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MBA PROFESSIONAL REPORT

Contingency Contracting Guide/Lessons for Navy Contracting Officers

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By: Gary Milton
June 2004

Advisors: **Jeffrey R. Cuskey**
Cory Yoder
Ron Tudor

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The purpose of this research is to provide guidance by which future U.S. Navy Contingency Contracting Officers (CCOs) can effectively prepare for contingency operations. Additional research will provide guidelines for sustainment to support major contingencies. The research for this study was accomplished by reading literature on the subject of Contingency Contracting. Further research encompassed gathering information on lessons learned from past contingency contracting operations.

Contingency contracting issues provided in this research project include an examination of preparatory steps required by Navy CCOs prior to deployment. Also included are sustainment issues that could positively effect a contingency operation and funding requirements that should be understood while conducting contingency operations. Additionally, this study provides conclusions and recommendations that could enhance the effectiveness of future Navy CCOs in support of contingency operations.

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CONTINGENCY CONTRACTING GUIDE/LESSONS FOR NAVY CONTRACTING OFFICERS

Gary Milton, Lieutenant Commander, United States Navy

Submitted in partial fulfillment of the requirements for the degree of

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Authors: _____
Gary Milton

Approved by: _____
Jeffrey R. Cuskey, Lead Advisor

_____
Cory Yoder, Support Advisor

_____
Ron Tudor, Support Advisor

_____
Douglas A. Brook, Dean
Graduate School of Business and Public Policy

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CONTINGENCY CONTRACTING GUIDE/LESSONS FOR NAVY CONTRACTING OFFICERS

ABSTRACT

The purpose of this research is to provide guidance by which future U.S. Navy Contingency Contracting Officers (CCOs) can effectively prepare for contingency operations. Additional research will provide guidelines for sustainment to support major contingencies. The research for this study was accomplished by reading literature on the subject of Contingency Contracting. Further research encompassed gathering information on lessons learned from past contingency contracting operations.

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TABLE OF CONTENTS

I. INTRODUCTION....1
A. BACKGROUND....1
B. OBJECTIVES OF RESEARCH....2
C. SCOPE, LIMITATIONS, AND ASSUMPTIONS....2
D. METHODOLOGY....3
E. RESEARCH QUESTIONS....3
F. DEFINITIONS....3
G. ORGANIZATION OF RESEARCH....6

II. PREPARATION....9
A. INTRODUCTION....9
B. PREPARATION FOR A CONTINGENCY....9
C. CONTINGENCY CONTRACTING KIT....13
D. CONTRACT WARRANT....15
E. UNDERSTANDING CULTURE....15
F. SUMMARY....19

III. SUSTAINMENT....21
A. INTRODUCTION....21
B. ROLES AND RESPONSIBILITIES....21
C. CONDUCTING MARKET SURVEYS....23
D. ESTABLISHING A CONTRACTING OFFICE....25
E. CONTRACTING PROCEDURES....25
F. SECURITY AND ANTI-TERRORISM....27
G. SUMMARY....28

IV. FUNDING....31
A. TYPES OF APPROPRIATIONS AND FUNDING SOURCES....31
B. APPROVAL LEVELS....32
C. PROPER USE OF O&M FUNDS....34
D. ACCOUNTING DATA....34
E. WAIVERS, DEVIATIONS, AND DELEGATIONS....44
F. IDENTIFYING THE FUNDING SOURCE....46
G. SUMMARY....47

V. CONCLUSIONS AND RECOMMENDATIONS....49
A. CONCLUSIONS....49
1. Early Preparation is Essential....49
2. Conus Replacement Center (CRC) Website is a Valuable Tool....49
3. Flexible Set of Orders....49
4. Contingency Contract Kit is the CCO's Life Support....50
5. Conducting Market Surveys....50
6. Contract Warrants are Imperative....50

7. Understanding Culture Prior to Arrival Can Possibly Lead to Solid Business Relationships 51
8. A Need for Rules on Requirements Submission....51
9. A Need to Minimize Customer Complaints....51
10. A Need to Generate Contracting Checklists....51
B. RECOMMENDATIONS....52
1. Establish A Navy Contingency Contracting Website....52
2. Mandatory Course Attendance for all Navy CCOs....52
3. Identify Funding Source at the Onset of Contingency Operation....53
C. ANSWERS TO RESEARCH QUESTIONS 53
1. What Pre-Deployment Actions Should a Navy CCO Take to Prepare for Assignment in a Contingency Operation? 53
2. What Steps May a Navy CCO Take to Understand the Culture and Traditions of the People in Possible Areas of Operations?....53
3. What are the Primary Roles and Responsibilities of a Navy CCO?....53
4. What Contracting Waivers, Deviations, and Delegations are Available to Expedite Contracting Transactions During a Contingency?....54
APPENDIX A. CONTINGENCY CONTRACTING DEPLOYMENT KIT....55
APPENDIX B. LIST OF PERSONAL ITEMS NEEDED FOR CONTINGENCY OPERATIONS....57
APPENDIX C. FORMS 59
APPENDIX D. CONTRACTING CHECKLIST 93
APPENDIX E. ACRONYMS....103
LIST OF REFERENCES....105
INITIAL DISTRIBUTION LIST 107

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I. INTRODUCTION

A. BACKGROUND

Global terrorism is on the rise and civil unrest exists in some countries throughout the world. Future Navy Contingency Contracting Officers (CCOs) have the mandate to prepare for and provide sustainment for contingency contracting operations. Identifying specific items needed to prepare and sustain a contingency contracting operation is essential to the individual or group of individuals who are selected to provide logistical resources to support a contingency operation. All Contract Specialists in the Navy will most likely support a contingency operation at some point in their career.

This study is intended to provide future Navy CCOs with the tools necessary to effectively prepare for duty as a Navy Contingency Contracting Officer. Though not intended to be all-inclusive, the research provided in this study offers future Navy CCOs a fundamental basis in understanding preparation and sustainment measures needed to provide logistical support to armed service members during a contingency. Many CCOs are unaware that agencies such as the State Department and the Central Intelligence Agency (CIA) have websites with country studies, updated situation reports, and other information that will help them prepare for contracting before deployment. (Billington and Castrinos, pg. 29) Plenty of controlled chaos and confusion is involved in the initial preparation stages of a contingency operation. Therefore, it is essential that much thought and careful planning is done in advance. Advance preparation is necessary to provide effective contractual support throughout the entire contingency operation.

Further research provided in this study provides information to assist Navy CCOs during the sustainment phase of operations. Sustainment involves providing contracting support for quality of life, facilities, equipment, office supplies and other services. Priorities during the sustainment phase include establishing a vendor base, improving internal controls of the contracting operation, and planning for follow-on forces. (CCSH, pg. 2-7)

Currently around the globe, CCOs are providing exceptional logistical support to deployed forces. The information provided in this research project is from lessons

learned during past contingencies in Bosnia and Kuwait. Contingency Contracting Officers also provided exceptional logistical support during Operation Joint Endeavor (OJE) and Operation Joint Guard (OJG). Particularly noteworthy are the services provided by Navy CCOs in Kuwait and Djbouti. The lessons learned from these operations are provided in this research project and include in-depth information that can be used by prospective Navy CCOs to assist with preparation and sustainment phases of a contingency.

B. OBJECTIVES OF RESEARCH

The objective of this research is to provide information for future Navy CCOs to assist in the preparation and sustainment phases of a contingency operation. Lessons learned, provided throughout this study, are provided to aid in enhancing the effectiveness of future contingency contracting operations. The information gathered from past experiences can prove to be instrumental and possibly allow for smooth transitions in future operations.

C. SCOPE, LIMITATIONS, AND ASSUMPTIONS

The thrust of this research effort includes: (1) an overview of the preparatory procedures future Navy CCOs need to pursue to be effective in a theater of operations; (2) an examination of the sustainment phase; (3) funding for Contingency Contracting Operations to include possible waivers, deviations, and delegations; and (4) Conclusions and recommendations.

This study is limited to the specific roles and responsibilities that are performed by Navy CCOs. Information provided in this study is not intended to be all-inclusive. However, the study provides future Navy CCOs a solid foundation and a fundamental understanding of contingency contracting. Also, this study is limited to information provided from various lessons learned from CCOs who have supported past contingencies.

Throughout this research, it is assumed that the reader has a basic knowledge and familiarity with logistical requirements to support a deployment and understanding of contractual and financial terms.

D. METHODOLOGY

The methodology used in this research consists of the following steps:

1. The researcher conducted a literature search of books, magazine and website articles on various areas of contingency contracting.
2. Lessons learned were gathered from past contingency contracting operations.
3. The researcher contacted Navy Supply Systems Command (NAVSUP 02) and requested information on present contingency contracting operations.
4. Information provided in Contingency Contracting Course MN3318 at Naval Postgraduate School Monterey, CA was used as supporting documentation.
5. Guidelines for CCOs provided in The Navy Contingency Contracting Handbook were explored.

E. RESEARCH QUESTIONS

The following are research questions:

1. What pre-deployment actions should a Navy CCO take to prepare for a contingency operation?
2. What steps may a Navy CCO take to understand the culture and traditions of the people in possible areas of operations?
3. What are the primary roles and responsibilities of a Navy CCO?
4. What contracting waivers, deviations, and delegations are available to expedite contracting transactions during a contingency?

F. DEFINITIONS

Acquisition – The overall process that uses contracting to deliver material and services needed to accomplish a mission. It is an integral part of the overall theater logistics plan and operational system, which includes requirements generation and flow, contract/purchase, inspection, acceptance and user receipt of delivery. (NAVSUP Pub 713, pg. D-1)

Agency/Organization Program Coordinator (APC) – An individual designated by the Head of the Activity (HCA) who shall have overall responsibility for the management, administration and day-to-day operations of the Governmentwide Commercial Purchase Card Program (GCPC) at the activity. (NAVSUP Pub 713, pg. D-1)

Approving Official (AO) – An individual who has under his/her purview a number of cardholders. The approval official is responsible for, at a minimum, reviewing his/her cardholders' monthly statements and verifying that all purchases were necessary for official Government purposes and made in accordance with applicable directives. (NAVSUP Pub 713, pg. D-1)

Cardholder – Any individual designated by the Head of the Activity or Designee to be issued a card. The card bears the individual's name and may be used by him/her to purchase authorized supplies and services in accordance with the activity's internal operating procedures. (NAVSUP Pub 713, pg. D-1)

Contingency Contracting – The acquisition of those essential supplies and services needed to sustain a mission in response to a crisis or actual declaration of war. It includes emergency contracting in continental United States (CONUS) or outside continental United States (OCONUS) for those actions necessary for the mobilization, deployment and redeployment of unit. (NAVSUP Pub 713, pg. D-1)

Contract – A mutually binding legal agreement between two or more persons, enforceable by law. (NAVSUP Pub 713, pg. D-2)

Contracting – The Federal Acquisition Regulation (FAR) defines contracting as purchasing, renting, leasing or otherwise obtaining supplies or services from non-federal sources. Contracting functions include preparation of descriptions (but not determinations) of supplies and services required, selection and solicitation of sources,

preparation and award of contracts, and all phases of contract administration. It does not include making grants or cooperative agreements. (NAVSUP Pub 713, pg. D-2)

Contracting Officer – An official with the authority to enter into, administer and/or terminate contracts. A contracting officer is appointed in writing through a warrant (SF 1042) by the Head of the Contracting Activity (HCA) or designee. (NAVSUP Pub 713, pg. D-2)

Contractor – A corporation, firm, partnership, or individual who provides a service or supply through a contract. (NAVSUP Pub 713, pg. D-2)

Defense Federal Acquisition Regulation Supplement (DFARS) – A DoD supplement to the FAR establishing uniform policies and procedures applicable to all Defense Agencies. (NAVSUP Pub 713, pg. D-2)

Federal Acquisition Regulation (FAR) – A statutory directive establishing uniform policies and procedures for acquisition by DoD and most other government agencies. (NAVSUP Pub 713, pg. D-3)

