chief or FOO Manager.

- a. Accountable Property. Items which are non-expendable/accountable must follow property book procedures and be approved by the unit Property Book Officer (PBO) or Installation PBO. See also TPE memorandum referenced in the MAAWS-A reference section.
- b. Automation/Communications Equipment. All automation/communications equipment, regardless of cost, requires an approval memorandum from the unit S6 or USFOR-A J6. For a list of authorized Joint Acquisitions Review Board (JARB) equipment, refer to the MAAWS-A ROE/Special Interest Items (d).
- c. Rations and subsistence. The purchase of food of any type is not authorized to be funded with OMA funds. Contact your local contracting and J8 office for assistance.
- d. Live Animals. Buying live animals (not for consumption) if used as a training aide or for cargo/personnel transportation is authorized. Purchase of food/subsistence strictly for these live animals is also authorized.
- e. **Shuras. FOO expenditures for Shuras are not authorized.**

## 5. Other Prohibited Actions

- a. Stockpiling. Since the FOOs responsibility is to purchase urgently needed items, purchasing items for stockpiling or to have on hand “just-in-case” is not authorized.
- b. “Getting well”. A unit deploying with equipment which is non-mission capable and using the deployment as a reason to obtain the parts necessary to repair the equipment is not authorized. This is an attempt to circumvent the supply system and is known as “getting well”.
- c. Split purchases. When a requirement exceeds the FOOs single purchase authorization, the request shall be forwarded to the RCC for procurement. Splitting the requirement into two or more purchases to maintain each purchase amount under the single purchase authorization is not authorized and is considered fraud for which the FOO may be held personally liable.

## 6. Special Situations

- a. There may be special situations whereby regulated or prohibited purchases may be authorized. The RCC Chiefs and the FOO manager will establish



procedures at the local level to cover these special situations. FOOs should contact the RCC prior to the purchase if there are any questions.

- b. It is prevalent in many countries to conclude an agreement or contractual understanding with nothing more than a handshake. This may occur at the outset of the contingency, but the agreement should be quickly followed by completing a SF 44. Official looking documents written in English may be viewed with suspicion and sometimes anger due to a lack of trust with other governments. Obtaining signatures can be challenging. If a local business person or vendor refuses to sign the SF 44, annotates the seller's signature block on the SF 44 "refused to sign" and continue with the transaction.
7. Bottom Line: If the FOO has questions concerning a purchase, he or she should seek guidance from the RCC prior to expending funds. In some cases, the RCC may have already established a BPA or contract for the requirement. The general rule is that FOOs should not purchase commodities or services already under contract or BPA by the supporting RCC. In all cases the FOO should document the circumstances and reasons for their actions.

#### I. **INSPECTIONS:**

1. FOOs shall be under the technical supervision of the RCC FOO Manager.
2. At least once a month, FOOs files shall be physically inspected or reviewed through examination of purchase documents and records by the RCC Chief or designee. Exceptions to this timeline can be granted based on operational requirements. In such cases, the contracting office will coordinate the review frequencies. Generally, the maximum window is not to exceed 60 days.
3. Inspection or review findings shall be written and shall include specific comments as to whether the FOO is:
  - a. Operating within the scope and limitations of authority.
  - b. Maintaining the standards of conduct as prescribed in DoDD 5500.7R, Joint Ethics Regulation.
  - c. Not exceeding funding authorization.
  - d. Not delegating authority to others.
  - e. Submitting correct and timely information for procurement reporting purposes.
  - f. Not making unauthorized or prohibited purchases of items.
  - g. Maintaining adequate documentation for each purchase.
  - h. Using good business judgment.
4. Copies of inspection and review findings shall be retained for three years in the RCC, in the files of the FOOs, and in the files of the inspectors or reviews.
5. Should an appointing authority find that a FOO is not properly performing his/her duties or fails to take prompt action to correct deficiencies noted in inspections or reviews, the appointing authority shall terminate the FOOs appointment.



## J. CLEARING:

1. If the FOO spends the funds entrusted to the PA, the FOO must clear his/her records before making more purchases. The FOO contacts the RCC Chief designee/FOO Manager and reconciles the transactions. FOO will clear accounts every 30 days. If a FOO does not expend any funds during a 30-day period, they will notify the FOO Manager in writing and document the file accordingly. FOOs in remote areas can submit an extension request (up to 60 days) to the FOO Manager who will coordinate with the RM for an extension. Once the records have been reconciled and the FOO has cleared the RCC, the PA shall clear with Finance Office, before drawing more funds. FOO Managers will complete a monthly Clearing Memorandum for Record documenting all violations. The FOO will acknowledge receipt and document corrective action(s) taken. Copies of the MFR will be forwarded to the FOO's Commander, the RCC Chief, and SCO-A.
2. FOOs may clear electronically by submitting the required documentation to the FOO Manager. The RCC Chief or designee shall physically inspect or review FOO activity at least once a month or bi monthly (as determined appropriate by the FOO Manager).
3. **The following documents shall at a minimum be required in order to clear:**
  - a. Reconciliation/Clearing memo from the first O5 commander in the chain of command (Commander's clearance memo)
  - b. Funding document (DA3953 or CSTC-A PR&C) with TPBO requisition number and signature
  - c. Theater Provided Equipment (TPE)/PBO clearance memo
  - d. PIIN/purchase ledger
  - e. SF44s and invoices
  - f. Receipts
  - g. LOJs /special reviews/approvals (where applicable)
  - h. Supply Requisition Documents (If Applicable)
  - i. Other documentation as required by the local FOO Manager.
4. Inspection or review findings shall be written and shall include specific comments as to whether the FOO is:
  - a. Operating within the scope and limitations of authority
  - b. Maintaining the standards of conduct as prescribed in DoDD 5500.7R, Joint Ethics Regulation
  - c. Not exceeding funding authorization
  - d. Not delegating authority to others
  - e. Submitting correct and timely information for procurement reporting purposes



- f. Not making unauthorized or prohibited purchases of items
  - g. Maintaining adequate documentation for each purchase
5. The RCC office and the FOO shall retain copies of inspections and review findings for 3 years.

**K. FOO VIOLATIONS:**

RCC Chiefs/Commanders, FOO Managers, designated **KOs**, or higher authority may revoke FOO appointments for any violations of regulations, orders, or statutory authority. These violations include, but are not limited to, unauthorized commitments, split purchases, purchases not authorized by the FOO Manager or designated KO, purchases made over the FOO's dollar limitation, delinquent reconciliation with the FOO Manager or designated KO, training delinquencies, and for the Afghan Theater of Operations, and unauthorized purchases. FOO Managers or designated KOs may also revoke appointments for any other operational reasons deemed appropriate, whether or not a violation has occurred. A record of any violations and the subsequent corrective actions taken should be completely documented and maintained by the FOO manager. Violations shall be handled in the following manner:

1. Unauthorized Purchases: Unauthorized purchases are purchases the KO did not authorize or outline in the FOO's appointment letter or orders. Violations of the terms and conditions of the FOO's appointment letter may result in the revocation of the FOO's appointment as well as that of any additional or other FOOs within the unit (section, battalion, etc.) based on the contracting chief's evaluation of the violation. The revocation will stay in effect until such time as:
  - a. The RCC chief ratifies the unauthorized purchases that are \$10,000 or less in accordance with FAR 1.602-3(b) (3) (8), AFARS 5101.602-3 and 5101.602-3-90. Actions over \$10,000 require ratification approval by the office of the SCO-A.
  - b. The staff judge advocate reviews the situation to determine whether disciplinary action is appropriate and forwards his/her recommendation to the commander.
  - c. Reconciliation is conducted between the FOO and the RCC chief.
  - d. The FOO completes any additional training the chief of contracting officer requires.
2. Once all the above actions have been addressed or evaluated, the culpable FOO may be reinstated, or the unit may be required to nominate another FOO.
3. Disciplinary measures (based on the severity and FOO Manager/RCC Chief discretion). All violations and corrective actions shall be documented on the monthly clearance memorandum and signed by the FOO and the Commander. If



an extension is approved, the FOO shall provide the memorandum at time of clearance.

- a. Administrative errors: train FOO on correct method.
- b. Small purchasing decisions errors: train FOO on correct method and issue memorandum warning of termination if repeated (based on severity).
- c. Large purchasing errors (wrong funding, unauthorized commitment, etc.): immediate termination (based on severity).

#### L. **TERMINATION:**

1. The RCC terminates a FOO when:
  - a. The unit that nominates the appointed FOO leaves the AOR
  - b. The FOO's duties change
  - c. The FOO's appointment term expires (normally expires after one year)
  - d. Upon recommendation of the FOO's unit commander
  - e. If the FOO fails to properly execute his or her duties
2. The FOO shall submit the following documents to the RCC upon termination:
  - a. Conduct clearing procedures if money is drawn
  - b. SF 44s in their possession
  - c. Copy of commander termination request letter
  - d. DD Form 577, Appointment/Termination of Record
3. The RCC shall issue a Letter of Clearance, termination, or both. The RCC does not have to issue a Letter of Clearance if an outstanding matter is unresolved, regardless of redeployment, or relocation within theater. The SCO-A, Plans and Programs Office, will validate compliance with this SOP during normally scheduled Procurement Management Reviews (PMR).
4. Two or more violations by a unit may result in termination of all FOO privileges for the unit.

#### M. **FOO PROGRAM RESPONSIBILITIES/LIABILITIES:**

1. Any deviations from Standard FOO and PA procedures must be thoroughly documented at the time of the deviation. Purchasing, supply, property accountability, and budget execution are a command responsibility. Commands must ensure adequate controls are in place to account for all expenditures and acquisitions.



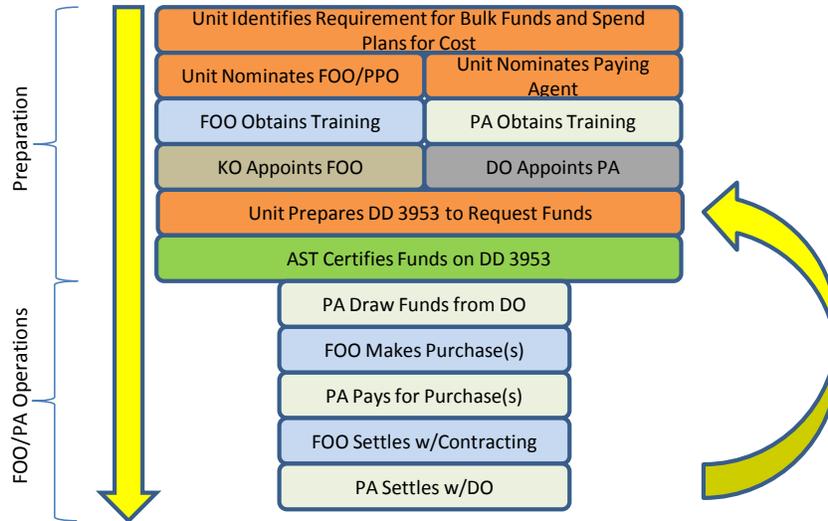
2. By signing PR&Cs, LOJs, and the Reconciliation Memo, commanders, and FOOs accept responsibility for ensuring that the purchases are mission essential, appropriate, and consistent with all applicable policies, and regulations. **FOOs, PAs and Commanders can be held pecuniary liable (responsible for paying out of their own pocket) for losses or improper purchases.**
3. RCC Chiefs and FOO Managers will analyze all requests to appoint FOOs in their area of responsibility to ensure compliance with the SCO-A FOO SOP as well as all applicable regulations and policy guidance.
4. RCC Chiefs and FOO Managers will complete a monthly or bi-monthly (as determined appropriate by the FOO manager) certification of FOO program review to ensure adequate compliance with FOO regulations and procedures. Their certification will be reported to the SCO-A Operations Chief for a monthly analysis. For minor inconsistencies in FOO performance, corrective action will be taken to prevent reoccurrence, administered by the RCC Chief, FOO Manager and unit representatives. FOO appointment will be immediately terminated if significant violation of regulation and policy is discovered.
5. The SCO-A Operations Chief will conduct an analysis of the Theater FOO program and make recommendations to convert high volume FOO purchases to more traditional contract vehicles such as BPAs or IDIQ contracts. Recommendations will be evaluated and implemented by the SCO-A.
6. The SCO-A Policy Chief will ensure that the above conditions are satisfied at normally scheduled PMR and Staff Assistance Visit (SAV) assessments of each RCC.