Head of the Activity (HCA) – The military officer in command or the civilian executive in charge of the mission of a DoN command or activity which has been granted contracting authority by the cognizant HCA; and who has overall responsibility for managing the delegation and use of this authority by personnel under his/her command. (NAVSUP Pub 713, pg. D-3)

Host Nation Support (HNS) – Agreements normally negotiated through the U.S. State Department to provide HNS for deployed forces. Support items under these agreements may include: billeting, food, water, fuel, transportation, and utilities. (NAVSUP Pub 713, pg. D-3)

Imprest Fund – A cash fund established by an advance of funds without charge against an appropriation, from a finance or disbursing officer to a duly appointed cashier. The fund will be used for payments in cash for small purchase. (NAVSUP Pub 713, pg. D-3)

Purchasing Agent – An official with the authority to enter into and/or terminate contracts usually in the form of purchase orders at or below the simplified acquisition threshold using simplified acquisition procedures. Like a contracting officer, a purchasing agent is appointed in writing through a warrant (SF 1402) by the Head of the Contracting Activity (HCA) or his/her designees. (NAVSUP Pub 713, pg. D-3)

Simplified Acquisition Threshold (SAT) – The mandatory threshold for exercising contracts under the authority of FAR Part 13. The SAT is $100,000. The SAT for contracts locally awarded outside the United States in direct support of a declared contingency operation is $200,000. (NAVSUP Pub 713, pg. D-3)

Single Purchase Limit – The dollar limitation assigned to each cardholder for a single purchase. (NAVSUP Pub 713, pg. D-3)

Transaction Type – The transaction type is the method in which an order is placed with the purchase card. Purchase card buys may be made over-the-counter or by telephone. (NAVSUP Pub 713, pg. D-3)

G. ORGANIZATION OF RESEARCH

The remainder of this research project is organized as follows. Chapter II of this study is designed to provide information that will prepare a Navy CCO for the initial phase of a contingency operation. Also included in Chapter II is information regarding cultural perspectives that a CCO needs to take into account prior to and during contingency operations. Information on how to provide sustainment for deployable forces during a contingency is provided in Chapter III. Additionally, Chapter III provides research concerning security and anti-terrorism measures. Chapter IV offers some basic contingency contracting funding information, rules and regulations. Also included in

Chapter IV is a discussion of waivers, deviations, and delegations that may be available during contingencies. Chapter V presents conclusions and recommendations to improve the Navy's ability to support contingency operations. Additionally, answers to research questions are provided in Chapter V.

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II. PREPARATION

A. INTRODUCTION

The information included in this chapter was obtained from a literature review of documents pertaining to the subject matter of contingency contracting. First, this chapter explains the preparations needed to support a contingency contracting operation. Included are excerpts from CCOs who provided logistical support for a major contingency operation to give the reader a broader perspective of the preparation phase. Second, a discussion on the importance of a Contingency Contracting Kit is provided Third, the chapter discusses the importance of obtaining a contracting warrant prior to departure to support a major contingency. Finally, understanding the meaning of culture and points on how to adapt in a different culture are discussed.

B. PREPARATION FOR A CONTINGENCY

Advance planning and preparation is critical to enable a contracting officer to provide effective and efficient contingency support. (NAVSUP Pub 713, pg. 9) A Navy CCO can never be too prepared. The Navy Supply Systems Command (NAVSUP) coordinates the movement of Navy CCOs into their assigned theater of operation. Therefore, once assigned to support a contingency operation it is prudent to contact NAVSUP and request lessons learned or ask for a name of an individual who supported a past contingency. It is wise to contact that individual and ask pertinent questions concerning preparatory steps to support a contingency. Another key preparation is to determine the current readiness posture by reviewing and ensuring training and administration records are up to date. Prior to departing to the theater of operations, CCOs are routed to a CONUS Replacement Center (CRC).

The CRC validates personnel for overseas assignment. The following are lessons learned from the U.S. Navy Survival Guide Operation Joint Forge. The information was used to help Navy Contingency Contracting Officers prepare prior to departing to support Operation Joint Forge (OJF) in Bosnia. Included in the survival guide is a schedule of

events which provided information to Navy CCOs regarding what they could expect during a period at Fort Benning Georgia:

On Monday the CCOs proceeded to the Medical Center to be processed. Immunization was verified along with HIV and PPD. Also, DNA was drawn if not listed in medical records. A review of dental charts was done also. There is no need for the CCO to bring his/her entire medical and dental records, but just the items that were previously listed along with a record of immunization, a current dental exam and a 360 degree dental x-ray. It is imperative to put together a condensed version of medical and dental records. HIV must have been tested within the last six months and PPD within the last two months. Most commonly missed shots are Typhoid and Hepatitis "A", as well as influenza. Missing items will be handled on the spot and could possibly delay the process of completing the validation for overseas assignment. (USNDSG/OJF, pg. 4)

Tuesday was considered paperwork and gear issue day. Contingency Contracting Officers went through Solider Readiness Processing (SRP) and verified most of the items they turned-in on Sunday afternoon. Dog tags were issued if none of the CCOs possessed a pair. Later during the afternoon, gear was issued from the Central Issue Facility (CIF). The CCO was given what the computer identified as needed. During Sunday, questions were asked concerning the number of uniforms that were actually brought to the CRC. Based on the information the CCO gave and the category listed on orders, an issue list was generated. Normally, Navy CCOs received two duffel bags which included t-shirts, laundry bag, duffelwaterproof liner, gloves, socks, belt (black), pistol belt, holster, pistol, clips, Gore-tex poncho and pants, gas mask, polly long-johns, two small towels, body armor, Kevlar helmet and cover, one pair boots, sleeping mat and bag, shelter half, weapon. As mentioned earlier in the chapter, it is imperative that the CCO contact his/her predecessor. During the conversation with the predecessor it would be prudent to find out if some of the uniform items could be declined to lighten the load of carrying all of the items listed. Upon returning to Fort Benning, CCOs had to return all material issued except those items that were worn directly on their skin (t-shirts, long-johns, socks, boots and BDUs). It is smart for the CCO to not mark anything he or she cannot keep because anything marked is considered bought. (USNDSG/OJF, pg. 4)

Wednesday consisted of medical/dental catch-up in the morning. Afterwards, M14 Gas Mask fitting and instruction took place. After lunch, CCOs headed to the pistol range for weapons qualification. All personnel carrying a 9MM will be qualified at least to "marksman". After shooting, all weapons were returned to the armory and the day was completed with the exception of those personnel who may have had catch-up training during the evening hours. (USNDSG/OJF, pg. 5)

Thursday included a Specialized Training Exercise (STX) portion of the indoctrination. Information received on health, hygiene, code of conduct and specific issues such as country situation, current policy, threat conditions, historical perspectives on people, culture, and politics. Also, Mine Awareness, Mine Countermeasures, and Force Protection Training was given. Friday contained more STX training. (USNDSG/OJF, pg. 5)

On Saturday, CCOs received indoctrination into the Theater Specific Individual Readiness Training (TSIRT). Field situations included "Situation Awareness" as well as "Force Protection Lanes" and the like. Sunday was either a standdown or additional training day. The next week consisted of more STX training and the possibility of maybe departing on Thursday. (USNDSG/OJF, pg. 5)

Prior to arriving at the CRC, CCOs need to ensure that their Record of Emergency Data (NAVPERS 1070/602) and Serviceman Group Life Insurance (SGLI) are accurate and up to date. A durable power of attorney needs to be completed prior to departure. The CCO should ascertain that his/her immunization record is up to date and that condensed versions of both medical and dental records are in their possession prior to arrival at the CRC.

It is recommended that Navy CCOs do not solely rely on the CRC to provide all necessary uniforms because situations could happen where certain items may not be in stock. Therefore, it is highly recommended uniform items and insignia be purchased prior to departure. It most cases, Contingency Contracting Officers are reimbursed for uniform items needed during a contingency operation. However, if an Amphibious Construction Battalion is near the CCOs' parent command, it is prudent to contact them to find out if they could possibly support issuing protective gear.

CCOs may be required to travel to other areas in their theater of operations as a means to communicate with vendors. Therefore, acquiring a passport is extremely important. CCOs need to ensure that official and personal passports are up to date and in their possession prior to departure to their theater of operations.

More than likely, CCOs will carry in their possession a weapon of some sort during a contingency operation. Thus, CCOs need to ensure that their weapons and NBC warfare qualifications are up to date. Weapons qualifications are offered at the CRC.

Ensuring that a flexible set of orders is issued to the CCO is extremely important. Having a flexible set of orders will allow the CCO to concentrate more on his/her job once arriving in theater, thus spending little time trying to figure out where to stay once in the theater of operations. In the excerpt below, a Navy CCO who provided contingency contracting support while assigned to Camp Patriot in Kuwait explains the items that should be included in a flexible set of orders:

> One of the most valuable tools you can give a Contingency Contracting Officer going into the field is a very flexible set of orders. Prior to departing, the CCO may not have a clear picture of whom he may be supporting, where he will be living or how much he will be required to travel once he reaches the area he will be working in. At a minimum the orders should authorized reimbursement for internet expenses, the use of commercial airlines at member expense (reimbursable), rental car or car hire, hotel and full per diem, reimbursement for official long distance phone calls and faxes, excess baggage, enough funds on the orders to cover anticipated costs, purchase of a cellular phone and service, and enough funds on the orders to cover the TAD period. The orders set the stage for success, without flexible orders, the CCO will end up spending more time figuring out how to live than actually writing contracts.
>
> I was fortunate enough to have the full support of my command that gave me the most flexible set of orders possible. The right orders allowed me to initially set up an office in a hotel with a fax machine, internet access and everything I needed to do my job. I set up my first office in a hotel in Kuwait and then set up a working office in four different hotels in Bahrain over the six-month period. My orders allowed me the flexibility to move when the job required it without ever missing a customer requirement. The orders also gave me the flexibility to travel back and forth from Bahrain with relative ease. Without the right orders, I would have spent hours trying to get funding for plane rides or military flights. The government flight the Fort Benning transportation office was initially trying to put me on would have put me in Kuwait two weeks after

> my required arrival date. The orders I had gave me the ability to call Navy Personnel and Transportation Officer (NAVPTO) and get a commercial ticket that put me on the ground immediately allowing me to build four camps prior to the kick off of the war. (Hodges, pg 1-2)

Hodges emphasized the following information regarding early preparation for contingency contracting operations:

> The NAVSUP CCO Program is very effective; we all have passports, dog tags and list of other necessary items. I would recommend that it become necessary that every CCO add uniforms to their own preparation kit. All CCOs should have at least three full sets of Woodland and Desert Cami's on hand. This would cut seven days out of the call up process. Currently, a person has to go through Fort Benning CRC or stop along the way to pick up uniforms. Either way, you have to get nameplates and insignia made which slows down the process. All COs should have weapons qualifications (including the infamous weapons card). In most cases a weapon can be picked up in theater but U.S. Army armories will not issue the weapon without a proper qualification card. This can add another three or four days to the process. (Hodges, pg 2)

C. CONTINGENCY CONTRACTING KIT

The makeup of the contingency contracting kit varies with mission requirements. All contingency contracting kits should be customized in such a way that the CCO can immediately commence supporting local forces upon arriving in the theatre of operations.

There are elements of a contingency contract kit that cannot be placed in the kit such as transportation and an interpreter/guide. These two items should be arranged for prior to deployment, if possible. Arrangements for an interpreter/guide can be obtain by locating the local U.S. Embassy or DAO where contingency operations will take place.