# General Bulk Funds Process Flow

## General Bulk Funds Process Flow

(For CERP – please see Separate MAAWS CERP SOP)



**Abbreviations**

- FOO = Field Ordering Officer
- PA = Paying Agent
- DO = Disbursing Officer (at Finance)
- KO = Contracting Officer/Contracting
- AST = Area Support Team (aka RM)

**Funds Certification at AST RM**

- FOO or PA provides completed DD 3953 (PR&C)
- FOO or PA provide signed DD577

**Appointment**

**FOO**

1. E-7 or above; waiverable to E6
2. Appointment Nomination Memo
3. Training from Contracting Officer
4. Signed DD 577

**PA**

1. E-7 or above; waiverable to E6
2. Appointment Order
3. Training from Disbursing Officer (Finance)
4. Signed DD577
5. Photo Copy of ID (Front and Back)
6. Copy of FOOs DD577/Appt Order
7. Memo from KO for FOO/Cert Officer signed and stamped
8. Memo Requesting Policy Exemptions if applicable

**PA to DRAW funds from DO**

**Non-Contract Specific Draw**

- **Certified** DD3953 (PR&C)

**Contract Specific Draw**

1. **Certified** DD3953 (PR&C)
2. Original & Copy of invoice certified by contracting
3. Receiving Report (DD250) signed
4. Copy of signed contract

Note: CVS will produce an SF1034 which you will use to draw funds from the DO

**PA to CLEAR funds with DO**

**Non-Contract Specific**

1. Clearance/Validation memo signed by KO
2. Original SF 44s used for purchases w/all required signatures and Accounting Classification info completed
3. Unused Funds

**Contract Specific**

1. Original SF44s or SF1034 used for purchases w/signatures & fund cite
2. **Certified** DD3953 (PR&C)
3. Original and copy of invoice certified by contracting
4. Receiving Report (DD250) signed
5. Copy of signed contract
6. Unused funds

**FOO to CLEAR w/KO**

- Reconcile all transactions

**FOO to TERMINATE w/KO**

1. Copy of Appointment Letter
2. SF 44s in possession
3. Copy of Termination Letter
4. DD 577, Appointment/Termination of Record

**Solatia Payments: PA to DRAW funds**

1. **Certified** DD3953 (PR&C)
2. Witness Appointment Orders
3. Witness DD577

**Solatia Payments: CLEAR Funds**

1. Copy of signed Solatia Request Form
2. Copy of signed witness statement
3. Original SF 1034 (w/signatures)
4. Copy of DD 3953 (PR&C)
5. Unused funds

Note: Local Procedures will vary slightly; Follow instruction provided at FOO/PA Training.



## **ONS & JUONS**

### **A. PURPOSE:**

USFOR-A subordinate commanders use an Operational Needs Statement (ONS) or a Joint Urgent Operational Needs Statement (JUONS) to document capability shortfalls within their commands and the need for a material solution to correct that shortfall or to improve an existing capability. An ONS is a request for HQDA validation/authorization and sourcing of a perceived requirement. A JUONS is an ONS that is Joint in nature.

### **B. REFERENCES:**

1. AR 71-9
2. ONS Playbook (<https://www.ecop.army.smil.mil/ecop2/default.aspx>)
3. USFOR-A FRAGO 11-274
4. CJCSI 3470.01
5. USFOR-A FRAGO 11-30

### **C. PROCEDURES TO SUBMIT AN ONS:**

The ONS process can be found in USFOR-A FRAGO 11-274. See your ONS point of contact for additional information.

### **D. PROCEDURES FOR SUBMITTING JUONS:**

The JUONS process can be found in USFOR-A FRAGO 11-306. See your JUONS point of contact for additional information.



## **ACQUISITION AND CROSS SERVICING AGREEMENTS (ACSA)**

### **A. PURPOSE:**

This section provides guidance on Acquisition and Cross Servicing Agreements (ACSA).

### **B. REFERENCES:**

1. 10 U.S.C. Sections 2341-2350
2. DoD Directive 2010.9, Acquisition and Cross-Servicing Agreements
3. Chairman, Joint Chiefs of Staff (CJCS) Instruction 2120.01, Acquisition and Cross-Servicing Agreements
4. Deputy Secretary of Defense Memo SUB: Approval and Delegation of Authority to transfer Personnel Protection Equipment and Other Survivability Significant Military Equipment to Certain Foreign Forces Using Acquisition and Cross-Servicing Agreement Authority, dated 25 Nov 2011
5. Under Secretary of Defense Memo Subj: Guidance for Providing List and sustain support in Iraq and Afghanistan
6. [https://www.intelink.gov/wiki/Acquisition and Cross-Servicing Agreements %28ACSA%29](https://www.intelink.gov/wiki/Acquisition_and_Cross-Servicing_Agreements_%28ACSA%29)
7. USFOR-A Policy in Support Agreements with Coalition Forces (8 MAY 2010)
8. 22 U.S.C. 2778

### **C. GENERAL:**

1. ACSAs are bilateral international agreements that allow for the provision of reciprocal logistics support under the authority granted in 10 U.S.C. Sections 2341-2350. They are governed by DoD Directive 2010.9, "Acquisition and Cross-Servicing Agreements" and implemented by CJCS Instruction 2120.01, Acquisition and Cross-Servicing Agreements. ACSAs are to be used primarily during combined exercises, training, deployments, operations, or other unforeseen circumstances including wartime operations.
2. The ACSA statute (formerly known as "NATO Mutual Support Act") was enacted to simplify exchanges of logistic support, supplies, and services between the United States and other NATO forces. It was subsequently amended in 1986, 1992, and 1994: to permit ACSAs with the governments of eligible non-NATO countries; to require equal-value exchanges (EVEs) of logistic support, supplies, and services; to allow ACSAs with United Nations organizations; and to authorize the loan or lease of equipment. Annual reports are required listing all ACSA transactions in the previous fiscal year and projecting requirements for the next fiscal year.



3. There are three types of programs generally lumped together when discussing logistics support for coalition nations

a. Acquisition and Cross-Servicing Agreements

ACSA's are bilateral international agreements that allow for the provision of cooperative logistics support under the authority granted in Reference 1. They are governed by Reference 2 and implemented by Reference 3. ACSA's are intended to provide an alternative acquisition option for logistics support in support of exercises or exigencies.

b. Coalition Loans

An extension of the ACSA program was authorized in section 1202 of the National Defense Authorization Act (NDAA) for FY2012, other public laws and further clarified in Reference 4. This extension allows Significant Military Equipment (SME), identified in Reference 4, to be loaned to eligible nations for a period of not more than one year. This authority has been delegated to the Commander, US Central Command.

1) Key Elements of a Coalition Loan

- a) Coalition Loans have the same requirements of ACSA except that Significant Military Equipment (SME) can be loaned for up to one year.
- b) Clothing and cold weather gear is provided as loans (except for undergarments or other gear not expected to be reissued).
- c) Since these transactions are loans only, the CC Form 35 will be annotated as "replacement in kind".
- d) SME provided under this program can be procured from outside the CJOA-A. Since these loans must be approved on a case-by-case basis by US Central Command, they will authorize the procurement or identify the source of the equipment.

2) Types of Significant Military Equipment that can be loaned

- a) Military Vehicles designed to accommodate crew-served weapons for convoy security operations
- b) Up Armored HMMWV's
- c) Add-on armor kits
- d) Command, control and communications systems, including Blue Force Trackers and radios
- e) Crew-served weapons (.50 cal and below) for convoy/base camp security operations
- f) Protective masks
- g) Counter-improvised explosive devices (other than classified systems)



c. Lift and Sustain (L&S)

Section 9008 of the FY2007 Defense Appropriations Act authorized, and Section 9006 of the FY2012 Consolidated Appropriations Act, renewed authority for the DoD to provide airlift and sustainment support at no cost to the coalition partners participating in US military operations in Afghanistan.

1) Key Elements of Lift and Sustain

- a) The L&S program allows the United States to provide LSSS to an eligible nation at no cost to them.
- b) The list of eligible L&S countries is different than the list of eligible ACSA countries

2) Types of Support eligible under Lift and Sustain

- a) Transportation
  - i. Airlift – including aero medical evacuation
  - ii. Sealift
  - iii. Movement of personnel, equipment and petroleum
  - iv. Use of general purpose vehicles
- b) Sustainment
  - i. Food
  - ii. Billeting
- c) Base operations and other support
  - i. Maintenance of facilities
  - ii. Grounds keeping
  - iii. Perimeter security
  - iv. Laundry services
  - v. Minor construction
  - vi. Storage services
  - vii. Use of facilities
- d) Individual equipment and operating supplies
  - i. Cold weather clothing items
  - ii. Protective clothing
- e) Communications services
  - i. Field radio operator support
  - ii. Use of equipment
  - iii. Access to satellites, translation, interpretation services



- iv. Information technology below the investment threshold
  - f) Spare parts and components and other similar supplies
  - g) Minor maintenance for host nation owned equipment
    - i. Preventive maintenance
    - ii. Calibration services
  - h) Petroleum, oil and lubricants
- 3) Types of Support NOT eligible under Lift and Sustain
- a) Durable end items or systems that exceed the investment-expense threshold
  - b) Training programs or attendance at formal training schools
  - c) Significant military equipment other than ammunition (See Coalition Loans for this type of equipment)
  - d) Medical care outside the United States Central Command AOR (other than that provided by United States personnel during aero medical evacuation from the theater)

**D. KEY ELEMENTS OF AN ACSA INCLUDE:**

1. All transactions must be cash reimbursement, equal value exchange (EVE) or replacement in kind (RIK), and annotated on a CC Form 35.
2. DoD units may not provide logistic support, supplies, or services without receiving reimbursement. If an item is loaned to a coalition nation, then the item must be returned within the timeframe of the loan (typically one year).
3. Equal value exchanges or replacements in kind automatically revert to cash payments if the coalition nation does not provide the exchange or replacement within one year.
4. You cannot use ACSAs to circumvent funding thresholds.
  - a. **All requirements \$200,000 or more as well as special interest items identified in the ROE/SII section, regardless of their value, must be submitted to the applicable JARB for approval.**
  - b. **All construction projects over \$100,000 or those including RLBs are validated by the JFUB. This includes MILCON, Unspecified Minor Military Construction-Army (UMMCA) and Air Force P-341 projects.**
5. Increasing the inventory levels of DoD components in anticipation of requests made for Logistics Support, Supplies, and Services (LSSS) made under cross servicing agreements is PROHIBITED. Therefore, commanders must consider the potential effect of completing a proposed ACSA transaction on the operational readiness of US Armed Forces and affected military appropriations.



## **E. TYPES OF ACQUISITION AND CROSS-SERVICING AGREEMENTS (ACSA) AUTHORITIES:**

Title 10 of the United States Code provides two legal authorities for foreign logistic support, supplies, and services: an Acquisition-only Authority and a Cross-Servicing Authority, which includes an acquisition authority and a transfer authority. The following link allows one to view the ACSA Country Agreements: [https://www.intelink.gov/wiki/ACSA\\_Country\\_Documents](https://www.intelink.gov/wiki/ACSA_Country_Documents).