The Contingency Contracting Deployment Kit is a life support mechanism for the CCO. NAVSUP Pub 713 emphasizes that each Navy contracting activity with a deployable contracting officer and/or deployable contracting unit should prepare a Contingency Contracting Deployment Kit and have it available at all times. Appendix A lists the contents of a contingency contracting kit. Past experiences by CCOs show that gathering procurement regulations, equipment, and forms upon deployment notification is too late. Units are already deploying to the site and procuring locally to respond to immediate

needs. As a result, there may be many unauthorized purchases, which create an undue workload upon the arrival of procurement personnel. Individual kits should be developed to specific scenarios or anticipated deployment areas. (NAVSUP Pub 713, pg. B-1) A copy of the FAR and DFARs, including an armed service branch specific contingency contracting manual, are invaluable in developing a contingency contracting kit. For example, the Navy has the Navy Contingency Contracting Handbook as a ready reference to assist Navy CCOs in contingency operations. At a minimum, the contracting contingency kit should include a chargeable laptop computer (with spare battery packs, electric power plug adapters, a voltage converter, and a USB Memory stick for storage), FAR and DFAR reference manuals (or CDs that include copies of FAR and DFAR manuals), 60 to 90 days of hardcopy forms (Appendix B), communication equipment, phone cards (international), office supplies, and a field safe. Setting up an email account with Yahoo, Hotmail, or other free email service accounts guarantees communication with the CCO's predecessor during the preparation stage. It is also practical to take personal items on deployment. Appendix B includes a list of necessary personal and optional items to bring on a contingency contracting operation.

Identifying the availability of goods and services to meet customer requirements is incredibly important. This can be accomplished by contacting the predecessor overseeing contingency contracting operations, the local U.S. Embassy in the area of operations, Defense Attache, or the State Department and request a list of reputable supply sources by certain categories. Also spread throughout Europe is the Multi Logistical Service (MLS) Husbanding Agent, who can provide a list of reputable vendors. Contacting the local Navy Regional Contracting Command (NRCC), if available in a specific theater of operations, could provide viable insight on vendor information. Also, contacting other service contracting commands or Joint Contracting Cells can help provide this critical information.

Prior to arriving in theater, the CCO should contact the units that they will be supporting to learn about their mission and possible support requirements. Knowing customer concerns and gaining an overall understanding of many of the key requirements

will allow a seamless transition between previous and newly arrived CCOs and those personnel the CCO will support.

D. CONTRACT WARRANT

The importance of obtaining a contract warrant prior to departure cannot be overemphasized. A contract warrant ascertains that the CCO can conduct contracting transactions immediately upon arriving in the theater of operations. It may be impossible to obtain a warrant once in the theater of operations. A copy of a contract warrant is included in Appendix C.

The following excerpt from Hodges' lessons learned, reiterates the importance of a contract warrant:

> I can definitely see where getting a warrant could become a major issue. I had all the necessary qualifications to get the warrant, i.e., DAWIA III qualification, training records and graduate level transcripts. However, if I had not physically brought them with me, there is no way I would have been warranted. I was also lucky enough to stop in Bahrain on my way out to Kuwait where NRCC Det Bahrain is located. NRCC Det Bahrain warranted me. Getting the warrant from NRCC rather than from FISC San Diego was a key to success. The civilian that I relieved worked for NRCC, if I would have brought a warrant from FISC San Diego, I would have had to modify every purchase order and contract that he wrote. For administrative matters, it makes sense to be warranted by the Contracting Office who works in the theater where you will be located. It is very important that the CCOs going into the country have a warrant from the U.S. Navy prior to arriving. The other warrantable Navy Officer's I met in Kuwait who were working for the Army were having a very difficult time getting a warrant from the U.S. Army Principle Assistant Responsible for Contracting (PARC). The Army PARC was very supportive to anyone inside his or her own system. Being Navy Officers made it more difficult to get warranted. (Hodges, pg. 3)

E. UNDERSTANDING CULTURE

CCOs should familiarize themselves with the culture and language in the area where contingency contracting operations will take place. There are books that can be purchased to aid in learning about a specific culture and language. The CCO must become familiar with the different customs, traditions, infrastructure and special laws and

regulations governing the theater of operations. Culture is defined as the totality of socially transmitted behavior patterns, arts, beliefs, institutions, and all other products of human work and thought typical of a population or community at a given time. (CCSH) Culture shock is defined as a condition of anxiety and confusion that can affect an individual suddenly exposed to an alien culture. It is imperative that the CCO become familiar with the culture prior to his or her arrival in the contingency area. Contacting the local U.S. Embassy, Defense Attache Office (DAO), or utilizing the internet are avenues the CCO can pursue to become familiar with different cultures. One website of interest is www.odci.gov/cia/publications/factbook. The CCO will come in contact with local vendors who speak different languages and react totally differently from anything they have ever experienced. To ensure smooth business and personal transactions, familiarizing oneself with another culture could benefit both the CCO and the local populace. Deciding not to become familiar with the culture when assigned to a contingency area can possibly create hostilities. Koster noted that emphasis needs to be placed on courtesies, customs and traditions:

> More emphasis needs to be placed on the courtesies, customs, traditions and security threats that can be expected in the country where the contracting organization is deploying. This is important for contracting organizations because they must operate among the general population. To require an individual to procure from local businesses in a foreign country without proper orientation, can severely degrade the contracting effort. The insensitivities of Americans to foreign cultures can result in vendors not doing business with the offender. (Koster, pg. 71)

It is good for the CCO to know ahead of time that if he or she behaves in a negative manner it can be considered offensive to another culture.

Billington and Castrinos highlighted that one of the biggest barriers for CCOs during OJE/OJG in Bosnia was the cultural barrier. The Psychological Operations Command (PSYOPS) from Fort Bragg, NC deployed in support of OJE/OJG and was responsible for communicating the operation's economic stabilization message. Had PSYOPS coordinated with the Joint Contracting Command (JCC) for media support, Billington and Castrinos contended, overcoming cultural barriers would have been much quicker. (Billington and Castrinos, pg. 28)

CCOs need to be cognizant of the fact that the pace of life overseas may be much slower than in the United States. Thus, turn around time for requirements may not be as fast as comparable to the U.S. Unless CCOs come to grips with this fact, frustration and impatience will become a part of the daily routine. (CCSH)

Touching, hugging, handholding, and kissing in greeting and parting are customary signs of greeting in most countries overseas. However, CCOs may not experience the same with the opposite sex. It is prudent that CCOs understand who they are dealing with. An aggressive handshake overseas is not the norm as compared to the U.S. Thus, an aggressive handshake should be avoided overseas. (CCSH)

Stereotyping and prejudice towards different cultures can interfere with the objective of the mission. For example, if a foreigner does not speak fluent English, he or she may be viewed as uneducated or lacking intelligence. As a result, frustration arises and the response is – why can't these people speak English? However, most people in countries throughout the world are fluent in more than one language. An incessant awareness of the uniqueness of each individual (that is avoiding stereotyping) allows an adjustment to personal as well as cultural needs. (CCSH)

The following information regarding Do's and Taboo's of Hosting International Visitors, a book by Roger E. Axtell, was taken from the Contingency Contracting Student Handbook. The information will prove useful when visiting the countries listed.

<u>Africa Do's and Taboo's</u>

Do's:

- Talk about family and children
- Bring a gift if visiting
- Modified handshakes with men is common

Taboo's:

- Don't maintain eye contact man to woman
- Don't come unannounced – mostly in West Africa
- Don't point at someone

- Don't bring flowers – used for condolences

Asia Do's and Taboos'

Do's:

- Talk about family and children, history, art
- Politeness, humility appreciated
- Exchange business cards

Taboo's:

- Refrain from shaking hands with women
- The word "No" is shunned
- Don't point, call to someone with a curled finger
- Don't use first names

Middle East Do's and Taboo's

Do's:

- Eat only with right hand, left "unclean"
- Body space closer, extended handshakes, embrace
- Appreciate history and culture

Taboo's:

- Devout muslims never drink alcohol, strict diet
- Women shouldn't cross legs, or show off body
- Don't sit with bottom of soles showing
- Conversation: role of women, politics, unrest

Latin Do's and Taboo's

Do's:

- Discuss country cuisine and drinks, country landmarks, sports (Soccer), neutral topics
- Business cards, abrazo (Embrace), conservative suits, recognize status

- Direct eye contact

Taboo's:

- Don't discuss politics, religion, family, marital status, human rights

At all costs, telling ethnic jokes should be avoided. Some good human relations that will aid in the CCO becoming successfully acclimated with a different culture include: (1) Speak to people; (2) Smiling at people; (3) Call people by name; (4) Be friendly and helpful; (5) Be cordial; (6) Be genuinely interested in people; (7) Be generous with praise – cautious with criticism; (8) Be considerate with the feelings of others; (9) Be alert to give service; and (10) Add to this a good sense of humor, a big dose of patience and a dash of humility. (CCSH)

F. SUMMARY

As shown in this chapter, there are key steps to take to prepare for a Contingency Contracting operation. Ensuring your personnel readiness posture and medical records are updated is imperative to getting off to a good start. Future Navy CCOs must be cognizant of the fact that the Contingency Contracting Kit is a necessity in order to support a major contingency. The excerpts from past CCOs provided in this chapter should prove helpful to future CCOs who will one day be called upon to support a contingency. The lessons learned at CRC will prepare CCOs in advance and hopefully save them unnecessary headaches and preclude redundancy that many CCOs experience once arriving at the CRC. The training received at CRC is vital and lays the foundation for a successful operation. Obtaining a contract warrant prior to departure is essential for conducting transactions immediately upon arriving in theater of operations. Finally, understanding the culture and avoiding pitfalls such as offensive behavior towards foreigners have proven to break down culture barriers and allow smooth transactions with local vendors.

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III. SUSTAINMENT

A. INTRODUCTION

This chapter presents information on how Navy CCOs can provide sustainment for deployable forces during contingency operations. Specifically, research discussed in this chapter entails essential items that Navy CCOs need to provide the best logistical support to the customer. Before discussing what the CCO needs in order to perform effectively, he or she must understand their basic roles and responsibilities. This chapter discusses the following; (1) roles and responsibilities of the CCO; (2) conducting market surveys; (3) guidance on establishing a contracting office; (4) an overview on contingency contracting procedures; and (5) security and anti-terrorism measures.

B. ROLES AND RESPONSIBILITIES

The primary role of the CCO is to provide responsive support to the customer. He or she must comply with law and regulations as set forth in the FAR. Applying sound business judgment is another responsibility of the CCO. In most places where humanitarian relief efforts or other contingency operations take place, especially austere environments, the vendors possess little or no knowledge of U.S. Government procurement procedures. The CCO will not, in some cases, have the support of more experienced contracting personnel. Thus, knowing basic roles and responsibilities is imperative to successfully support contingency contracting operations. Some of the roles and responsibilities of CCOs during contingency contracting operations include: (1) being a true soldier, sailor, airmen or marine; (2) setting up office operating procedures; (3) interfacing with customers and providing contractual support; (4) business advisor; (5) obligation to functional chain of command; (5) conducting market surveys; and, (6) exercising sound ethical decisions. (CCSH, pg. 4-46)

During certain contingency operations, CCOs will face physical danger. In contingency operations, CCOs must be skilled in weapons handling, proficient in handling chemical defense gear, acquainted with security procedures, and in some cases familiar with reading a map.