1. **Acquisition-Only Authority.** 10 U.S.C. 2341, "Authority to acquire logistic support, supplies, and services for elements of the armed forces deployed outside the United States," authorizes elements of the U.S. Armed Forces, when deployed outside the United States, to acquire logistic support, supplies, and services from eligible foreign entities on a reimbursable basis. The authority is not reciprocal and does not require an approved ACSA in place. Acquisition-only authority may be used with the governments of NATO members, NATO and its subsidiary bodies, the United Nations Organization, any regional organization of which the United States is a member, and any other countries which meet one or more of the following criteria:
  - a. Has a defense alliance with the United States;
  - b. Permits the stationing of members of the armed forces in such country or the home porting of naval vessels of the United States in such country;
  - c. Has agreed to preposition materiel of the United States in such country; or
  - d. Serves as the host country to military exercises which include elements of the armed forces or permits other military operations by the armed forces in such country.
  
2. **Cross-Servicing Authority.** 10 U.S.C. 2342, "Cross-servicing agreements," authorizes the Department of Defense, upon coordination with the Secretary of State, to conclude reciprocal agreements with foreign countries and regional and international organizations for the provision of logistics, support, supplies and services. A current listing of these agreements and countries and organizations eligible to negotiate them is maintained by the Director for Logistics, The Joint Staff (J-4). DoD Directive 2010.9 provides the official process for nominating countries for eligibility for such agreements as well as for concluding them.

## **F. PERMITTED AND PROHIBITED USES OF ACQUISITION AND CROSS-SERVICING AGREEMENTS (ACSA):**

ACSA is for the transfer of logistics, support, supplies, and services only. Per Section 4.5 of DoD Directive 2010.9, items that may not be acquired or transferred under ACSA authority include weapons systems; the initial quantities of replacement and spare parts for major end items of equipment covered by tables of organization and equipment, tables of allowances and distribution, or equivalent documents; and



major end items of equipment. Specific items that may not be acquired or transferred under ACSA authority include guided missiles; naval mines and torpedoes; nuclear ammunition and included items such as warheads, warhead sections, projectiles, demolition munitions, and training ammunition; cartridge and propellant-actuated devices; chaff and chaff dispensers; guidance kits for bombs or other ammunition; and chemical ammunition (other than riot control agents). General purpose vehicles and other items of non-lethal military equipment not designated as Significant Military Equipment on the United States Munitions List promulgated pursuant to 22 U.S.C. 2778, may be leased or loaned for temporary use. Specific questions on the applicability of certain items should be referred to the Combatant Command's legal office for review and approval.

**1. Types of LSSS permitted under the ACSA program:**

ACSA is for the transfer of LSSS only. The following list is intended to give a general overview of the types of LSSS that can be provided or received by US forces. See Reference 3, Appendix A for additional details.

- a. Food
- b. Billeting
- c. Transportation
- d. POL
- e. Communications Services
- f. Medical Services
- g. Ammunition (see restrictions)
- h. Base Operations Support
- i. Storage Services
- j. Use of Facilities
- k. Training Services
- l. Spare Parts and Components
- m. Repair Parts and Components
- n. Port Services

**2. Types of Logistics Support, Supplies and Services EXCLUDED under the ACSA Program:**

- a. Weapons Systems
- b. Initial Quantities of replacement and spare parts for major end items or equipment covered by tables of organization and equipment, tables of allowance, and distribution or equivalent documents
- c. Major end items of equipment (except for the lease or loan of general purpose vehicles and other non lethal items of military equipment that are not designated as significant military equipment in the US Munitions List)
- d. Guided missiles
- e. Naval Mines and torpedoes



- f. Nuclear ammunition and included items, such as warheads, warhead sections and projectiles
- g. Guidance kits for bombs or other ammunition
- h. Chemical ammunition (other than riot control agents)

**G. REPAYMENT OF ACSA OBLIGATIONS:**

In addition to the use of cash and subject to the agreement of the parties, ACSA obligations may be reconciled by either Replacement-in-Kind or Equal Value Exchange. ACSA obligations not repaid by Replacement-in-Kind or Equal Value Exchange automatically convert to cash obligations after one year.

1. **Replacement in Kind (RIK).** RIK allows the party receiving supplies or services under the ACSA to reconcile their obligation via the provision of supplies and services of an identical or substantially identical nature to the ones received. As an example, a country may provide extra water to the United States during a training exercise with the condition that the United States will provide the same amount of water during a future exercise. Significant Military Equipment loans conducted under the 1202 Authority are done as RIK.
2. **Equal Value Exchange (EVE).** EVE enables the party receiving supplies or services under the ACSA to reconcile their obligation via the provision of supplies or services that are considered to by both parties to be of an equal value to those received. As an example, a country may provide extra water to the United States during a training exercise in exchange for the United States providing extra ammunition.

**H. ACSA IMPLEMENTATION:**

DoD Directive 2010.9 and CJCS Instruction 2120.01 provide management guidance on initiating ACSA orders, receiving support, reconciling bills, and maintaining records. As this is a Combatant Command-managed program, organizations interested in acquiring logistics, support, supplies and services should work through the applicable logistics branch to receive further guidance on this topic.

**1. ACSA Classes:**

- Class I Life Support
- Class II Clothing and Equipment
- Class III Fuels and Lubricants
- Class IV Fortification Material
- Class V Ammunition and Explosives
- Class VI Personal Items
- Class VII Major End Items
- Class VIII Medical Supplies, Minimum Amounts



- Class IX Repair Parts
- Class X Misc Supplies

## 2. The most common ACSA requests and reimbursements in Afghanistan:

**Class I:** Water, food, billeting, power, latrines/port-a-potties, waste disposal, MWR, laundry, maintenance on billeting and common facilities, fire fighting, etc...

**Class II:** Clothing and Individual Equipment

**Class III:** Diesel and Motor Gasoline (MOGAS)

**Class IX:** Vehicle parts

### I. COALITION SUPPORT PROCEDURES:

#### 1. Determine which program to use

- a. Based on the LSSS being requested, determine which program to use. Many times, Lift & Sustain and ACSA will overlap, and if the country has both an ACSA and an L&S agreement, the L&S agreement will usually take precedence.
- b. If equipment is to be loaned to a CN, then use the ACSA program instead of the L&S Program and document the loan on a CC Form 35 as a RIK.

#### 2. Coalition Nation requesting LSSS through an approved ACSA

- a. The CN will contact the US Sponsor Unit to request LSSS.
- b. If the CN and U.S. agree to the availability and price, the CN initiates a CC Form 35, also referred to as a Standard ACSA Order Form (see enclosure (1)) by filling out blocks 1 through 5 and 7 through 20. Assistance from the US sponsor unit may be necessary for some blocks.
- c. Block 8 will be filled out according to the definitions in paragraph G.
- d. The sponsor unit S/G-4 reviews the CC Form 35:
  - 1) Verifies that sufficient LSSS requested is on hand or in the CJOA-A and can be provided to the CN without negatively impacting US Forces.
  - 2) Reviews the ACSA and Implementing Agreement (IA), if applicable, found on Reference 6 for the specific country making the request. Ensure that Blocks 1 and 2 of the form reflects the correct agreement numbers.
  - 3) Prices for LSSS are the same as that which would be charged to US Units.

Note: It is a violation of public law to increase inventory levels in the CJOA-A in anticipation of requests from CNs for LSSS
- e. The sponsor unit S/G-4 sends the CC Form 35 to the Regional US Command ACSA Coordinator.



- f. The Regional US Command ACSA coordinator:
  - 1) Reviews the request and consults with SJA if necessary.
  - 2) For Class V requests to provide ammunition from Army stocks, the Regional ACSA coordinator must obtain approval from the USFOR-A Joint Munitions Office. This can be documented by a signature on the bottom of the CC Form 35. The Ammunition Supply Activities (ASA) will not issue munitions without this validation and approved e581 processed through the Total Ammunition Management Information System (STAMIS).  
**Requests from the USMC for ammunition belonging to the USMC do not require this step.**
  - 3) When satisfied that the request is legal and sufficient supplies are available to provide to the CN, the Regional ACSA coordinator assigns a document number and informs the sponsor unit. The Regional ACSA coordinator enters pertinent tracking data into his/her log.
- g. The sponsor unit places the order for the LSSS requested, signs block 21, and provides the LSSS requested.
- h. Once the LSSS is received by the CN, the sponsor unit signs block 22 and the CN signs block 23 and the sponsor unit forwards a completed copy to the Regional ACSA Coordinator.
- i. The regional US Command ACSA coordinator annotates in his/her log that the ACSA is complete and forwards it to the USFOR-A ACSA coordinator.
- j. USFOR-A ACSA Coordinator reviews the completed CC Form 35 for completeness and forwards it to USFOR-A J8 for processing.

### 3. **United States requesting LSSS through an approved ACSA**

- a. The US will contact the Coalition Nation Unit to request LSSS.
- b. If the CN and US agree to the availability and price, the US initiates a CC Form 35 (or equivalent), also referred to as a Standard ACSA Order Form (see enclosure (1)) by filling out blocks 1 through 5 and 7 thru 20. Assistance from the CN unit may be necessary for some blocks.
- c. Block 8 will be filled out according to the definitions in paragraph G
- d. The US unit S/G-4 sends the CC Form 35 to the Regional ACSA Coordinator.
- e. The Regional ACSA coordinator:
  - 1) Will coordinate with the USFOR-A J8 to obtain fund certification for the dollar value of the order. The fund citation with the required certification will be entered in block 7.
  - 2) Consult with SJA, if necessary, to determine the scope of the transaction is within the scope of the ACSA program.
  - 3) Assigns a document number and informs the US unit.
  - 4) Enters pertinent tracking data into his/her log.



- f. The U.S. enters the document number in Block 6, signs Block 20 and forwards the CC form 35 to the CN. If the CN is satisfied with the request, they sign Block 21 signifying agreement.
  - g. Once the LSSS is received, in full, the CN signs block 22 and the US Unit signs block 23.
  - h. The US Unit forwards the CC Form 35, along with supporting documentation, to the Regional ACSA Coordinator.
  - i. The regional US Command ACSA coordinator annotates in his/her log that the ACSA is complete and forwards data to the USFOR-A ACSA coordinator.
  - j. USFOR-A ACSA Coordinator reviews the completed CC Form 35 for completeness and forwards it to USFOR-A J8 for processing.
4. **Coalition Nation requesting LSSS under Lift and Sustain.**

***The procedure is the same as paragraph J.2 with the following exceptions:***

The ACSA Agreement is not applicable and therefore blocks 1 and 2 will be left blank:

1. The list of LSSS will be per Reference 5
2. Block 8 will always be "Cash"
3. Block 26 will filled in with "9008 – Lift and Sustain"

**J. RESPONSIBILITIES:**

**1. USFOR-A**

- a. Provide oversight to all units in the CJOA-A and ensure that the program is administered correctly.
- b. Ensure all ACSA coordinators in Afghanistan are appropriately trained.
- c. Forward all ACSA forms to ARCENT Kuwait for billing or payment.

**2. Regional ACSA Coordinators – "Regional Commands North, South, East, West, Capital and Southwest"**

- a. Ensure that all subordinate units understand this policy and are appropriately trained
- b. Track all FOBs/COPs/OPs etc in their AOR to ensure that ACSA transactions are being recorded each month, on a timely basis. This included US bases with coalition nation forces living/eating onboard, and NATO bases with US forces (including civilians and contractors) living/eating onboard.



3. **JSC-A Munitions Section:** Review all requests for munitions by coalition nations. If sufficient munitions are not available either physically or due to demand by US forces, disapprove the ACSA transaction. This decision shall not be required to be staffed at any higher headquarters.
4. **All U.S. Units:** Understand that any equipment or service either provided to, or received from, a coalition nation is authorized only by public law and must be strictly controlled by following these procedures.