The CCO must set up office operating procedures that meet the needs of the customer. Rules must be established by the CCO that explain requirements submission for the customer to follow when requesting supplies or services. Rules on requirements submission must include purchase descriptions, funding, approving channels, contract processing, pickup and delivery procedures, and quality control responsibilities. An emphasis should be placed on the consolidation of requirements, when feasible, to preclude numerous or unnecessary trips to the contracting office when units being supported are long distances from the contracting office. (CCSH, pg. 4-46)

Customers may complain about the way contracting business is conducted. One way to alleviate complaints from customers is to provide education on contracting procedures. The CCO can hold training with the purchasing agents from the units they support. The training should include how to submit requirements and funding documents. The customer should be trained on how to validate, describe and fund requirements. Having the customer identify who can validate their requirements prior to the request being forwarded to the contracting office should possibly minimize the time between submission and customer's receipt of requirements. Proper interfacing with customers is important and will alleviate a lot of headaches in the long run. Contingency contracting is referred to at times as 'life support' contracting. Thus, in austere locations, U.S. Armed Forces personnel are solely dependent upon the CCO for food, water, shelter, and sanitation and host of other suppliers. (CCSH, pg. 4-47) CPT Baynes, a U.S. Army Contracting Officer who supported U.S. troops in Afghanistan stated the following concerning supporting troops:

> You name it, they've asked for it. Whatever they forget to bring, whatever they realized they shouldn't have left home, they've asked me to get it. (Giordono, pg. 1)

The CCO should continually inform the customer regarding what can be done for them. During operations in Kosovo, the contracting team continued to educate customers supported by the Joint Task Force (JTF) on just what the JCC could do for them. (Phillips, pg. 23)

As a business advisor, the CCO must be aware of the impact he or she will have on the local economy. The CCO must be cognizant not to favor one particular vendor by

purchasing solely from that vendor. It is imperative for CCOs to spread purchases throughout the local economy to revitalize the economy. Not doing so could lead to envy and jealousy amongst other vendors and possibly result in violence. Majors Billington and Castrinos, both U.S. Army Contracting Officers, provided contingency contracting support during Operation Joint Endeavor (OJE) and Operation Joint Guard (OJG) in Bosnia. They noted the following concerning supporting the local economy:

> One of the primary missions of OJE/OJG was, and is, to revitalize the economic base of Bosnia. The Army's National Command Authority (NCA) stated that the economic recovery of Bosnia was vital to the overall success of the peacekeeping mission. Early in the operation, the administration clearly identified this objective. The late Secretary Ron Brown, and many other government and industry leaders sacrificed their lives pursuing the economic revitalization of this war-torn country. (Billington and Castrinos, pg. 27)

CCOs should also educate vendors on U.S. business practices such as increasing competition, leases, customer service, and electronic transfer payments (EFT). (McDermott, pg. 16)

CCOs are responsible to their functional chain of command concerning their compliance with the FAR/DFARs. One of the responsibilities of the CCO is to protect taxpayers' dollars.

In regards to ethics, the CCO must make sound ethical decisions and act in accordance with their training, experience and conscience to do the right thing. The CCO must be mentally and morally prepared to deal with temptations such as being offered gifts, gratuities, and bribes or anything else of value. CCOs must remember that once he or she compromises their integrity it is difficult or maybe impossible to redeem.

C. CONDUCTING MARKET SURVEYS

Another responsibility of the CCO is to conduct market surveys to identify reputable sources of supply. Contacting the local U.S. Embassy (if available) is a good initial start in identifying local vendors. Conducting market surveys is the best way to locate vendors in the area where contingency contracting operations will take place. The Navy has Navy Regional Contracting Commands (NRCC) in some areas that could aid

with identifying local sources. Also, the Multi Logistical Service (MLS) Husbanding Agent can aid in providing logistical support. Contact with MLS can be made by locating the NRCC in the particular region where contingency operations will be conducted. For austere locations, the local U.S. Embassy, Embassy General Services Officer (GSO) or DAO can provide a list of reputable sources along with providing invaluable information of the local business practices and the current political and economic climate within the region. Local government leaders and major overseas hotel chains have business offices that can support locating local sources of supplies. (CCSH 7-21) There is nothing wrong with asking CCOs presently supporting a contingency in your prospective area of operations for information concerning reputable vendors. Also, the internet can be a viable source to locate vendors.

CCOs coordination with Non-Governmental Organizations (NGOs), such as the U.S. Agency for International Development (USAID) and Cooperative Relief Everywhere (CARE), has proven to provide logistical support during contingency operations. For example during Operation Sea Angel, a humanitarian relief effort to support local citizens of Bangladesh who experienced a major cyclone, NGOs provided food, water, water-purification tablets, and volunteers. (Smith, pg. 3)

There are potential pitfalls associated with the decision to forgo conducting market surveys. Deciding not to conduct market surveys may result in an overcharge for products and services. Overcharging can happen due to a lack of knowledge regarding prices in the local area. Another potential pitfall is the probability of receiving products or services of poor quality from unreputable vendors. Thus, taxpayers' dollars are not being allocated to purchase the best valued products and services. Customers may suffer because of a delay in receiving products and services due to the CCO's lack of knowledge of who can provide services. Locating reputable vendors cannot be overemphasized. Conducting good market surveys will possibly result in a win win situation for both the CCO and the customer.

D. ESTABLISHING A CONTRACTING OFFICE

Prior to establishing an office, the CCO should take into consideration his/her safety. The CCO's office should be in a location that is secure and away from conflict or danger. The office should also be near the armed forces that will receive contracting support. Also, it benefits the CCO to make sure he or she is near a financial comptroller. Having an office near a financial comptroller will speed up the contracting process because funds and funding documents are immediately available. Vendor accessibility is important to the CCO. CCOs should ensure that they are not far away from vendors. CPT Mark Phillips, U.S. Army CCO highlighted the following concerning vendor accessibility during contingency contracting operations in Kosovo:

> The Joint Contracting Team (JCC) team eventually received a tent from the supply folks and established an office and sleep area just inside the front gate. This gave vendors immediate access to the JCC. (Phillips, pg. 22)

CCOs need office equipment such as desks and chairs, safes, fax machines, file cabinets, telephones and copiers. Office supplies such as paper, pens, staplers and staples, date stamps, post-it notes, three ring binders, hole punchers, and scissors should be part of the contingency contracting kit.

E. CONTRACTING PROCEDURES

The Standard Form 44 (Purchase Order-Invoice-Voucher) is used to satisfy the majority of purchases during a contingency operation. Other forms such as the DD Form 1155 (Purchase and Delivery Order), DD Form 1348-1, Navy Comptroller (NAVCOMPT) Form 2276, and DD Form 448 (All in Appendix C) are used to support purchase requests. Elements that should be included on forms when using the simplified acquisition process are item description, part number/stock number, customer's name and organization, and a point of contact. When services and construction requests need to be satisfied, CCOs need a complete Statement of Work (SOW) and name of the customers' Contracting Office Representative (COR) who will be providing technical support. The SOW should include a detailed, performance oriented description of what is expected of the contractor, what the government needs, not how it should be accomplished. When

using the government credit card for micro-purchases, SOWs are not required. A model SOW is provided in the contracting checklist in Appendix D. Only an adequate description of the requirement should be provided. (NAVSUP Pub 713, pg. 32)

The Standard Form 44, Purchase Order-Invoice-Voucher is a pocketsize purchase order used for over-the-counter purchases. The SF 44 is used only when no other small purchasing method is considered more economical or efficient. Also, the SF44 is used when supplies and services are immediately available, one delivery and one payment is to be made; and for overseas transactions by warranted contracting officers in support of contingencies declared by the Secretary of Defense, the threshold is raised from the $2,500 limit to $200,000. Procedures for using the SF 44 are covered in the FAR and in NAVSUP Pub 713. (NAVSUP Pub 713, pg. 34)

The DD Form 1155, Order for Supplies or Services, is authorized for purchases not to exceed the simplified acquisition threshold. Vendors are solicited orally or in writing. The DD Form 1155 is filled in with appropriate information concerning shipping, prompt payment discounts, financial data, vendor, quantities, price, and additional data. The form is then mailed, hand carried, or picked up by the vendor, who either performs the order or signs the back and returns it, thereby promising to perform the order. When the item requested has been received or the service requested has been performed, the bottom of the front page may be used as a receiving report for the Government (NAVSUP Pub 713, pg. 35). Any amendments or modifications to the DD Form 1155 are done using Standard Form 30, Amendment of Solicitation/Modification of Contract . A copy of Standard Form 30 Form is provided in Appendix C.

When there is a repetitive need for supplies or services, or a requirement for a broad class of items (e.g., hardware) a Blanket Purchase Agreement (BPA) can be used. The establishment of charge accounts with qualified and reputable sources takes place when conducting BPAs. It is prudent for the CCO to established pre-priced BPAs through negotiation with local suppliers. It is also advantageous for the CCO to use local suppliers who have proven themselves in the past and offered lower prices than other suppliers. BPAs shall be established in accordance with FAR 13.203. A copy of a BPA log is provided in Appendix B.

The government-wide purchase card can be used to purchase supplies and services up to the micro-purchase threshold of $2,500 in accordance with FAR Part 13, DFARS Part 213 and NAVSUPINST 4200.85 series. It may also be used to purchase supplies directly from government sources.

The establishment of logs and files to annotate purchases cannot be emphasized enough. Either manual or electronic logs are sufficient to document purchases. However, when using electronic logs, the CCO shall ensure backup disks are kept in secure locations to support any audits that may take place during or after contingency operations. An example of a purchase order log is provided in Appendix C.

CCOs should generate an internal contracting checklist as a tool to effectively manage their contracting operation. CCOs should ensure that checklists are update as necessary and adapted to local conditions as required. CCOs can used the checklist to: (1) Test whether prescribed controls are in place, operational and effective; (2) Identify areas where additions or reductions to existing controls are needed; (3) Select corrective actions when a deficiency can be corrected locally; and (4) Refer deficiencies that cannot be corrected locally to higher command levels for assistance. Appendix D contains a contracting checklist with information regarding the contracting management process in a contingency operation. (NAVSUP Pub 713, pg. C-1).

F. SECURITY AND ANTI-TERRORISM

The duties and responsibilities performed by the CCO may place him or her in dangerous environments on different occasions. There may be occasions when the CCO must travel alone within the local population where contingency operations take place. Thus, the CCO should be aware of several security and anti-terrorism measures that can possibly provide safety. Koster accentuated that not understanding the possible terrorist threat or the dark parts of town could place the contracting officer in an unnecessary life-threatening situation. (Koster, pg. 71)

Terrorism is defined in the DoD Directive 2000.12 as the "calculated use of violence or threat of violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological. (CCSH, pg. 6-3) Staying alert, unpredictable, low-key, and informed are

four basic principles that highlight a security program. Staying alert means the CCO must be constantly aware of his or her surroundings. Remaining unpredictable signifies that the CCO should not routinely do the same thing day in and day out. For example, taking a different route to work on some days makes it difficult for terrorists to track movements. The CCO should never attract attention to him or herself. Therefore, remaining low-key should be a top priority. Dressing comparably to the locals and avoiding loud and obnoxious behavior aids in remaining as common as possible. Inquiring about current threat information allows the CCO to stay informed about the local threat. (CCSH, pg. 6-5)

It is prudent, after arriving in country, to select a hotel far from dangerous areas of the city. CCOs should identify the emergency exits in hotels and always lock room doors. They should also avoid been noisy at all costs. For this attracts attention to oneself. The door should not be opened prior to looking through the peephole and asking the name of the individual. (CCSH, pg. 6-8)

If driving a vehicle, CCOs should conduct periodic checks for any suspicious pieces of equipment under the vehicle. If something is recognized that should not be there, immediately step away from the vehicle and locate the proper authorities. Gas tanks in the vehicles should be kept at least half full at all times. (CCSH, pg. 6-16)

If possible, CCOs should avoid going out on leisure time alone. It is prudent to minimize going out at night. Discussing personal matters such as travel plans, and job assignments with strangers should not take place at all. CCOs must be aware that when traveling to support contingency operations, adopting good common sense measures should be the norm. (CCSH, pg. 6-18)

G. SUMMARY

This chapter has shown several factors that are involved to provide sustainment for deployable forces during contingency operations. The CCO must be aware of the roles and responsibilities to be effective in supporting contingency operations. The contingency contracting kit is the life support element that is needed to support the CCO in performing daily tasks. Knowing how to properly set up an office and locating vendors is vital to the operation. CCOs can successfully support the customer when his

or her office has the proper procedures in place and a solid vendor base. Finally, familiarizing oneself with security and anti-terrorism measures, avoiding life threatening situations, and using common sense can save lives in contingency areas.

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IV. FUNDING

This chapter provides information concerning the funding aspects of contingency contracting operations. During several contingencies, CCOs arrived in theater unaware of which agency was providing funding for the operation. Not knowing the proper funding source can seriously hamper contingency contracting operations. Prior to departing to support contingency operations, CCOs should make every effort to find out their source of funding. This chapter discusses the following; (1) types of appropriation and funding sources available to the CCO; (2) Different approval levels; (3) Proper use of Operation and Maintenance (O&M) funds; (4) Guidance on how to read Navy and Marine Corps, Army and Air Force accounting data; (5) a discussion of waivers, deviations, and delegations; and (6) an emphasis on identifying the funding source.

A. TYPES OF APPROPRIATIONS AND FUNDING SOURCES

The following information was taken from the Contingency Contracting Reference Book. The categories are Department of Defense (DoD) appropriations and the period of availability for obligation of each type:

O&M 1 year

Personnel 1 year

Research Development Technological and Evaluation (RDT&E) 2 year

Procurement 3 year

Military Construction (MILCON) 5 year

There are a variety of funding sources for contingency contracting operations. The CCO should understand the purpose and limitation of different type of funding sources and ensure all spending is conducted properly and within legal scope. The following information is a summary of major contingency funding sources. (CCSH, pg. 8-9)

O&M Funding Authorities

General 10 USC 2241(a)(6)

Feed & Forage Act	41 USC 11
Secretarial Emergency and Extarordinary Expense Funds	10 USC 127
CINC Initiative Fund	10 USC 166(a)
Humanitarian and Civic Assistance	10 USC 401
MILCON Funding Authorities	
Military Construction	10 USC 2802
Unspecified Minor Military Construction	10 USC 2805(a)&(c)
Emergency Construction Authority	10 USC 2803-2808
Other US Funding Authorities	
Arms Export Control Act (State Dept)	22 USC 2751-2796
Foreign Assistance Act (State Dept)	22 USC 2151-2430
Defense Emergency Response Fund	Public Law 101-165
Stafford Act (FEMA Reimbursement) (CONUS only)	42 USC 5121-5203
Economy Act	31 USC 1535
Foreign Country Funding Authorities	
Section 607, Foreign Assistance Act	22 USC 2357
Section 7, United Nations Participation Act	22 USC 287d-1
Acquisition and Cross-Servicing Agreements	10 USC 2341-2350

B. APPROVAL LEVELS

The Anti-deficiency Act (ADA) prohibits the CCO from making or authorizing obligations or expenditures that exceed an amount available in an appropriation. Also, a CCO may not commit the government in a contract or obligation for payment of money before an appropriation is made unless authorized by law. Some exceptions such as the Feed and Forage act permits the CCO to contract without an appropriation for clothing, subsistence, forage, fuel, quarters, transportation, or medical and hospital supplies for the current fiscal year. This authority is "contract" authority and does not authorize disbursements. CCOs may initiate certain contract actions prior to an appropriation if the

solicitation and contract include the clause FAR 52.232.18, Availability of funds. CCOs will commit an anti-deficiency act violation if they award without the clause. (CCSH, pgs. 8-7, 8-8)

The ADA's limitations on "expenditures in excess of amounts permitted by regulation" refer to the approval level and specific type of funds required for certain acquisitions. For example, real estate acquisitions below $200,000 can be made with O&M funds and approved by the local unit commander, but real estate acquisitions above that level require Congressional approval and must be made with Military Construction (MILCON) funds. (CCSH, pg. 8-8) The table below from the Contingency Contracting Student Handbook summarizes the specific approval levels for the most common purchases:

Category of Work	Fund Range	Approval Authority	Appropriation
Maintenance	< $1M > $1M	Local Commander M.C. (Note 1)	O&M O&M
Repair	< $1M $1M - $3M > $3M	Local Commander M.C. CNO,CMC,NAF, DA	O&M O&M O&M
Construction	< $500K $500K-$1.5M > $1.5M	Local Commander Service Secretary Congress	O&M MILCON (UMC) MILCON (Specified)
Emergency Construction	> $500K	Service Secretary	MILCON (Specified)
Contingency Construction	> $500K	Secretary of Defense	MILCON (Specified)
Equipment Installation	< $200K > $200K	Local Commander M.C.	O&M Procurement
Supplies	< $100K (unit cost) > $100K (unit cost)	Local Commander Local Commander	O&M Procurement (Note 2)
Services	< $1M	Local Commander	O&M
Real Estate Acquisition	< $200K > $200K	Local Commander Congress	O&M MILCON

Notes:
1. The approval authority listed as "MC refers to "Major Claimant" for Navy/USMC, MACOM for Army, and MAJCOM for Air Force.
2. The FY95 Defense Authorization Act raised this limit from $25K to $50K, and the FY96 Defense Authorization Act raised it to $100K. Individual services may not have yet revised their financial regulations to reflect this change. (CCSH, pgs. 8-7, 8-8)

C. PROPER USE OF O&M FUNDS

O&M funds pay for the day-to-day expenses of doing business. It is easier to describe the things you cannot buy with O&M funds than it is to describe the incredibly wide range of products and services for which O&M funds are appropriate. O&M funds are not authorized for: (1) Procurement of end items with unit price in excess of $100,000; (2) Procurement of centrally managed items; (3) Construction in excess of $500,000; and (4) Exercise-related construction that is not truly temporary in nature. (CCSH, pg. 8-14)

O&M funds are also not available for "capital investment items. It is important to look at the "total system cost" of the items being purchased and to consider what the end product is. For example, the purchase of computer equipment (both hardware and software), power distribution equipment, communications cabling, and communication services – all individually are authorized O&M expenditures. However, when these items are put together to create a Local Area Network (LAN), they are more properly classified as a capital investment, and should be purchased with Procurement funds. (CCSH, pg. 8-14)

Morale, Welfare, and Recreation (MWR) for the troops is often a major concern for unit commanders. O&M funds are authorized for purchase of trophies or similar nominal items to present to winners of command-sanctioned events or competitions. These awards cannot be "merchandise items" such as televisions, radios, or cameras, as they are considered to be personal gifts. Gifts or mementos can, however, be given to foreign dignitaries, but must be purchased with Official Representation Funds (ORF). (CCSH, pg. 8-14)

D. ACCOUNTING DATA

On some occasions during contingency operations, Navy CCOs will be part of a Joint Contracting Staff. Therefore, it is imperative that CCOs know how to properly read Navy and Marine Corps, Army and Air Force accounting data. This section provides information on how to read accounting data for the Navy and Marine Corps, Army and Air Force. All information included in this particular section is provided from the Contingency Contracting Course 234 Student Guide pages 8-26 through 8-33.

Each of the various federal agencies has a different method for cost accounting. A typical string of accounting data found on a requirements document is 30 to 40 characters in length. Each of these characters is broken out differently – in accordance with the accounting practices of the providing agency. However, the first 9 digits are same for all agencies. They are:

1. Positions 1-2: Accounting Classification Reference Number (ACRN). These first two characters are always alphabetic, and serve as a reference identifier to the line of accounting. When there is only one line of accounting data the ACRN will always be "AA." ACRNs will not be duplicated within the same fund usage document (i.e., the same ACRN will not be assigned to two or more different lines of accounting data in the same document).

2. Positions 3-9: Appropriation. These 7 characters are always numeric (with the exception of continuing appropriations, which use the letter "X" in position #5). The appropriation symbol is the key to identifying the type and date of funds. The first 2 digits (positions #3 and #4 of the line of accounting) designate the government agency responsible for administering the appropriation (e.g., "17" for Navy). In the case of appropriations which are allotted or transferred from one agency to another, the appropriation symbol is prefixed by the 2-digit code for the receiving agency and a hyphen (e.g., "17-57" for Air Force appropriations transferred to the Navy). The third digit (position #5) indicates the fiscal year of the appropriation (e.g., "6" for FY96). An "X" in this position indicates a continuing appropriation. In the case of multiple-year appropriations, the first and last years of fund availability are separated by a slash (e.g., "5/9" for 5-year funds available from FY95 through FY99). The last four digits (positions #6 through #9) designate particular appropriations. The (very long) list of appropriations for any particular agency can typically be found in publications from that agency's comptroller (e.g., Volume 2 of the Navy Comptroller Manual).

Deciphering the first 2 digits of the appropriation symbol:

11 Executive Office of the President

17 Department of the Navy (includes USMC)

19 Department of State

20 United States Treasury Department

21 Department of the Army

57 Department of the Air Force

69 Department of Transportation (includes United States Coast Guard)

97 Department of Defense

Deciphering the last 4 digits of the appropriation symbol:

Category	Navy	USMC	Army	Air Force	DOD
Military Personnel	1453	1105	2010	3500	
O&M	1804	1106	2020	3400	0100
Other Procurement	1810	1109	2035	3080	0300
Military Construction	1205		2050	3300	0500
Family Housing	7030		7020	7040	7060

Deciphering the last four digits of the appropriation symbol (continued)

11*0114 Anti-Terrorist Assistance

11*1022 Narcotics Control

11*1080 Military Assistance

11*1081 International Military Education and Training

11*1082 Foreign Military Sales

17*1507 Weapons Procurement, Navy

21*2033 Weapons Procurement, Army

21*2034 Ammunition Procurement, Army

69X0201 Operations Expenses, Coast Guard

69*0240 Acquisition, Construction, and Improvements, Coast Guard

96*3122 General Construction, Corps of Engineers

96*3124 General Expenses, Corps of Engineers

97X4930 Defense Business Operating Fund

Another command data element in accounting data is the Object Class, although it appears at different locations within the line of accounting among various agencies. This 3-digit field is used to identify the nature of the supplies/services involved. Activities typically zero-fill this field or use object class 250 ("other services"). Some of the major object class codes are listed below. (Note: Use only the first 2 digits of the object class in Army accounting data.)

200-Series, Contractual Services

- 210 Travel and transportation of persons
- 211 Full-time civilian and military personnel
- 212 WAE employees, consultants, and experts
- 213 WOC consultants and experts
- 220 Transportation of things
- 230 Rent, communications, and utilities
- 240 Printing and reproduction
- 250 Other services
- 251 Building maintenance and alterations
- 252 Equipment maintenance and repairs
- 254 Facilities operations
- 258 Contingencies
- 259 Special Services
- 260 Supplies and materials

300-Series, Acquisition of Capital Assets

- 310 Equipment
- 320 Lands and structures

Navy accounting data is separated into 11 columns as shown below. The bottom row of this table indicates the number of alphanumeric symbols in each column.

A	B	C	D	E	F	G	H	I	J	K
ACRN	APPROPRI-ATION	SUBHEAD	OBJECT CLASS	BUREAU CONTROL	SA	AAA	TT	PAA	COST CODE	AMOUNT
2	7	4	3	5	1	6	2	6	12	

These individual columns are defined as follows:

A. ACRN

B. Appropriation Symbol –first 2 digits are "17"

C. The subhead is a further breakdown of the appropriation used for dividing, identifying, and allocating funds to various administering offices. The (very long) list of subheads appears in Volume 2 of the Navy Comptroller Manual. Some of the major subheads typically arising in contingency operations are listed below:

11*1106 (O&M, MC)

.27A0 Operating Forces

17*1109 (Procurement, MC)

.1*** Series of specific ammunition types

.4*** Series of specific communication equipment types

.0700 Spares and repair parts

17*1205 (MILCON, Navy)

.2531 Major Construction

.2532 Minor Construction

17*1804 (O&M, Navy)

.11W0 Support of other nations

.3C1C Combat communications

.9U8R Real property maintenance

17*1810 (Other Procurement, Navy)

.81** Ships support equipment (series)

.0200 Communications and electronics, general

.43** Aviation support equipment (series)

.52** Ordnance support equipment (series)

.K5** Civil Engineer Support Equipment (CESE) (series)

.96** Material Handling Equipment (MHE) (series)

.*8JC Spares and repair parts (series)

97X4930 (DBOF)

.NC1A Material

.NS1S Logistic Support Services

D. Object Class. Three digit filed is used to identify the nature of supplies/services. Recall, some of the object codes were listed earlier in this section.