**K. PROCESSING THE CC FORM 35:**

1. Once the service or product is provided to the requesting coalition unit, the CC35 is completed. The most important parts are signatures in block 22 from the U.S. representative showing they have provided the service/support, and in block 23 from the coalition unit acknowledging receipt of that support. Equally important is the supporting documentation for the dollar value of the support. All of this is ordinarily completed by the U.S. sponsor unit directly involved in the transaction; meaning the unit that coordinated/provided the support.
2. The Sponsor unit completing the CC35 forwards the document to the RC ACSA coordinator for review and assignment of a document number for tracking purposes.
3. The Regional ACSA Coordinator forwards the CC 35 to USFOR-A J4, the J4 forwards to the J8. USFOR-A J8 will determine the processing based on the FY. All prior FY CC35's (Reimbursement/Reverse) are sent to USARCENT C8, Kuwait for processing. Current year CC35's are handled differently locally depending on the type (Reimbursement/Reverse). All reimbursement (current year) are logged and forward to Kuwait. All reverse (current year) are funded locally. A SF 1034 is prepared for payment, payable to the CN. The voucher and supporting documentation is ultimately sent to USARCENT C8, Kuwait for final processing. Kuwait will log and fax information to DFAS, who will make the payment. (See ACSA Continuity Book for procedures to complete an SF 1034)
4. USARCENT C8 then obtains reimbursement and reports to USFOR-A J8 in the weekly Status of Funds Report. (see ledger M30W2D)

**L. INSTRUCTIONS FOR MANUAL COMPLETION OF STANDARD ACSA ORDER FORM 2006:**

For manual order, if the ACSA Global Automated Tracking and Recording System (AGATRS) is not available. The numbers on the left refer to the block numbers on the Standard ACSA Order Form.



1. Agreement: Enter the ACSA Agreement Number and the number of any associated Implementing Agreements (IA) for the country in question. The agreement and IA(if applicable) can be found on Reference 6
2. Implementing Arrangement No.: If there is an Implementing Arrangement (IA), as found in Reference 6, enter the IA number here
3. Date: Enter the date of the request
4. From: Enter the country supporting the request
5. To: Enter the country making the request
6. Document Number : Enter the Document Number, as follows:
  - a. The number will have 14 characters
  - b. The First Character will be "A"
  - c. The second character will be the last digit of the fiscal year in which the LSSS is provided
  - d. The third and fourth character will be the country code
  - e. The fifth through eight characters correspond to the regional ACSA coordinator
    - 1) RC East = "EAST"
    - 2) RC South = "SOTH"
    - 3) RC West = "WEST"
    - 4) RC Southwest= "SWST"
    - 5) RC North = "NRTH"
    - 6) RC Capital= "CPTL"
    - 7) TF Paladin = "PALX"
    - 8) 62nd Med Comm = "MEDX"
    - 9) CFSOCC-A = "SOCA"
    - 10) 7<sup>th</sup> Signal BDE = "7SIG"
    - 11) TF Odin = "ODIN"
    - 12) Joint Sustainment Command= "JSCA"
  - f. The ninth through eleventh characters will be the Julian Date corresponding to the latest date that LSSS was provided. If LSSS is provided across fiscal years, break the transaction into two forms, one for each fiscal year.
  - g. The twelfth through fourteenth characters will be the transaction serial number for the stated country on the stated date at the stated location.  
**A0POEAST280003** = The third transaction on 7 October, 2009 for Poland in RC East
7. Fund Citation: The fund citation will be left blank. USFOR-A J8 will provide account information when the CC35 is forwarded to DFAS.
8. Method of Payment: Mark the appropriate block
9. Required Delivery Date: Enter the required delivery date for each line item requested



10. Stock No.: Enter the National Stock Number, if applicable
11. Description: Enter a general description of each item requested
12. Unit of Issue: Enter the appropriate or the agreed to unit of measure (unit of issue) for the specific type of LSSS
13. Qty Requested: Enter the required quantity of the specific item
14. Qty Delivered: When delivery is made, enter the quantity actually delivered
15. Unit Price: Enter the unit price
16. Extended: When the item is delivered, multiply the block 14 with block 15
17. Schedule of Replacement-in-Kind (RIK): Enter the details on how the replacement in kind will be provided (i.e. item will be returned on a specific date).
18. Currency Used: Enter the currency shown in blocks 15 and 16. If currency other than USD is used, also enter the exchange rate for USD
19. Grand Total: Enter the grand total of block 16. If currency other than USD is used, also enter the grand total using the exchange rate in block 18
20. Authorized Ordering Official: Authorized official making the request (must hold office of listed POC organization in the POC Annex of applicable ACSA Agreement or IA).
21. Authorized Accepting Official: Authorized approving official (must hold office of listed POC organization in POC Annex of applicable ACSA Agreement or IA) for supplying party. This signature block signifies that the LSSS is available.  
**NOTE: Blocks 22 and 23 do not get signed until AFTER the LSSS is provided**
22. Supply Official: Signature of official providing the LSSS. This is signed when the LSSS is provided.
23. Inspecting/Received by: Signature of official receiving the LSSS. This is signed when the LSSS is received and accepted.
24. Send Bill to: This may be left blank if an attachment with billing information is provided
25. Send Payments to: This may be left blank if an attachment will payment information is provided
26. Remarks: Enter any pertinent remarks. If EVE, annotate the CC35 that documents the EVE  
**NOTE: If Lift and Sustain, Block 26 will be annotated with “9008” by the official signing block 23**





## **MEMORANDUMS OF UNDERSTANDING (MOU) & MEMORANDUMS OF AGREEMENT (MOA)**

### **A. PURPOSE:**

Ensure necessary mission essential support is identified in order to provide required support and establish reimbursement mechanisms between requesting and hosting activities. USFOR-A FRAGO 10-001 provides policy governing the use of Memorandum of Understanding (MOU)/Memorandum of Agreements (MOA) between USFOR-A sub-commanders and leaders as a mechanism to secure or provide support/services to other DoD/non-DoD federal agencies.

### **B. GENERAL:**

Only USFOR-A has the authority to enter into a legally binding agreement that commits USFOR-A to provide reimbursable or non-reimbursable services. Only the DCDR-S, USFOR-A may approve agreements specific to MOU/MOA that result in financial obligation to USFOR-A units. This authority has not been further delegated to any entity. All such agreements require a functional staff proponent, a technical staff proponent and a legal review. Within USFOR-A, the J8 and SJA will review and staff all proposed MOU/MOA's with the appropriate staff functional lead, i.e. the Cmd Surgeon for medical issues, J4 for logistic issues, etc. Agreements signed or entered into that have not been staffed appropriately through USFOR-A J8/SJA and approved/signed by the USFOR-A DCDR-S are considered null and void. MOU/MOA's do not supersede command authority, C2 relationships, or statutory authority. Any existing MOU/MOA agreements that were not properly executed by USFOR-A will be identified and forwarded to the USFOR-A J8/SJA for review and correction/cancellation.

### **C. METHOD:**

Upon completion of USFOR-A review and approval of an MOU/MOA, host commanders will provide the requesting activity or agency personnel with applicable support defined in the MOU/MOA and documented on the DD Form 1144. The determination on whether a support service is reimbursable depends on local conditions. All such proposed agreements will be drafted and staffed with sufficient time to meet all contracting, engineering or other identified support requirement timelines.

### **D. TASKS:**

1. All USFOR-A subordinates will determine proper agreement type. Before any agreement is drafted, USFOR-A J8/SJA should first be notified and provided general details such as the requestor/customer and anticipated support requirements. A Memorandum of Understanding (MOU) defines general areas of understanding between two or more parties; however, what each party does is not dependent on what the other party does (e.g., does not require



reimbursement or other support from receiver). A Memorandum of Agreement/Support Agreement is an agreement to provide recurring support to another DoD or non-DoD federal activity. MOAs that establish responsibilities for providing reimbursable support should define the support, basis for reimbursement for each category of support, the billing and payment process, and other terms and conditions of the agreement. MOUs/MOAs must identify the two parties, any tasking directive establishing support requirement, all services requested/provided and specific reimbursable arrangements.

2. Other agreements such as Inter-Service Support Agreements (ISSA) require additional technical assistance to draft and approve. These arrangements must be established and spelled out clearly in the agreement, not deferred to a separate document. All MOAs requiring reimbursement or payment for support will be accompanied with an attached support agreement documented on a DD Form 1144 or similar format turned in through normal logistics support channels for processing through established funding channels. The support agreement must define the support to be provided by one supplier to one or more receivers, specify the basis for calculating reimbursement charges for each service, establish the billing and reimbursement process and specify other terms and conditions of the agreement.
3. Staff all draft MOU/MOA's to USFOR-A J8/SJA in a timely manner, generally NLT 30 days prior to initiation of requested services, for review, technical analysis and determination of signature authority. The USFOR-A J8/SJA will assist in determining who must sign during the staffing process based on signature delegation of authority. Under no circumstance are subordinate commanders authorized to enter into or sign MOU/MOA agreements unless specifically delegated that authority in writing by the commander, USFOR-A.
4. Requesting activity/command will submit draft MOA/MOU request NLT 45 days in advance to hosting activity identifying specific support requirements. Any USFOR-A supported activity that determines a requirement for a MOU/MOA will appoint a support agreements manager in writing who will be responsible for preparing and administering support agreements. Preparation of agreements includes collecting, from appropriate sources, all information needed to draft agreements and facilitate related negotiation, coordination, approval, and implementation. Administering agreements includes maintaining a record of all active agreements, ensuring their continued accuracy/relevance, and facilitating agreement on modifications and terminations when appropriate. The support agreements manager POC information will be provided to USFOR-A J8.
5. USFOR-A J8 will review draft MOU/MOA proposals to verify funding source, confirm Title 10 support is appropriate and provide any amplifying fiscal guidance necessary.



6. USFOR-A SJA will review all draft MOU/MOA proposals to ensure compliance with existing laws and regulations.
7. Effective immediately, USFOR-A subordinate commands requesting support will submit the request to USFOR-A J8 for approval to negotiate a proposed MOU/MOA. Once approval is granted to negotiate the MOU/MOA, proposals will be submitted from requesting activity to USFOR-A J8/SJA for review, staffing and signature authority from USFOR-A DCDR-S.

E. **POINTS OF CONTACT:**

USFOR-A J8 Chief of Strategic Plans and Policy, DSN: 318-449-0803.



## **MANAGERS' INTERNAL CONTROL PROGRAM (MICP)**

### **CONTENTS**

- A. [Purpose](#)
- B. [References](#)
- C. [Responsibilities](#)
- D. [Manager's Internal Control Plans](#)
- E. [Annual Statement of Assurance](#)
- F. [Conclusion](#)

#### **A. PURPOSE:**

The DoD Managers' Internal Control Program (MICP) is designed to ensure that programs operate as they are intended, that areas needing improvement are identified and reported, and that timely corrective action is taken. Management controls are any rule, method, procedure, or device designed to ensure that what should happen does happen. In general, the program is implemented by scheduling, conducting, and documenting evaluations of management controls. Based on the results of these evaluations, management must identify and correct any material weaknesses, and must submit an Annual Statement of Assurance (ASA) through their chain of command. The USFOR-A Managers' Internal Control Program is established to provide reasonable assurance that:

1. Obligations and expenditures are in compliance with applicable laws;
2. Funds, property, and other assets are safeguarded against waste, loss, unauthorized use, or misappropriation;
3. Funding and expenditures are properly recorded and accounted for; and
4. Programs are efficiently and effectively carried out according to applicable laws and management policies.

#### **B. REFERENCES:**

1. DOD Instruction 5010.40, "Managers' Internal Control Program (MICP) Procedures", 17 FEB 2010
2. 31 U.S.C. 3512, Federal Managers Financial Integrity Act – 1982
3. Memorandum from Assistant Secretary of the Army (FM&C), Subject: "Guidance for Preparing Fiscal Year (FY) 2011 Annual Statement of Assurance (ASOA)", dated 16 Dec 10
4. AR 11-2, "Managers' Internal Control Program (MICP)", 4 JAN 2010

#### **C. RESPONSIBILITIES:**



1. USFOR-A J8 will manage the overall program, provide training, and provide assistance to Assessable Unit Managers. J8 will ensure the implementation of an effective management control process within the organization. J8 will receive DA Forms 11-2 from AUMs and draft the Statement of Assurance for signature by the USFOR-A DCDR-S. The Annual Statement of Assurance will accurately describe the status of management controls in the reporting organization and fully discloses any material weaknesses in management controls, along with corrective actions taken.
2. Assessable Unit Managers (AUM): USFOR-A Assessable Unit Managers are the commanders or senior managers of units or staff sections of the United States Armed Forces led by an O-6/GS-15 or above. Assessable Unit Managers will:
  - a. Appoint an Internal Control Administrator (ICA) by sending an appointment letter to USFOR-A J8.
  - b. Ensure the unit ICA receives MICP training.
  - c. Provide certification that a required internal control evaluation has been conducted. This evaluation will be documented on DA Form 11-2 (Internal Control Evaluation Certification). Certification, in block 7, will include a statement of the method used (evaluation or alternate method) and how compliance was tested; summary of results; list of deficiencies identified if any; and what corrective actions have been taken, as well as what deficiencies are pending correction.
  - d. Report material weaknesses, if any, to the USFOR-A J8 for inclusion in the Statement of Assurance.
  - e. Ensure management control is listed as an explicit responsibility under major performance objectives in each assessable unit manager's annual personnel evaluation support form.
3. Assessable Unit ICAs: Assessable Unit Internal Control Administrators will administer the managers' internal control process and lead all management control activities for their unit. They will ensure completion of control evaluations, and forward completed assessments to the USFOR-A J8 NLT the USFOR-A published dates.

#### **D. INTERNAL CONTROL EVALUATION PLAN (ICEP):**

ICEP is simply a schedule of management control evaluations for each fiscal year. The schedule must clearly communicate to subordinate managers what areas are to be evaluated along with when and who will conduct the evaluation. The schedule should reflect the following types of evaluations:

1. The Army has an inventory of management control evaluations. ICAs can locate this inventory on the DA Managers' Internal Control Program website (<http://asafm.army.mil/Documents/OfficeDocuments/FinancialOps/Guidances/ic/eval/amcec.xls>). Evaluations listed in this inventory must be conducted at least once every five years. ICAs should first determine which evaluations from the inventory are applicable to their assessable unit.



2. Command oversight processes such as staff assistance visits, internal and external audits, command inspections, and internal reviews are considered evaluations of internal controls.
3. ICAs should seek senior leader involvement to determine which functions need to be evaluated. Managers should focus on unique processes that are critical to their operations and are not already covered by the Army's inventory of evaluations. Keep in mind that all leaders and managers perform internal controls. These controls range from the simple to the complex and from locking a door at the end of the day to formal audits of financial records. When these internal controls are significant and recurring, managers should document them and place them on the Manager's Internal Control Plan.
4. The initial determination of whether a weakness in internal controls is material can be made at any level of command. If the weakness is considered material and reported, the determination of materiality is then reevaluated at each successive level of command. Material weaknesses are reported to higher headquarters either because that level must be aware of the weakness or because it must take corrective action. In the case of material weaknesses reported for awareness, reporting organizations are responsible for tracking the weakness to ensure that corrective actions are completed and that the weakness is effectively resolved. In the case of material weaknesses reported for corrective action, tracking of the weakness will depend on the higher headquarters' disposition of the issue. The system established to track material weaknesses should not duplicate the normal tracking functions of internal review organizations. Tracking of an audit finding may well meet the requirement for tracking of a reported material weakness.

#### **E. ANNUAL STATEMENT OF ASSURANCE (ASA):**

An ASA is a report that provides a broad assessment of internal controls within the command or agency and identifies any material weaknesses in these internal controls. An ASA from reporting organizations consists of the following:

1. A cover memorandum signed by the head of the reporting organization. This memorandum includes the actual statement of assurance: either an unqualified statement ("I have reasonable assurance ....") or a qualified statement ("I have reasonable assurance except for ...."). The cover memorandum may also be used to address significant issues or concerns that relate to the effectiveness of internal controls.
2. DA Form 11-2-R, which will provide a description of how the internal control process was conducted in the reporting organization and the basis for the determination of reasonable assurance. You should describe how your determination of reasonable assurance was reached.



3. When writing the ASA, USFOR-A J8 must determine which of the following is true:
- a. Reasonable Assurance: A satisfactory level of confidence that internal controls are adequate and are operating as intended. Inherently a management judgment and reasonable assurance recognizes that there are acceptable levels of risk that cannot be avoided because the cost of absolute control would exceed the benefits derived.
  - b. Internal Control Weakness: The absence or ineffectiveness of internal controls (e.g., internal controls are not in place, or are in place but are not being used, or are in place and being used but are not effective).
  - c. Material Weakness: An internal control weakness that warrants reporting to the next level of command, either for their action or for their awareness. To be considered material, a weakness must meet two conditions: it must involve a deficiency in internal controls (i.e., internal controls are not in place, are not being used or are inadequate), and it must warrant the attention of the next level of command, either because that next level must take action or because it must be aware of the problem.

**F. CONCLUSION:**

USFOR-A J8 will implement and oversee the Manager's Internal Control Program. For issues or concerns with your unit's MICP, please contact USFOR-A J8 at DSN 436-7751.



## **COINS and RETENTION POLICY**

### **CONTENTS**

- A. [Purpose](#)
- B. [Applicability](#)
- C. [General](#)
- D. [Unauthorized Uses](#)
- E. [Subordinate Unit Responsibilities](#)
- F. [Protocol](#)
- G. [Accountability of Coins Awarded](#)
- H. [Retention Publicity Items](#)

#### A. **PURPOSE:**

This policy governs the purchase and award of unit coin medallions by USFOR-A Commanders and leaders as a device to recognize personal achievements.

#### B. **APPLICABILITY:**

This policy applies to all Active Army (AA), US Army Reserve (USAR), Army National Guard (ARNG) units and personnel utilizing coins procured with USFOR-A funds. This policy does not apply to non-U.S. Forces. This policy does not address the presentation of coins that have been procured by private or personal funds or official representation funds (ORF). Coins purchased with ORF are subject to the statutes, regulations, and policies applicable to the use of ORF. No restrictions apply to coins purchased with private or personal funds. This policy does not apply to coins purchased with home-station funds (other restrictions apply – consult with home station legal adviser).

#### C. **GENERAL:**

1. Unit coin medallions are custom-minted and emblazoned coins or similar items, typically highlighting the unit's insignia on one side and an inscription on the reverse side. These medallions are generally presented by the Commander or on behalf of the Commander.
2. Commanders and Command Sergeants Major of battalion-sized units and above are authorized to procure and purchase unit coins. Staff officers may not use appropriated funds to purchase coins. Commanders may have only one coin design for their unit.
3. USFOR-A staff sections may request USFOR-A coins from the Commanding General's Aide-De-Camp or Executive Officer for presentation purposes.



4. Subject to the limitations contained in this policy, the USFOR-A Commander delegates the authority for purchasing unit coins to Commanders of battalion-sized units and above.

**D. UNAUTHORIZED USES:**

1. No coins will be purchased that are “personalized” with the presenter’s name inscribed on the coin. The presenter’s name may be subsequently engraved on a coin, on a case-by-case basis, for individual presentation.
2. Unit coins will not be given away as mementos and should not be presented merely for an individual’s normal performance of regularly assigned duties.
3. Unit coins must be awarded for performance and will not be presented to superiors or peers.
4. Coins purchased with appropriated funds cannot be presented to foreign military or foreign civilian personnel.

**E. SUBORDINATE UNIT RESPONSIBILITIES:**

1. Chiefs of Staff assigned to subordinate commands have the authority to approve the purchase of military coins within their respective units subject to the limitations set forth in this policy.
2. Commanders have the authority to expend no more than \$2,000 per Battalion / \$5,000 per Brigade in OMA funds for coins during their deployment period. General Officer Commanders and equivalent-level Command Sergeants Major may each expend coins worth a total of \$10,000 of OMA during their deployment period; i.e. \$10,000 for the commander’s coin and \$10,000 for the CSMs coin, for a total of \$20,000.
3. For units at all levels, expenditures will not exceed \$7 per coin and the quantity purchased will not exceed 20% of the assigned unit end strength. Unit end strength is defined as the number of personnel assigned to that organization (BN, Task Force, Brigade, etc.) to include all task organized units that fall under a unit for command and control purposes, personnel accountability, and support. This 20% end strength ceiling covers the entire deployment. Requests above \$10,000 require USFOR-A DCDR-S approval. Retention NCOs may purchase coins for a unit not to exceed the total number of service members eligible to re-enlist during this deployment. The cost per coin cannot exceed \$7, the design must be different from the Commander’s coin, and the unit retention NCO must maintain the list of eligible recipients for review.
4. Unit coin medallions will bear an inscription identifying it as an award, such as "For Excellence" or "In Recognition of Outstanding Performance." Unit coin medallions purchased prior to the effective date of this policy that do not bear the appropriate inscription may continue to be awarded until supplies are exhausted. Replacement coins will bear the appropriate inscription.
5. Unit coin medallions will not be purchased within three months of a unit’s anticipated redeployment date.



6. Requests for exception to exceed the above spending limits up to \$5,000 per Battalion and \$7,500 per Brigade during the deployment period must be approved by the USFOR-A Commander. Submit requests to USFOR-A Commander (ATTN: USFOR-A J-8, Comptroller) for review and appropriate staffing. The packages must include a legal review and letter of justification from the unit detailing the unit's strength and coin cost. See below:

#### USFOR-A DCDR-S

	<u>Self Approve</u>	<u>Approval</u>	<u>USFOR-A CG Approval</u>
BN	up to \$2,000	up to \$5,000	over \$5,000
BDE	up to \$5,000	up to \$7,500	over \$7,500

#### F. PROTOCOL:

Authorized individuals will not present coins purchased with OMA funds to the following:

1. Non-appropriated funds (NAF) employees. Coins for NAF employees may only be purchased with NAF money
2. Unaffiliated individuals or employees of non-Federal government agencies.
3. Contractors. Contractors are defined as private citizens or entities in a profit making or commercial relationship with DOD or its components. Contractors or contractor employees are not DOD employees; therefore, they are not to be considered or treated as such.

#### G. ACCOUNTABILITY OF COINS AWARDED:

Commanders are responsible for ensuring coins are used as awards only. S1s and aides-de-camp will assist Commanders and Sergeants Major with the accountability for all awards of coins to the fullest extent possible.

#### H. RETENTION PUBLICITY ITEMS:

The number of Retention Publicity Items (RPI) a unit purchases must be appropriately sized to its eligible reenlistment population. Each retention item provided under this policy will be a value less than \$50 per item and designed to recognize or commemorate service in the Army. Units may purchase commemorative coins, medals, trophies, badges, flags, posters, paintings, or other similar items, such as (not an all-inclusive list), hats, mugs, shirts, jackets, and pens with the Command's insignia superimposed. Commanders will ensure consistency in the scope and value of the recognition items distributed within their command.