E. The bureau control number is an allotment authorization number. The first 2 digits are known as the budget project number, and the last 3 digits identify the activity to which the allotment was granted. This numbering system facilitates posting expenditures to the proper appropriation accounts.

F. The suballotment (SA) is a one-digit alphanumeric character used by the allotment holder to issue funds. It identifies subcategories of the bureau control number.

G. The authorized accounting activity (AAA) identifies, by UIC, the activity that performs the official accounting functions for the funds involved.

H. The transaction type (TT) code identifies the expenditure of funds by functional categories. Some of the typical transaction codes include:

1J Subsistence

2D Transactions not included in another transaction category

6A Per diem and miscellaneous travel expenses

6B Car rental in conjunction with travel

6D Order for work and services (project order)

6E Order for work and services (work request)

6F Request for contractual procurement

6W Contract progress payments

I. The property accounting activity (PAA) identifies, by UIC, the activity for which plant property is purchased. This field is zero-filled if the requisition does not involve the purchase of plant property.

J. The cost code is a 12-digit alphanumeric field that is available to the issuing activity for information and identification purposes. When the accounting data is provided for material or service requisitions, the cost code consists of 2 zeros followed by the 4-digit Julian date, 4-digit serial number, and a 2-character fund code.

K. The amount column indicates how much money is authorized and available for the supplies or services ordered.

Army accounting data is separated into 8 columns as shown below. The bottom row of this table indicates the number of alphanumeric symbols in each column.

A	B	C	D	E	F	G	H
ACRN	APPROPRI-ATION	OPERATING AGENCY	ALLOTMENT	PROJECT ACCOUNT	OBJECT CLASS	FISCAL STATION	AMOUNT
2	7	2	4	7	2	6	

These individual columns are defined as follows:

A. ACRN

B. Appropriation Symbol – first 2 digits are “21”

C. The operating agency is a 2-digit code indicating the MACOM responsible for management of the funds cited. For example, “57” is TRADOC and “76” is FORSCOM.

D. The allotment field is a 4-digit serial number assigned locally.

E. The project account indicates a specific operating budget. These budgets are separated by function. The first character is alphabetic, followed by a 6-digit number (the last two digits are separated by a period). For example, "P1110.00" is for enlisted personnel pay and allowances.

F. Object Class – use only the first 2 digits of the object class as noted earlier.

G. The fiscal station identifies, by UIC, the activity which performs the official accounting functions for the funds involved.

H. The amount column indicates how much money is authorized and available for the supplies or services requested.

Air Force accounting data is separated into 10 columns as shown below. The bottom row of this table indicates the number of alphanumeric symbols in each column.

A	B	C	D	E	F	G	H	I	J
ACRN	APPROPRI-ATION	FUND CODE	PROGRAM YEAR	OPERATING AGENCY	OBAN	RC/CC CODE	EE	ACTG STATION	AMOUNT
2	7	2	1	2	2	6	3	6	

These individual columns are defined as follows:

A. ACRN

B. Appropriation Symbol – first 2 digits are "57"

C. The fund code identifies categories of expenditure by function. The two-digit field is used to provide historical data on the cost of performing these functions. Some typical fund codes are:

17 Investment Equipment
25 Military Construction
30 Operation and Maintenance
32 Military Personnel
82 Military Family Housing

D. The program year indicates the first fiscal year (use last digit of the FY) in which the funds are available.

E. The operating agency code identifies the major command responsible for management of the funds cited. As an example, "64" indicates AETC (Air Education and Training Command).

F. The operating budget accounting number (OBAN) is assigned by the Operating Agency (item "E" in the accounting data) to identify a specific operating budget. Each individual command subordinate to the Operating Agency is assigned a unique OBAN.

G. The responsibility center/cost center (RC/CC) code is used to sort expenditures and obligations by both organizational and functional categories for measurement against budget targets. The RC (first 2 characters of the RC/CC code) identifies the organization who has been assigned to monitor financial management.

RC codes are uniform throughout the Air Force – some examples are:

20 Wing Staff
40 Logistics Group
50 Support Group

56 Civil Engineer Squadron

The RC also typically exercises significant control over acquisition and consumption of resources. RCs are usually composed of two or more cost centers. The CC (3rd and 4th characters of the RC/CC code) identifies the production unit where the resources are actually consumed. It is a subordinate unit to the RC, and denotes the basic organizational level at which it is meaningful to aggregate cost data. Cost accounts (CA) (5th and 6th) characters of the RC/CC code) are categories of expenditure within the CC. It is the lowest level at which costs may be aggregated.

H. The element of expense (EE), also referred to as the element of expense investment code (EEIC), is used to identify the category of commodity/service purchased. This three-digit field can also contain a 2-digit suffix for subcategories. Some of the typical EEICs are listed below.

201 Active Duty Air Force Military Personnel Expenses
39* Civilian Personnel Expenses (series)
409 TDY Travel Expenses
43* Vehicle Rental (series)
46* Transportation of Property (series)
472 Rental of ADP Equipment
473 Rental of Other Equipment
480 Purchased (commercial, off-base) Utilities
511 Foreign National Personnel Compensation
52* Facility Projects (series)
533 Contract for CE Services
569 Maintenance of Equipment (other than ADP equipment)
592 Miscellaneous Contractual Services
612 Fuel, Oil, and Lubricants (non-aviation)
619 Other Supplies and Material (for immediate consumption)

699 Aviation Fuel

I. The accounting station is a 6-digit field that identifies the accounting and finance office which performs the official accounting functions for the funds involved.

J. The amount column indicates how much money is authorized and available for the supplies or services requested.

E. WAIVERS, DEVIATIONS, AND DELEGATIONS

In a contingency contracting environment the need for urgent and high priority requirements is inevitable. It can be expected that there will be reduced lead times for supplies and services. Thus, various waivers, deviations, and delegations may be permitted by higher authority in order to allow the CCO more latitude to conduct successful contracting operations. The following are several waivers, deviations and delegations granted to the CCO during contingency operations:

- The Simplified Acquisition Threshold (SAT) has been raised to $200,000 for all overseas contingences, provided it is a "declared" contingency. Raising the threshold has granted the CCO more flexibility to support customer requirements.
- With permission from the "National Defense Contracts Exempt From Certain Statutory Limitations Act", CCOs are allowed to enter into, modify, or make advance payments on contracts in the interest of national defense without regard to certain statutory limitations.
- As part of the Competition and Contracting Act of 1984, agencies are authorized to forgo full and open competition when a need for property and services arises due to the United States facing possible injury.
- The Defense Resources Act grants authority to the CCO to meet certain contingencies. Prior to deployment, the CCO should be notified regarding what has being authorized before exercising such authority.
- U.S. Socio-economic laws and regulations are not required to be followed overseas when conducting contingency contracting operations. However, CCOs

must ensure there are no binding treaties by host nations that require the U.S. to abide by certain laws.

- CCOs are also granted the authority to award Letter Contracts and undefinitized contractual actions while conducting contingency contracting operations. Thus, CCOs are allowed to obtain requirements expeditiously.
- Extraordinary Relief. Grants the CCO the authority to meet requirements during a contingency. The CCO must be cognizant of the fact that audits can take place during and after contingencies. Thus, it is imperative for the CCO to document reasons for not adhering to certain contracting procedures. Seeking legal advice when an ambiguous situation presents itself is a prudent step for a CCO to take during contingency operations.

The following is a list of additional FAR exceptions:

Reference	Subject	Exceptions Allowed
5.202(a) (12)	Synopsis	Does not apply overseas
5.202(a) (2)	Synopsis	Not applicable if unusual and compelling urgency exists.
5.202(a) (3)	Competition Requirements	International agreement specifies the source of supply
25.102(a) (1)	Buy American Act	Not applicable for items purchase outside the U.S.
25.302(b)	International Balance of Payments Program	Acceptable to buy foreign under 25K. See FAR cite for further exceptions.
2.501	Payment in Local	Foreign contracts should be priced Local Currency and paid in local currency, unless Contracting Officer determines it to be inappropriate.

28.102-1(a)	Bonds	Miller Act 40 U.S.C. 270a-f and FAR Supl, can be waived by the Contracting officer for overseas Construction

DFARS Exceptions Allowed:

Reference	Subject	Exceptions Allowed
37.104(b) and 37.104(70) (I) (6)	Personal Services	Pursuant to 5 U.S.C. 3109 if advantageous to the national defense (Required D&F)
1.670-3(a)	Ratifications	Can be delegated by HCA
1.699	Contracting Authority of Other Personnel	Imprest fund purchases IAW FAR/DFARs 13.4 Fuel, oil, and emergency repairs, SF44, and credit card purchased IAW FAR 13.505-3.

F. IDENTIFYING THE FUNDING SOURCE

The importance of identifying the funding source prior to departing on contingency contracting operations cannot be overemphasized. On the onset of humanitarian relief efforts for Operations Sea Angel in Bangladesh in April 1991, the Joint Contracting Staff (JCS) failed to identify a proper bill payer which resulted in some confusion. To cover the cost, Smith pointed out the following:

> To cover the cost of medical support and the numerous other types of assistance provided by the JTF, on 26 May President Bush, with the advice of the Departments of State and Defense, authorized "the furnishing of up to $20 million of defense articles from the stocks of the DoD and defense services of the DoD," for Bangladesh disaster assistance. This presidential determination, based on section 506 (a) (2) of the Foreign Assistance Act of 1961 as amended, would later cause some confusion. Initially, it was assumed that it would cover the total cost of all JTF-provided goods such as food, medical supplies, and shelter materials, and services such as transportation, water purification, and basic engineering work. However, State Department and CinPac legal staffs subsequently determined that it only applied assistance provided for 120 days after the presidential determination was issued. Following the termination of Operation Sea Angel, the American Embassy, through the defense attaché's office, would use this presidential determination to

> upgrade the Bangladesh government's disaster relief network by providing DoD declared excess equipment, such as radios and other communication gear. (Smith, pg. 9)

The costs associated with Operation Sea Angel eventually were funded with the assurance of later reimbursement by each service component from its operation and maintenance budget. Department of Defense anticipated that the Department of State would reimburse the department for its disaster efforts. However, it later was determined that each of the services' operations and maintenance budgets would be reimbursed with money drawn from the Defense Emergency Response Fund, established by Congress in 1990. (Smith, pg. 9)

Identifying a funding source prior to departing on contingency operations could possibly allow CCOs to avoid the scenarios that took place during Operation Sea Angel.

G. SUMMARY

This chapter provided information concerning different types of DoD funding appropriations to include O&M, Personnel, RDT&E, Procurement and MILCON. Also shown in this chapter are a number of funding sources available to the CCO. CCOs should be aware of the different types of funding approval levels to preclude from committing Anti-deficiency Act violations. Information concerning things that cannot be purchased with O&M funds was provided. This information will allow CCOs to understand the wide range of products and services for which O&M funds are appropriate. Since Navy CCOs are likely to work in a joint environment on occasion, a section on how to read Navy and Marine Corp, Army and Air Force accounting data was incorporated. All CCOs should understand there is a certain amount of latitude available in the form of waivers, deviations, and delegations to procure supplies and services. Contingency contracting environments require the need for urgent and high priority requirements and reduced lead times for supplies and services. Therefore, waivers, deviations, and delegations may be necessary.

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V. CONCLUSIONS AND RECOMMENDATIONS

A. CONCLUSIONS

The objective of this research is to provide guidance by which future U.S. Navy CCOs can effectively prepare for contingency operations. Additional research provides guidelines for sustainment to support major contingencies.

1. Early Preparation is Essential

Early preparation is essential for success in contingency operations. Agencies such as the State Department and the Central Intelligence Agency (CIA) have websites with country studies, updated situation reports, and other information that will help prepare for contracting before deployment. Advance preparation is necessary to provide effective contractual support throughout the entire contingency operation. NAVSUP coordinates movement of Navy CCOs into their assigned theater of operation. Therefore, once assigned to support a contingency operation it is prudent to contact NAVSUP and request lessons learned or ask for names of individuals who supported past contingencies. It is wise to contact that individual and ask pertinent questions concerning preparatory steps to support a contingency.