1. Appropriated funds may be expended, by the unit commander, to procure recognition items of nominal or modest value for retention purposes, and to present such items to Soldiers, their Families, and other individuals recognized as providing support that substantially facilitates service in the Army. Small meals and refreshments may be provided in the course of such recognition event, which will be considered recruiting and retention functions. The recipients of such recognition items, meals and refreshments will be persons who are the object of recruiting and retention efforts, to include Army personnel and other influencers who contribute to recruiting and retention.
2. RPI's will not be purchased within three months of a unit's anticipated redeployment date. All RPI's that are purchased within theatre according to its eligible reenlistment population must be given out prior to the unit's redeployment date.
3. This applies to recognition items that are procured and distributed in accordance with 10 USC 2261 and does not apply to existing programs under which appropriated funds are used to purchase trinkets (e.g. pencils, magnets, computer mouse pads, etc.) distributed for recruiting purposes.
4. Coordinate unit requests with the USFOR-A Command Career Counselor prior to submission. Include a copy of the statement design in the submission packet.
5. References:
  - a. AR 601-280 2-2, e. (9)
  - b. Memorandum for Record, Assistant Secretary of the Army, Presentation of Recognition Items for Recruitment and Retention Purposes, dated 15 July 2009
  - c. 10 USC Sec. 2261. Presentation of Recognition items for recruitment and retention purposes



## YEAR-END CLOSEOUT PROCEDURES

### A. PURPOSE:

To outline the USFOR-A policy and procedures to conduct Fiscal Year End Closeout.

### B. REFERENCES:

1. USARCENT Fiscal Year End Guidance
2. USFOR-A Fiscal Year End Guidance

### C. GENERAL:

Each fiscal year ends on September 30<sup>th</sup>. All obligations must be recorded in the financial system by the end of that date. This means all contracts must be awarded prior to this time, reimbursable/direct cite Military Interdepartmental Purchase Request (MIPR) accepted, and Field Ordering Officer (FOO)/Paying Agent (PA) accounts cleared/closed. Preparation for closeout takes place throughout the year with active management of financial accounts. However, detailed planning begins in June and actual year end procedures normally begin in July.

### D. GUIDELINES:

1. Initial guidance will be published by the USFOR-A J8 in June to explain the concept of operations and event timelines.
2. Senior Contracting Office-Afghanistan (SCO-A) will publish a timeline with each suspense for contract submission based on type and dollar threshold. It is important that this timeline be adhered to. Otherwise, high priority contracts may risk not being awarded in time due to volume of workload placed on contracting officers. Unit RMs should conduct continual reconciliations with SCO-A to ensure all Purchasing Request and Commitments (PR&C) are being processed. **It is the requiring activity's responsibility to monitor their PR&C through the contracting process.**
3. "Fiscal Triad" meetings (Comptroller, Finance, and Contracting representatives) will increase in frequency from monthly to weekly as year-end approaches. Units will brief their open document status during these meetings using the format found at figure 9-1. One Triad meeting (early September) will be used as a year-end close rehearsal to familiarize all resource managers with actions during the final 72 hours of the fiscal year.
4. Closing MIPRs. Resource managers and requirement owners must engage agencies that accepted MIPRs in order to receive obligating documents and/or MIPR acceptances returning unused funds. Getting funds returned early enables



them to be applied to other unfunded requirements. Be aware that the Afghanistan Engineer District (AED) may attempt to return unobligated funds in the last 24 – 48 hours of the fiscal year. Coordinate with them ahead for any projects with open documents.

5. Unfunded Requirements: Have a prioritized list of validated requirements that can obligate quickly as funds become available. This is a good opportunity to fully fund periods of performance on large contracts that cross the fiscal year (such as LOGCAP).
6. RM personnel will be present for duty on 30 September or designated closeout date until released by USFOR-A J8.



## **RESOURCE SUPPORT TO OTHER SERVICES AND SOF**

### **CONTENTS**

- A. [Introduction](#)
- B. [References](#)
- C. [Specified Responsibilities](#)
- D. [Additional Support to Other Services](#)
- E. [Support to Special Operations Forces \(SOF\)](#)
- F. [Resolution of Funding Issues](#)

#### **A. INTRODUCTION:**

USFOR-A is funded with Operations and Maintenance Army (OMA) funding for sustainment costs. However, Commander USCENTCOM has also designated USFOR-A as the Base Operating Support Integrator (BOS-I) and Senior Airfield Authority (SAA) on key facilities. In accordance with general funding constructs, USFOR-A as the Army's Title X headquarters in theater is responsible for funding those tasks directed by a competent authority. This includes the provision of BOS for other services where directed by USCENTCOM, but does not include other operational costs for non-Army units. These costs are the responsibility of the Service incurring those operations and maintenance costs.

#### **B. REFERENCES:**

1. Joint Pub 4-0, Doctrine for Logistics Support of Joint Operations
2. CENTCOM Reg 415-1, The Sand Book, dtd 17 Dec 07
3. Joint Pub 1-02, DoD Dictionary of Military and Associated Terms
4. Army Budget Office Contingency Operations Guidance Jan 11

#### **C. SPECIFIED RESPONSIBILITIES:**

1. Base Operating Support Integrator (BOS-I). The Commander, USCENTCOM has used his directive authority for logistics to designate the BOS-I for all principal bases in the CENTCOM AOR.
  - a. Services are provided regardless of the branch of military service benefiting from those BOS-I services. When the BOS-I is ARCENT, those services are provided in Afghanistan by USFOR-A through our Major Subordinate Commands (MSC) and are provided to Army standard and in accordance with the CENTCOM Sand Book. Units requesting services above the Army standard may initiate those services through a direct contract funded by their service.



- b. The role of the BOS-I is to provide, without reimbursement, those BOS functions described in Reference 2 for DoD forces on the designated installation. Provision of those services is subject to the USFOR-A validation process and available funding.
  - c. BOS-I functions are also referred to as Basic Life Support and includes messing, water, sanitation, utilities, and lodging among other things. Specifically excluded from BOS-I are mission costs. Mission costs are a service-specific cost and not included in the BOS-I responsibilities.
  - d. Sustainment costs that are above the established sustainment standard and are specific to Special Operations Forces (SOF) are the responsibility of the SOF.
2. Senior Airfield Authority (SAA). In addition, the Commander, USCENTCOM has used his directive authority for logistics to designate the SAA for all principle air bases in the CENTCOM AOR.
    - a. The role of the SAA includes responsibility for the control, operation and maintenance of an airfield to include the runways, associated taxiways, and parking ramps as well as land and facilities whose proximity affects airfield operations. The SAA will also seek funding for airfield operations, maintenance and construction requirements.
    - b. USFOR-A will not fund, either directly or through reimbursement, responsibilities of other services that have been designated as the SAA for specific airbases.
  3. LOGCAP Executive Agent. ARCENT has been designated the theater EA for the provision of LOGCAP support. In this role, USFOR-A provides LOGCAP support to other services operating in the Afghanistan AOR. Reimbursement to the OMA appropriation for this support to other services is coordinated at the service level.
    - a. In order to manage overall LOGCAP costs and to ensure consistency of support, all LOGCAP funding in the USFOR-A AOR is centrally managed at the USFOR-A level. Other services are not authorized to increase support provided under LOGCAP without the specific approval of USFOR-A, regardless of the source of funding for this increase.
    - b. LOGCAP support provided to other (non-DoD) agencies will be provided on a reimbursable basis and coordinated with USFOR-A J8.

**D. ADDITIONAL SUPPORT TO OTHER SERVICES:**

Unless specifically directed by competent authority, OMA funds will not be used to provide support to other services. Each service is responsible for budgeting and funding their activities.



## **E. SUPPORT TO SPECIAL OPERATIONS FORCES (SOF):**

1. Background. US Special Operations Command receives Major Force Program 11 (MFP-11) funding directly from OSD for Special Operations peculiar (SO-p) requirements. All other requirements (referred to as Service Common requirements) are the responsibility of the services to provide to SOF in the same manner that they would provide to conventional forces. The definition of SO-peculiar does not provide definitive guidance as to what is the funding responsibility of USSOCOM and what is the responsibility of the supporting service. To facilitate the adequate support to SOF, the guidance outlined below is to elaborate upon the USFOR-A responsibility to fund SOF in the USFOR-A AOR.
2. SO-peculiar is defined as equipment, material, supplies, and services required for special operations missions for which there is no service-common requirement. These are limited to items and services initially designed for, or used by, special operations forces until adopted for service-common use by one or more military service; modifications approved by the Commander, US Special Operations Command for application to standard items and services used by the military services; and items and services approved by the Commander, US Special Operations Command as critically urgent for the immediate accomplishment of a special operations mission (Reference 3).
3. Operations and Maintenance. Within Afghanistan, there could potentially be SOF from all four services (Army SOF, Navy SOF, Air Force SOF, and Marine Corp SOF). As stated above, service-common support for SOF is the responsibility of the parent service who receives OMA funding to support their mission requirements. USSOCOM receives MFP-11 funding only to support SO-peculiar requirements. Specific guidance as it applies to different Services SOF is outlined below.
  - a. Operations and Maintenance funding for Army SOF. USFOR-A's responsibility to fund Army and select Joint SOF ground units is the same as the requirement to fund other Army units. This includes the provision of Base Operating Support, fuel, Class IX repair parts for service common equipment, facility maintenance, non-tactical (administrative) vehicles, and common IT support.
  - b. Operations and Maintenance funding for other Services SOF. USFOR-A's responsibility to fund non-Army SOF (such as Air Force or Navy SOF) is the same as addressed in paragraph 4 "Additional Support to Other Services." This support is limited to non-operational costs which include BOS (where designated by CENTCOM). All other service common operational costs are the responsibility of the parent service (i.e. IT, NTV's or office expendables used by Air Force SOF is an Air Force funding responsibility).



- c. Facility Repair and Maintenance. Maintenance is the work required to preserve and maintain a real property facility (RPF) in such a condition that it may be effectively used for its designated functional purpose. Repair is the restoration of a RPF to such a condition that it may effectively be used for its designated functional purpose. Repair does not include increases in quantities of components or extensions of utilities to areas previously not served; this would be classified as construction. Facility repair and maintenance is considered a service common requirement.
4. Facilities Costs. The rules regarding funding of SOF facilities costs have evolved over time. In summary, construction costs for facilities that provide life support and Base Operating Support infrastructure to SOF are the responsibility of the services. Construction costs of SO-peculiar operational facilities are the responsibility of USSOCOM. Maintenance and repair of facilities is a Service cost.
    - a. Construction. Construction is defined as the capital improvement of real property. It is the erection, installation, or assembly of a new facility. Construction includes the addition, expansion, extension, alteration, conversion, or complete replacement of an existing facility. This encompasses the relocation of a facility, installing permanent equipment in a building and the related site preparation, foundation and utility work associated with the setup of relocatable buildings. Generally, construction is funded with the MILCON appropriation. However, as defined in Title 10, sec 2805, projects with funded construction costs under \$750,000 (under \$1,500,000 if solely intended to correct a life, health, or safety risk) may be funded with the OMA appropriation. Additionally, Congress has approved Contingency Construction Authority (CCA) which allows construction that would otherwise be performed with MILCON appropriation to be funded with the OMA appropriation after appropriate approvals. USFOR-A JENG Facilities is the proponent for USFOR-A's CCA requests.
      - 1) Regardless of the appropriation to be used (MILCON or OMA), the Services are responsible for providing construction as required to provide life support and Base Operating Support to SOF. This includes dining facilities, power and sewage, latrines, living facilities, MWR, airfields and landing zones, taxiways, aircraft parking ramps, other necessary life support requirements, and base infrastructure. USFOR-A is responsible for providing this construction support to SOF at the same standards and levels that are provided to other forces. This means that if USFOR-A is designated the BOS-I for a particular installation, we provide that support to SOF at the same level as is provided to other Army, Navy, or Air Force units. Based on the BOS-I matrix, if another service is designated as the BOS-I on a FOB, they must provide that support to SOF in accordance with their Service procedures and CENTCOM orders. Note: it does not matter whether SOF is the only occupant of an installation, USFOR-A's



responsibility is based on the construction required; this does not change if SOF is the only ones to benefit from that construction.

- 2) Regardless of the appropriation to be used (MILCON or OMA), SOCOM is responsible for funding the construction of SO-peculiar operational facilities for SOF. This includes equipment maintenance and storage for SO-peculiar equipment and aircraft hangars, as well as training sites that are exclusively for SOF use.
  - b. Facility Maintenance and Repair. Maintenance is the work required to preserve and maintain a real property facility (RPF) in such a condition that it may be effectively used for its designated functional purpose. Repair is the restoration of a RPF to such a condition that it may effectively be used for its designated functional purpose. Repair does not include increases in quantities of components or extensions of utilities to areas previously not served; this would be classified as construction. Long-standing precedence is that facility maintenance and repair is considered a base sustainment cost and is the responsibility of the parent Service: ARCENT, MARCENT, NAVCENT, or AFCENT. In the case of maintenance and repair for Army SOF facilities, USFOR-A is responsible as the Army Service headquarters in theater.
  - c. Supported SOF organizations may submit construction requirements to USFOR-A for consideration in the requirements validation process. If, during the validation process the project is determined to be a valid requirement but not appropriate for OMA funding, the validation documentation will reflect this decision. The supported SOF organization may then submit the project to their parent SOF component command for consideration for MFP-11 funding.

#### F. **RESOLUTION OF FUNDING ISSUES:**

Any issue regarding the appropriate use of OMA funding should be referred to the USFOR-A J8. Attempts will be made to resolve issues at the lowest level possible and with minimal impact on the warfighter. As the Army Title 10 headquarters for USFOR-A, the final decision on the use of OMA funding to support other services or SOF rests with the USFOR-A Chief of Staff.



## **INTERSERVICE & INTERGOVERNMENTAL SUPPORT AGREEMENTS**

### **A. PURPOSE:**

To provide a guide for managing the support agreement process for installations, tenants and off-post customers.

### **B. REFERENCES:**

#### **Federal/Public Law**

Title 31, U.S.C. 1535, Agency Agreements

Title 31, U.S.C. 1301(a) and 03302(b)

Public Law 103-160, Section 844, Department of Defense Purchases through Other Agencies

#### **Department of Defense (DoD)**

DoD 7000.14-R, Financial Management Regulation, Vol 4, Jan 95

DoD Instruction 4000.19, Interservice and Intergovernmental Support, 9 Aug 95

DFAS IN Manual, Army Management Structure, 37-100-11

### **C. THE SUPPORT AGREEMENT PROCESS:**

#### **1. General.**

The support agreement process begins when the installation Support Agreement Manager receives a request for support in the form of a memorandum or a draft Support Agreement (DD Form 1144) from the customer. The Support Agreement Manager distributes the draft agreement to the responsible service providers and the installation Resource Manager (RM) for validation of financial information. The designated Functional Area Representatives review the draft agreement to ensure sufficient information has been provided and determine the availability of support. The Functional Area Representatives and RM return the agreement with workforce requirements and cost data to the Support Agreement Manager. The Support Agreement Manager consolidates the support requirements and associated data into a final draft, and returns it to the customer for approval or further negotiation.

#### **2. Support Agreement Manager.**

- a. Prepare the draft DD Form 1144 based upon receiver requests and distribute receiver requests for support to functional areas for review, coordination, and acceptance.
- b. Request functional area representatives provide specific provisions, manpower figures, and reimbursable costs as needed. Provide assistance to functional areas in resolving coordination or processing problems. Ensure



compliance with applicable regulations and command policy when establishing new agreements and when reviewing/revising agreements.

- c. Consolidate all inputs from functional area representatives and ensure the agreement has been prepared according to directives. Compile the approved provisions, manpower, and funding responsibilities into a final agreement.
- d. Ensure the support agreement identifies standard level support as non-reimbursable, and above standard support as reimbursable.
- e. Submit to the supporting Area Support Team (AST) Resource Manager (RM) all documentation pertaining to the agreement for review and validation of costs.
- f. Submit the final agreement and all source documentation to the installation RM and Garrison Commander/Chief of Staff for approval and signature.
- g. After signature of the installation, the agreement is sent to the receiver(s) for signature.
- h. Once the signed agreement is returned from the receiver(s), the completed agreement is distributed to the functional managers, supporting RM, receiving activity, and other organizations as required.
- i. Prepare bill according to agreed upon methodology and ensure billings for reimbursable support are submitted to the receiver on a regular basis.

### **3. Functional Area Representative.**

- a. Interface with the Support Agreement Manager.
- b. Review support requests to ensure sufficient information has been provided to determine the impact of providing support.
- c. Review support requests to determine the availability of support and resources required to provide support.
- d. Assist the installation RM in developing and adjusting, as required, unit cost factors for each applicable support requirement.

### **4. Area Support Team (AST) Resource Manager (RM) or the Regional Command (RC) CJ8**

The installation RM is responsible for ensuring that all support agreement financial actions are accomplished and reviews agreements to validate the financial information. Also assists with the development of appropriate costs and advises installation activities on financial matters. The installation RM signs the DD Form 1144 in the block designated for comptroller signature.

### **5. Customer**

- a. Identify required support and initiate contact with potential provider.



- b. Negotiate agreement with provider.
- c. Notify provider of any known or anticipated changes to requirements as soon as possible, but preferably at least 180 days in advance of the next fiscal year.
- d. Provide reimbursement, as stipulated in the agreement.

#### **D. BEST PROCEDURES FOR SUPPORT AGREEMENTS:**

##### **1. General.**

Procedures to be used at the installation should be tailored for local use to accommodate the various support programs addressed in this section. The procedures will vary depending on the requirement to process support agreements classified as: new; annual review; revision; or cancellation/termination. The Support Agreement Manager is the responsible agent for preparing and processing support agreements. Unless otherwise specified, actions below relate to the Support Agreement Manager.

##### **2. New Support Agreement.**

- a. The Support Agreement Manager receives an initial (new) request for support from the customer. This request may be in the form of a draft support agreement, a letter or memorandum or both. Receive and review written request for support. In all cases, the customer must specify base support requirements in sufficient detail to enable the provider to evaluate support capability and costs. This level of detail may not be available until after meeting with the potential customer.
- b. Determine if Support Agreement is necessary or whether other documentation would satisfy requirement.
- c. Review Paragraph 4, of this handbook, to aid in reimbursement determination.
- d. Other data that should be considered and requested are:
  - 1) Scheduled new construction and/or alteration of facilities.
  - 2) Planned installation of installed equipment, or major new system.
  - 3) Proposed relocation of working spaces or acquisition of additional square footage.
  - 4) Proposed additions to assigned mission that would require additional resources or "above standard level of support".
- e. Develop draft Support Agreement (DD Form 1144 & Annexes/Attachments as needed).
- f. Staff drafts Support Agreement with the installation functional area representatives. The functional area representatives are responsible for reviewing the draft to:



- 1) Ensure the draft provisions accurately detail the support requested.
  - 2) Extract the work requirements or workload factors (to include special requirements or standards of performance).
  - 3) Review functional regulations and directives and determine services that cannot be provided.
- g. Identify and verify costs. If a pre-existing cost mechanism exists, the Support Agreement will contain cost calculations as an Attachment and results entered on the DD Form 1144. If this capability does not exist, the functional POC, in conjunction with the Installation RM, will need to identify the basis for cost determination and compute costs for reimbursable support provided (costs for non-reimbursable support is optional).
- h. Staff drafts Support Agreement with installation RM. The RM reviews the draft to:
- 1) Verify reimbursable/non-reimbursable applications.
  - 2) Verify costs. When a pre-existing cost mechanism exists the Support Agreement will contain cost calculations on an Attachment to DD Form 1144 and results of those calculations entered on the DD Form 1144. If this capability does not exist, the Installation RM, in conjunction with the functional POC, will need to identify the basis for cost determination and compute costs for all reimbursable support provided (non-reimbursable support is optional).
- i. Revise the Support Agreement, if necessary, and provide it to customer to determine if it is acceptable or requires any changes.
- j. Upon receipt of customer feedback, prepare "final" Support Agreement or initiate negotiations as needed. If resolution can be achieved, process Support Agreement. If identified areas of contention cannot be resolved, elevate through command channels to the next higher headquarters of the installation and tenant's parent organization.
- k. Once resolution is achieved, prepare the "final" Support Agreement, and obtain required signatures (Approving Authority for installation and tenant, and their respective RM. The RM signs the Support Agreement before the Approving Authority does to ensure that funding implications have been correctly addressed.

### **3. Support Agreement Annual Review.**

- a. Contact customer and advise that the periodic update of the Support Agreement is being initiated. Obtain cost analysis assistance as necessary.
- b. Explain to the customer any necessary changes in support, costs, and billing.
- c. Redraft Support Agreement, with proposed changes (if any).
- d. Staff as necessary.
- e. Incorporate any changes and publish.



#### 4. Revisions.

- a. Major revisions significantly impact support provided or requested, and/or change costs.
- b. Minor revisions do not significantly change support provided or requested, or change costs. Revisions of this type will be handled by correcting the existing document or creating a "Memorandum of Agreement" and attaching it to the Support Agreement. Regardless of the methodology chosen, all changes will be initialed or signed by the relevant parties.

#### 5. Cancellation/Termination.

- a. Provide written notification of intent to cancel/terminate the Support Agreement to all affected parties.
- b. Determine if the cancellation/termination is bilateral or unilateral. In either case, it is the responsibility of the party considering the action to notify the other party in sufficient time to permit adjustment to the action and to allow funding adjustments to be made during the budget formulation process.

### E. COST METHODOLOGY:

#### 1. General.

- a. Cost information is an important basis in determining reimbursements. Setting appropriate reimbursements and costing, however, are two different concepts. Setting reimbursements is a policy matter, governed by statutory provisions, regulations, and policies. Thus, the reimbursement for a good or service does not necessarily equal the cost of the good or the service determined under a particular set of principles. Nevertheless, cost is an important consideration in establishing reimbursement policy.
- b. Costs of resources consumed by responsible segments (cost center) should be accumulated by type of resource. Outputs produced by responsible segments should be accumulated and, if practicable, measured in units. The full costs of resources that directly or indirectly contribute to the production of outputs should be assigned to outputs through costing methodologies or cost finding techniques that are most appropriate to the segment's operating environment and should be followed consistently.
- c. The first step in cost accounting is to determine the objective of cost identification. In the context of Support Agreements, most cost accounting is accomplished in order to bill a customer. See the Army Reimbursable Policy or DoDI 4000.19 to determine what costs are reimbursable. The objective of cost accounting could be:



- to determine the incremental direct costs for service above the installation's standard level of support;
- to identify all incremental direct costs the installation incurs providing support to an inter-service customer;
- to identify both the direct and indirect costs of providing support



**F. SUPPORT AGREEMENT PREPARATION:**

SUPPORT AGREEMENT			
1. AGREEMENT NUMBER <i>(Provided by Supplier)</i>	2. SUPERSEDED AGREEMENT NO. <i>(If this replaces another agreement)</i>	3. EFFECTIVE DATE (YYYYMMDD)	4. EXPIRATION DATE <i>(May be "Indefinite")</i>
5. SUPPLYING ACTIVITY		6. RECEIVING ACTIVITY	
a. NAME AND ADDRESS		a. NAME AND ADDRESS	
b. MAJOR COMMAND		b. MAJOR COMMAND	
7. SUPPORT PROVIDED BY SUPPLIER			
a. SUPPORT <i>(Specify what, when, where, and how much)</i>		b. BASIS FOR REIMBURSEMENT	c. ESTIMATED REIMBURSEMENT
ADDITIONAL SUPPORT REQUIREMENTS ATTACHED: <input type="checkbox"/> YES <input type="checkbox"/> NO			
8. SUPPLYING COMPONENT		9. RECEIVING COMPONENT	
a. COMPTROLLER SIGNATURE	b. DATE SIGNED	a. COMPTROLLER SIGNATURE	b. DATE SIGNED
c. APPROVING AUTHORITY (1) TYPED NAME		c. APPROVING AUTHORITY (1) TYPED NAME	
(2) ORGANIZATION	(3) TELEPHONE NUMBER	(2) ORGANIZATION	(3) TELEPHONE NUMBER
(4) SIGNATURE	(5) DATE SIGNED	(4) SIGNATURE	(5) DATE SIGNED
10. TERMINATION <i>(Complete only when agreement is terminated prior to scheduled expiration date.)</i>			
a. APPROVING AUTHORITY SIGNATURE	b. DATE SIGNED	c. APPROVING AUTHORITY SIGNATURE	d. DATE SIGNED

DD FORM 1144, NOV 2001

PREVIOUS EDITION MAY BE USED.