2. Conus Replacement Center (CRC) Website is a Valuable Tool

CCOs have found the CRC website to be a valuable source for preparation. The CRC validates CCOs for overseas assignment. The CRC website (www.bliss.army.mil/LocalUnitLinks/CRC) provides information to prospective CCOs on required paperwork, transportation, schedules, required immunizations, uniform requirements and other pertinent information.

3. Flexible Set of Orders

Flexible orders allow the CCO to support customers upon arrival. Thus, the CCO spends less time figuring out where to stay once in theater Items in a flexible set of orders, at a minimum, should include: (1) Authorized reimbursement for internet expenses; (2) Use of commercial airlines at member expense (reimbursable); (3) Rental car or care hire; (4) Hotel and full per diem; (4) Reimbursement for official long distance phones calls and faxes; (5) Excess baggage; (6) Enough funds on orders to cover

anticipated expenses; (7) Purchase of cellular phone and service; and (8) Enough funds to cover the Temporary Assigned Duty (TAD) period. The orders set the stage for success. Without flexible orders, the CCO will end up spending more time figuring out how to live than actually writing contracts. (Hodges, pg 1-2)

4. Contingency Contract Kit is the CCO's Life Support

The Contingency Contracting Kit is a life support mechanism for the CCO. NAVSUP Pub 713 emphasizes that each Navy contracting activity with a deployable contracting officer and/or deployable contracting unit should prepare a Contingency Contracting Deployment Kit and have it available at all times. Past experiences by CCOs show that gathering procurement regulations, equipment, and forms upon deployment notification is too late. Units are already deploying to the site and procuring locally to respond to needs. Individual kits should be developed to specific scenarios or anticipated deployment areas. A copy of the FAR and DFARs, including an armed service branch specific contingency contracting manual, are invaluable in developing a contingency contracting kit. Appendix A lists the contents of a contingency contracting kit.

5. Conducting Market Surveys

Identifying the availability of goods and services to meet customer requirements is incredibly important. Contacting the predecessor overseeing contingency contracting operations, the local U.S. Embassy, Defense Attache, and State Department in the area of operations for a list of reputable sources are prudent ways to conduct market surveys. Additionally, the MLS Husbanding Agent and NRCC may be able to provide lists of credible suppliers.

6. Contract Warrants are Imperative

A Contract Warrant ascertains that the CCO can conduct contracting transactions immediately upon arriving in the theater of operations. It is important for Navy CCOs to be warranted by the U.S. Navy prior to arriving in the theater of operations. CCOs should ensure that the warrant is brought to the theater of operations. The CCO cannot conduct contracting operations without a contract warrant. Some CCOs have obtained warrants from the local NRCC.

7. Understanding Culture Prior to Arrival Can Possibly Lead to Solid Business Relationships

Becoming familiar with the different cultures in the area of operations can possibly lead to solid business relationships between the CCO and local vendors. The internet is a viable source to learn about different cultures and language. Offensive behavior in theater of operations should be avoided at all cost. Contacting the local U.S. Embassy or DAO are other avenues to pursue to become familiar with different cultures. One website of interest is www.odci.gov/cia/publications/factbook. CCOs will come in contact with local vendors who speak different languages and react totally from anything they have ever experienced.

8. A Need for Rules on Requirements Submission

Rules should be established by the CCO that explain requirements submission for the customer to follow. Rules on requirements submission should include purchase descriptions, funding, approving channels, contract processing, pickup and delivery procedures, and quality control responsibilities. An emphasis should be placed on consolidation requirements, when feasible, to preclude numerous or unnecessary trips to the contracting office when units being supported are long distances from the contracting office. (CCSH, pg. 4-46)

9. A Need to Minimize Customer Complaints

Inevitably, customers will complain about the way contracting is being conducted. Complaints need to be minimized to ensure business transactions flow as smoothly as possible. CCOs can hold training with the purchasing agents form the units they support. Training should include how to submit requirements and funding documents. Proper interfacing with customers is important and will alleviate a lot of headaches in the long run.

10. A Need to Generate Contracting Checklists

CCOs need to generate internal contracting checklists as a tool to effectively manage contracting operations. Checklists can be used to: (1) Test whether prescribed controls are in place, operational and effective; (2) Identify areas where additions or reductions to existing controls are needed; (3) Select corrective actions when a deficiency

can be corrected locally; and (4) Refer deficiencies that cannot be corrected locally to higher command levels for assistance.

B. RECOMMENDATIONS

1. Establish A Navy Contingency Contracting Website

The U.S. Navy should establish a website comparable to the CRC website. The website should include tools that will aid future Navy CCOs to perform duties in all types of contingency operations. The website should include information regarding the four phases of a contingency contracting operation (Mobilization/Initial Deployment, Build-Up, Sustainment, and Termination/Redeployment). Electronic copies of the FARs and DFARs should be included on the website. Also, electronic copies of all the necessary forms needed to conduct contracting operations should be included. The availability to electronically input data in specific blocks on the forms should be included. Some websites provide forms in Acrobat Reader format only without the availability to electronically input information directly on the forms. Having the ability to electronically input data on forms vice manual input will speed up the procurement process and possibly alleviate mistakes. Points of contact available to answer a broad range of contingency contracting questions should also be included on the website.

2. Mandatory Course Attendance for all Navy CCOs

The Defense Acquisition University (DAU) Contingency Contracting 234 Course or its equivalent should be a mandatory requirement for Navy CCOs prior to departure to support contingency operations. This course is offered at least twice a month in various locations throughout the United States. Course length is 9 days. A course schedule can be viewed at www.dau.mil. Upon completion of the course, students will be able to: (1) identify and apply contracting laws, regulations, and procedures for contingencies; (2) apply ethical principles in procurement decisions in foreign environments; (3) identify key personnel and organizations in contingencies, explain their roles and responsibilities, and illustrate required coordination; (4) summarize and discuss elements of contingency contracting support planning; (5) assess customer requirements and execute appropriate procurement actions; (6) prepare, assemble, administer, and close out contracts, documents, files and reports; and (7) recognize cross-cultural behavior patterns and

antiterrorism force protection measures and explain their impact on contingency contracting. (DAU Catalog, Ch. 4, pg. 23)

3. Identify Funding Source at the Onset of Contingency Operation

It is imperative that CCOs identify funding sources prior to the onset of operations. Identifying the funding source could possibly alleviate obstacles to timely funding. The CCO can request information concerning the funding source from financial personnel located within their contracting command.

C. ANSWERS TO RESEARCH QUESTIONS

1. What Pre-Deployment Actions Should a Navy CCO Take to Prepare for Assignment in a Contingency Operation?

In preparing for a contingency operation, CCOs should contact a representative from NAVSUP who oversees the coordination of assigning CCOs to contingency operations and request lessons learned. CCOs should ensure Record of Emergency Data (Page 2) and Serviceman Group Life Insurance (SGLI) are up to date and copies are in their possession. A durable power of attorney need to be completed. CCOs should ascertain that immunization records and passports are up to date.

Having a flexible set of orders is imperative. Contents that should be included in a flexible set of orders are listed in Chapter II. Becoming familiar with the culture and language in the area of operations is key to preparation. Certain books and the internet are viable sources that aid in educating about specific cultures and languages. CCOs should have a contingency contracting deployment kit available at all times. Obtaining contract warrant data and conducting market surveys are also key preparatory steps.

2. What Steps May a Navy CCO Take to Understand the Culture and Traditions of the People in Possible Areas of Operations?

There are books that can be purchased to aid in learning about a specific culture and language. Contacting the local U.S. Embassy, DAO, or utilizing the internet are avenues the CCO can pursue to become familiar with different cultures. One website of interest is www.odci.gov/cia/publications/factbook.

3. What are the Primary Roles and Responsibilities of a Navy CCO?

The primary role of the CCO is to provide responsive support to the customer. Applying sound business judgment is another responsibility of the CCO. Certain roles and

responsibilities of CCOs during contingency contracting operations include: being a true soldier, sailor, airmen or marine; setting up office operating procedures; interfacing with customers and providing contractual support; business advisor; obligation to functional chain of command; conducting market surveys; and, exercising sound ethical decisions. (CCSH, pg. 4-46)

4. What Contracting Waivers, Deviations, and Delegations are Available to Expedite Contracting Transactions During a Contingency?

The Simplified Acquisition Threshold (SAT) has been raised to $200,000 for all overseas "declared" contingences. Raising the threshold has granted the CCO more flexibility to support customer requirements.

Certain Acts such as the National Defense Contracts Exempt From Certain Statutory Limitations Act, Competition and Contracting Act of 1984, and Defense Resources Act grant authority to the CCO to meet certain contingencies. U.S. Socio-economic laws and regulations are not required to be followed overseas when conducting contingency contracting operations. However, CCOs must ensure there are no binding treaties by host nations that require the U.S. to abide by certain laws. Extraordinary relief grants the CCO the authority to meet requirements during a contingency. FAR sections 5.202(a)(12), 5.202(a)(2), 5.202(a)(3), 25.102(a)(1), 25.302(b), 2.501 and 28.102-1(a) list additional exceptions. Also, DFARs sections 37.104(b), 37.104(70(I)(6), 1.670-3(a), 1.699 are allowed exceptions.

APPENDIX A. CONTINGENCY CONTRACTING DEPLOYMENT KIT

Each Navy contracting activity with a deployable CCO and/or deployable contracting unit should prepare a Contingency Contracting Deployment Support Kit. From previous experience, gathering procurement regulations, equipment, and forms upon deployment notification is too late. Units are already deploying to the site and procuring locally to respond to immediate needs. As a result, there may be many unauthorized purchased which will create a workload upon the arrival of procurement personnel. Individual kits should be developed to specific scenarios or anticipated deployment areas. (NAVSUP Publication 713, pg. B-1)

Contingency Contracting Deployment Support Kit:

Forms (60-90 day supply of forms)

DD Form 250, Material Inspection and Receiving Report (Over 25K)
DD Form 350, Individual Contracting Action Report
DD Form 448, Military Interdepartmental Purchase Request (MIPR)
DD Form 448-2, Acceptance of MIPR
DD Form 1057, Monthly Contracting Summary of Actions (25K or less)
DD Form 1155, Order for Supplies or Services – Request for Quotations
DD Form 1592, Contract Cross Reference Data
DD Form 1593, Contract Administration Completion Statement
DD Form 1594, Contract Completion Statement
DD Form 1597, Contract Close-out Checklist
DD Form 1598, Contract Termination Status Report
NAVCOMPT Form 2276, Purchase Request and Commitment
SF 18, Request for Quotations
SF 26, Award/Contract
SF 30, Amendment of Solicitation
SF 33, Solicitation, Offer, and Award
SF 44, Purchase Order-Invoice-Voucher
SF 1402, Certificate of Appointment
SF 1403-8, Preaward Survey of Prospective Contractor Series
SF 1409, Abstract of Offers
SF 1410, Abstract of Offers Continuation
List of authorized Procurement Instrument Identification Numbers (PIIN)

Catalogs with pictures of supplies (Because of probable language barriers, such catalogs would be very helpful).
Catalogs of hardware, construction supplies, automotive parts, among others would be useful

Office Supplies

Folders, pressboard
Paper Clips
Rubber bands
Erasers
Paper Fasteners
Envelopes
Pencils and Pens
Notebooks, stenographers
File Folders (letter size)
Paper, bond
Memorandum books
Plastic Bags
Electric Typewriter
Calculators w/ribbons and tape
Dry Erase Board (w/pens)
English/Foreign Language Dictionary for appropriate language
Personal laptop with software, printer, modem, power converter, extension cords, batteries, diskettes, USB memory stick, telephone line adapters, AC/DC adapter of he type used to connect to an automobile cigarette lighter.
International cellular phone
Flashlights and batteries
Sample contract formats
SF 1402, Certificate of Appointment issued by HCA
Hand-held calculators and batteries
Facsimile machine
Digital camera
UPS/Surge Protector/Voltage Converter
Field safe and/or security container
FAR and DFAR both paperback and software versions
Cash or Treasury Checks
List of banking facilities in host country
Vector Kit
In/Out Box Set
3 inch binders
Desk Lamps