Reset

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**11. GENERAL PROVISIONS** *(Complete blank spaces and add additional general provisions as appropriate: e.g., exceptions to printed provisions, additional parties to this agreement, billing and reimbursement instructions.)*

a. The receiving components will provide the supplying component projections of requested support. *(Significant changes in the receiving component's support requirements should be submitted to the supplying component in a manner that will permit timely modification of resource requirements.)*

b. It is the responsibility of the supplying component to bring any required or requested change in support to the attention of \_\_\_\_\_ prior to changing or cancelling support.

c. The component providing reimbursable support in this agreement will submit statements of costs to: \_\_\_\_\_

d. All rates expressing the unit cost of services provided in this agreement are based on current rates which may be subject to change for uncontrollable reasons, such as legislation, DoD directives, and commercial utility rate increases. The receiver will be notified immediately of such rate changes that must be passed through to the support receivers.

e. This agreement may be cancelled at any time by mutual consent of the parties concerned. This agreement may also be cancelled by either party upon giving at least 180 days written notice to the other party.

f. In case of mobilization or other emergency, this agreement will remain in force only within supplier's capabilities.

ADDITIONAL GENERAL PROVISIONS ATTACHED:  YES  NO

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**12. SPECIFIC PROVISIONS** *(As appropriate: e.g., location and size of occupied facilities, unique supplier and receiver responsibilities, conditions, requirements, quality standards, and criteria for measurement/reimbursement of unique requirements.)*

ADDITIONAL SPECIFIC PROVISIONS ATTACHED:  YES  NO



## **Block-by-block Instructions:**

**Block 1**, Agreement Number. Use a consistent convention that facilitates the management of support agreements. Generally, the agreement number begins with the DODAAC of the supplying activity. One practice is following the supplier's DODAAC with the DODAAC of the receiving activity.

**Block 2**, Superseded Agreement Number. This is the number of the agreement that this one replaces, if applicable. If it is a new agreement, enter "New".

**Block 3**, Effective Date. This is the date, in YYMMDD format, that support begins and the date used to establish subsequent reviews.

**Block 4**, Expiration Date. Normally, the expiration date will be indefinite, if so enter "Indefinite". However, a specific date in YYMMDD format may be agreed upon. If so, the rationale for expiration should be included in Block 11, General Provisions.

**Block 5a**, Installation/provider Name and Address.

Enter the complete name (unit, office symbol, building and room number), address, and zip code.

**Block 5b**, Installation/provider Major Command.

**Block 6a**, Customer Name and Address. Enter the complete name (unit, office symbol, building and room number), address, and zip code (plus four digit ISAC Code, if applicable).

**Block 6b**, Customer Major Command.

**Block 7a**, Support. Enter the applicable category of support, by support code and title, as shown in DODI 4000.19. All support categories should be shown regardless of whether the support is provided.

1) If support is provided, enter (Y). Support provided will be grouped by "Standard Level of Support" and "Above/Below Standard Level of Support."

2) If support is not provided, enter (N) and the rationale for not providing should be included in Block 12, Specific Provisions.

**Block 7b**, Basis for Reimbursement. For each support category listed as being provided, enter the basis for calculating the costs applicable to the specific category of support.

**Block 7c**, Estimated Reimbursement. For each support category listed as being provided, enter the estimated costs for the support; if actual costs are known, enter them. Cost entries are to be entered, at summary level, on the line opposite the support category; and by sub-elements (Army Management Structure Code (AMSCO)) directly across from those listed.

Additional Support Requirements Attached. Place an "X" in the "Yes" block if Blocks 7a, 7b, and 7c are continued on an attachment to the DD Form 1144, and specify that



continuation is included at Attachment 1. Reference the Support Agreement Number, and format with the same information presented in Block 7.

**Blocks 8a and 9a**, Comptroller Signature. Enter the typed name and grade of the supporting RM. Signature can be placed over the type entry.

**Blocks 8b and 9b**, Date Signed. Enter the date the Installation RM signs the agreement in YYMMDD format.

**Blocks 8c(1) and 9c(1)**, Approving Authority, Type Name. Enter the typed name, grade, and title of the approving authority. This will normally be the Installation Commander or his designated representative, e.g., Chief of Staff.

**Blocks 8c(2) and 9c(2)**, Approving Authority, Organization. Enter the type unit and office symbols of the individuals shown in Blocks 8c(1) and 9c(1), respectively.

**Blocks 8c(3) and 9c(3)**, Approving Authority, Telephone Number. Enter the DSN telephone number of the signatory in Blocks 8c(1) and 9c(1), respectively.

**Blocks 8c(4) and 9c(4)**, Approving Authority, Signature. The completion of these blocks, by the approval authority of the installation/provider and customer indicate concurrence with and approval of the support agreement to include the attached general and specific provisions.

Blocks 10a and 10c, Termination, Approving Authority Signature. Enter the typed name and grade of the Approving Authority. Signature can be placed over the type entry.

**Blocks 10b and 10d**, Termination, Date Signed. Enter the date the Approving Authority signs the termination in YYMMDD format.

**Block 11b**, General Provisions. Enter the full address of the customer.

**Block 11c**, General Provisions. The following are suggested statements which may be included in the General Provisions block. Block 11. NOTE: Place an "X" in the "Yes" block if Blocks 11 is continued on an attachment to the DD Form 1144, and specify that continuation is included at Attachment number 2. If required, reference the Support Agreement Number, and specify "Continuation of General Provisions".

- 1) Enter the complete billing address of the customers supporting RM.
- 2) Describe the Receiver/Tenant. Include the customer's mission, location, manning strength (officer, enlisted, and civilian), and square footage occupied by the receiver/tenant.
- 3) Identify any peculiarities of the customer such as their need for special handling equipment, hazardous activities, unique security requirements or any other requirements above the common level of support.
- 4) Billing Instructions. Include the method of payment (i.e., DD Form 448 Military Interdepartmental Purchase Request (MIPR), Fund Citation, SF 1080 (Voucher for Transfers Between Appropriations and/or Funds), etc.), frequency of payment



(monthly, quarterly, etc.), details required to support billing, and complete mailing address of installation/provider RM.

5) Effective date, if other than the date the installation/provider approval authority signs the agreement.

6) List of Annexes and Attachments to the DD Form 1144.

7) Local Point of Contact (POC) with Phone number (DSN and Commercial).

**Block 12, Specific Provisions.** This portion of the agreement is used to clearly define the terms and conditions of the agreement including, special or unique instructions for each category of support requested and applicable standards or performance with criteria for measuring that performance.

**Block 12, Additional Specific Provisions Attached.** Place an "X" in the "Yes" block if Block 12 is continued on an attachment to the DD Form 1144, and specify that continuation is included at Attachment 3. If required, reference the Support Agreement Number, and format with the same information presented in Block 12.



## **SUPPORT AGREEMENT DEFINITIONS/ABBREVIATIONS**

1. Base Operations Support (BOS). Term comprising Base Operations, Family Programs, Environmental, Audio-visual, and Base Communications.
2. Base Support. Refers to support services involved with operating and maintaining Army installations and supporting tenants and off-post customers. It consists of Base Operations Support and Real Property Maintenance.
3. Basis for Reimbursement (block 7b on DD Form 1144). A dollar value for a defined unit of service (e.g., \$50 annually per square foot of office space, \$800 per occurrence). Calculations used to determine the basis for reimbursement are recorded in block 12.
4. General and Administrative (G & A) Cost. The cost of resources that support several cost objects and cannot be directly attributed to particular consumers. The cost of a supervisory position that an installation fills regardless of the number of customers it has is an example of a G & A cost.
5. Incremental Direct Cost. The cost of resources directly consumed by an individual activity that would not have been consumed if the activity were not performed. A cost that is specifically identified with a single cost object.
6. Indirect Cost. The cost of resources, including overhead, that support more than one cost object (i.e., not consumed by a single cost object).
7. Intragovernmental Support. Support provided by a DoD activity to a non-DoD Federal activity and vice versa – does not include support provided to or received from foreign governments.
8. Interservice Support. Support provided by one DoD activity to a DoD activity of another Military Service, Defense Agency, Unified Combatant Command, Army Reserves, Navy Reserves, Air Force Reserves, Marine Corps Reserves, Air National Guard, or Field Activity.
9. Interservice Training Review Organization (ITRO) Program. An organization of military services established to improve the cost effectiveness and efficiency of Service training consistent with individual service requirements. Policies and procedures are found in AR 351-9.
10. Joint Interservice Regional Support Group (JIRSG). Representatives from DoD activities in designated geographical regions (enclosure 5 of DoDI 4000.19, Interservice and Intergovernmental Support) who meet to share innovative ideas and seek



opportunities for improving mission quality, efficiency, and effectiveness through the use of support agreements and other cooperative efforts.

11. Memorandum of Agreement (MOA). Memorandums that define general areas of conditional agreement between two or more parties -- what one party does depends on what the other party does (e.g. one party agrees to provide support if the other party provides the materials). MOAs that establish responsibilities for providing recurring reimbursable support should be supplemented with support agreements that define the support, basis for reimbursement for each category of support, the billing and payment process, and other terms and conditions of the agreement.
12. Memorandum of Understanding (MOU). Memorandums that define general areas of understanding between two or more parties -- explains what each party plans to do; however, what each party does is not dependent on what the other party does (e.g. does not require reimbursement or other support from the receiver) and MOUs do not constitute any financial obligation.
13. Mission Unique Services. Support required by an activity due to the unique nature of that activity's mission. Mission unique services are not normally provided by the installation. Costs associated with mission unique support are normally fully reimbursable by the receiver/tenant.
14. Off-Post Customers. An Army (Active or Reserve Component) organizational element or individual with no organic capability for a given base operations support service, is not considered an installation tenant or part of a tenant activity, and must depend on an Army installation or USAR Regional Support Command for support.
15. Tenant. An activity or unit located within the assigned real property boundaries of an installation that is dependent upon the installation for all or a portion of its support requirements.
16. Provider. An installation or activity that has management control over facilities and provides facilities, materiel, or support services to another activity or unit. A provider could also be a receiver for specific support services provided by installation tenants and/or by its off-post customers.
17. Standard Support Level. The documented quality, quantity, frequency, or timeliness of a service. The standard level of service is installation-unique and unique to each Base Support service.
18. Support Agreement. An agreement to provide recurring support to another DoD or non-DoD Federal activity. Support Agreements are documented on a DD Form 1144. They define the support to be provided by one supplier to one or more receivers, specify the basis for calculating reimbursement charges, if any, for each service,



establish the billing and reimbursement process, and specify other terms and conditions of the agreement.

19. Support Agreement Manager. The person at each DoD activity who is responsible for preparing and administering Support Agreements and related MOAs and MOUs. Preparation of agreements includes collecting, from appropriate sources, all information needed to draft agreements and facilitate related negotiations, coordination, approvals, and implementation. Administering agreements includes maintaining a record of active agreements, ensuring their continued accuracy, and facilitating agreement on modifications and terminations when appropriate.