APPENDIX B. LIST OF PERSONAL ITEMS NEEDED FOR CONTINGENCY OPERATIONS

Necessary Items
GTR Excess Baggage
Travel Advance
Weapons Clearance
Passport
Power of Attorney
Record of Emergency Data (Page 2)
SGLI Form
Copy of last FITREP
Security Clearance Paperwork
Dental Record (condensed)
Dental Panogram
Medical Record (condensed)
Current Physical
Prescription Medications
PRT Folder
AMEX Card
Personal Checks
Travelers Checks
Phone Cards
Combination Lock
Uniforms
Uniform Devices
Uniform Accessories
Gym Gear
Shower Shoes
UnderWear
2 Laundry Bags
Personal Hygiene Kit
Bath Towels
Sun Screen Lotion
Alarm Clock
Postage Stamps
Flashlight/Batteries
Toilet Gear
Civvies
Battery Alarm Clock
Address Book
List of Contacts In-Route
Contract Warrant Data

Shoulder Holster or Leg Holster 9mm (most USMC bases will have them for issue)
Small rug (for next to your rack)
Little Laser Lights for your uniform (tends to get very dark in certain areas)
Coffee Cup with lid
Duct tape
Ziploc baggies (all sizes – the dust is bad in the Middle East)
USB Memory stick (to store files)
Laptop
Hangers
Locks for seabags
Cold and flu medicine (six months supply)
Comfort items
Pillow and comforter (can also have mailed to you)

Optional Items

CD Player, portable DVD player, Misc Entertainment items
Checkbook
Portable Lantern (battery operated)

APPENDIX C. FORMS

Included in this appendix are various forms Navy CCOs may use during contingency operations. The DD Forms can be downloaded at http://web1.whs.osd.mil/kdhome/forms.htm. Standard Forms (SF) can be downloaded at www.gsa.gov/forms

DD FORM 250

MATERIAL INSPECTION AND RECEIVING REPORT

MATERIAL INSPECTION AND RECEIVING REPORT

Form Approved
OMB No. 0704-0248

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 completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the Department of Defense, Executive Services and Communications Directorate (0704-0248). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE ABOVE ORGANIZATION.
SEND THIS FORM IN ACCORDANCE WITH THE INSTRUCTIONS CONTAINED IN THE DFARS, APPENDIX F-401.

1. PROCUREMENT INSTRUMENT IDENTIFICATION (CONTRACT) NO.	ORDER NO.	6. INVOICE NO./DATE	7. PAGE	OF	8. ACCEPTANCE POINT

2. SHIPMENT NO.	3. DATE SHIPPED	4. B/L TCN	5. DISCOUNT TERMS

9. PRIME CONTRACTOR CODE	10. ADMINISTERED BY CODE

11. SHIPPED FROM *(If other than 9)* CODE / FOB:	12. PAYMENT WILL BE MADE BY CODE

13. SHIPPED TO CODE	14. MARKED FOR CODE

15. ITEM NO.	16. STOCK/PART NO. DESCRIPTION *(Indicate number of shipping containers - type of container - container number.)*	17. QUANTITY SHIP/REC'D*	18. UNIT	19. UNIT PRICE	20. AMOUNT

21. CONTRACT QUALITY ASSURANCE

a. ORIGIN

☐ CQA ☐ ACCEPTANCE of listed items has been made by me or under my supervision and they conform to contract, except as noted herein or on supporting documents.

DATE | SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE

TYPED NAME:

TITLE:

MAILING ADDRESS:

COMMERCIAL TELEPHONE NUMBER:

b. DESTINATION

☐ CQA ☐ ACCEPTANCE of listed items has been made by me or under my supervision and they conform to contract, except as noted herein or on supporting documents.

DATE | SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE

TYPED NAME:

TITLE:

MAILING ADDRESS:

COMMERCIAL TELEPHONE NUMBER:

22. RECEIVER'S USE

Quantities shown in column 17 were received in apparent good condition except as noted.

DATE RECEIVED | SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE

TYPED NAME:

TITLE:

MAILING ADDRESS:

COMMERCIAL TELEPHONE NUMBER:

** If quantity received by the Government is the same as quantity shipped, indicate by (X) mark; if different, enter actual quantity received below quantity shipped and encircle.*

23. CONTRACTOR USE ONLY

DD FORM 250, AUG 2000 PREVIOUS EDITION IS OBSOLETE. Reset

DD FORM 250

CONTINUATION SHEET

MATERIAL INSPECTION AND RECEIVING REPORT - *CONTINUATION SHEET*	PAGE	OF	*Form Approved OMB No. 0704-0248*

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 completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the Department of Defense, Executive Services and Communications Directorate (0704-0248). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TOTHE ABOVE ORGANIZATION.
SEND THIS FORM IN ACCORDANCE WITH THE INSTRUCTIONS CONTAINED IN THE DFARS, APPENDIX F-401.

SHIPMENT NO.	DATE SHIPPED	PROC INSTRUMENT IDEN. (CONTRACT)	(ORDER) NO.	INVOICE NO.

ITEM NO.	STOCK/PART NO. DESCRIPTION *(Indicate number of shipping containers - type of container - container number.)*	QUANTITY SHIP/REC'D	UNIT	UNIT PRICE	AMOUNT

DD Form 250C, NOV 92 *Previous edition may be used.* Reset

DD FORM 350

INDIVIDUAL CONTRACTING ACTION REPORT

Report Control Symbol DD-AT&L(M)1014

A1 Type of Report ____ (0) Original; (1) Canceling; or (2) Correcting
A2 Report Number _____
A3 Contracting Office
A3A Reporting Agency FIPS 95 Code _____
A3B Contracting Office Code _____
A4 Name of Contracting Office _____

B1 Contract Identification Information
B1A Contract Number _____
B1B Origin of Contract ____ (A) DoD; (B) NASA; or (C) Other Non-DoD Agency
B1C Bundled Contract ____ (Y) Yes; or (N) No
B1D Bundled Contract Exception ____ (A) Mission Critical; (B) OMB Circular A-76; or (C) Other
B1E Performance-Based Service Contract ____ (Y) Yes; or (N) No
B2 Modification, Order, or Other ID Number
B2A Order, or Other ID Number_____
B2B Modification Number _____
B3 Action Date (*yyyymmdd*) _____
B4 Completion Date (*yyyymmdd*) _____
B5 Contractor Identification Information
B5A Contractor Identification Number (DUNS) _____
B5B Government Agency ____ (Y) Yes; or (N) No
B5D Contractor Name and Division Name
Contractor _____
Division _____
B5E Contractor Address
Street or PO Box _____
City or Town _____
State or Country _____ Zip Code _____
B5F Taxpayer Identification Number _____
B5G Parent Taxpayer Identification Number _____
B5H Parent Name _____
B6 Principal Place of Performance
B6A City or Place Code _____
B6B State or Country Code _____
B6C City or Place and State or Country Name _____
B7 Type Obligation ____ (1) Obligation; (2) Deobligation; or (3) No Dollars Obligated or Deobligated
B8 Obligated or Deobligated Dollars *(Enter Whole Dollars Only)* _____
B9 Foreign Military Sale ____ (Y) Yes; or (N) No
B10 Multiyear Contract ____ (Y) Yes; or (N) No
B11 Total Estimated Contract Value *(Enter Whole Dollars Only)* _____
B12 Principal Product or Service
B12A Federal Supply Class or Service Code _____
B12B DoD Claimant Program Code _____
B12C MDAP, MAIS, or Other Program Code _____

DD FORM 350, OCT 2003 1

DD FORM 350

INDIVIDUAL CONTRACTING ACTION REPORT

Report Control Symbol DD-AT&L(M)1014

B12D NAICS Code _____

B12E Name or Description _____

B12F EPA-Designated Product(s) _____ (A) EPA-Designated Product(s) with Minimum Recovered Material Content; (B) FAR 23.405(c)(1) Justification; (C) FAR 23.405(c)(2) Justification; (D) FAR 23.405(c)(3) Justification; or (E) No EPA-Designated Product(s) Acquired

B12G Recovered Material Clauses _____ (A) FAR 52.223-4; or (B) FAR 52.223-4 and FAR 52.223-9

B13 Kind of Action

B13A Contract or Order ____ (1) Letter Contract; (3) Definitive Contract; (4) Order under an Agreement; (5) Order under Indefinite-Delivery Contract; (6) Order under Federal Schedule; (7) BPA Order under Federal Schedule; (8) Order from UNICOR or JWOD; or (9) Award under FAR Part 13

B13B Type of Indefinite-Delivery Contract ____ (A) Requirements Contract (FAR 52.216-21); (B) Indefinite-Quantity Contract (FAR 52.216-22); or (C) Definite-Quantity Contract (FAR 52.216-20)

B13C Multiple or Single Award Indefinite-Delivery Contract ____ (M) Multiple Award; or (S) Single Award

B13D Modification ____ (A) Additional Work (new agreement); (B) Additional Work (other); (C) Funding Action; (D) Change Order; (E) Termination for Default; (F) Termination for Convenience; (G) Cancellation; (H) Exercise of an Option; or (J) Definitization

B13E Multiple Award Contract Fair Opportunity _____ (A) Fair Opportunity Process; (B) Urgency;(C) One/Unique Source; (D) Follow-On Contract; or (E) Minimum Guarantee

B13F Indefinite-Delivery Contract Use ____ (A) Government-Wide; (B) DoD-Wide; (C) DoD Department or Agency Only; or (D) Contracting Office Only

B13G Indefinite-Delivery Contract Ordering Period Ending Date (*yyyymmdd*) _____

B14 CICA Applicability _____ (A) Pre-CICA; (B) CICA Applicable; (C) Simplified Acquisition Procedures Other than FAR Subpart 13.5; or (D) Simplified Acquisition Procedures Pursuant to FAR Subpart 13.5

B15 Information Technology Products or Services ____(A) Commercially Available Off-the-Shelf Item; (B) Other Commercial Item of Supply; (C) Nondevelopmental Item Other than Commercial Item; (D) Other Noncommercial Item of Supply; (E) Commercial Service; or (F) Noncommercial Service.

B16 Clinger-Cohen Act Planning Compliance ____ (Y) Yes; or (N) No

Do not complete Part C if Line B5B is coded Y.

C1 Synopsis _____ (A) Synopsis Only; (B) Combined Synopsis/Solicitation; or (N) Not Synopsized

C2 Reason Not Synopsized ____ (A) Urgency; (B) FAR 5.202(a)(13); (C) SBA/OFPP Pilot Program; or (Z) Other Reason

C3 Extent Competed ____ (A) Competed Action; (B) Not Available for Competition; (C) Follow-On to Competed Action; or (D) Not Competed

C4 Sea Transportation ____ (Y) Yes - Positive Response to DFARS 252.247-7022 or 252.212-7000(c)(2); (N) No - Negative Response to DFARS 252.247-7022 or 252.212-7000(c)(2); or (U) Unknown - No Response or Provision Not Included in Solicitation

DD FORM 350

INDIVIDUAL CONTRACTING ACTION REPORT

Report Control Symbol DD-AT&L(M)1014

C5 Type of Contract ____ (A) Fixed-Price Redetermination; (J) Firm-Fixed-Price; (K) Fixed-Price Economic Price Adjustment; (L) Fixed-Price Incentive; (M) Fixed-Price-Award-Fee; (R) Cost-Plus-Award-Fee; (S) Cost Contract; (T) Cost-Sharing; (U) Cost-Plus-Fixed-Fee; (V) Cost-Plus-Incentive-Fee; (Y) Time-and-Materials; or (Z) Labor-Hour

C6 Number of Offerors Solicited ____(1) One; or (2) More than One

C7 Number of Offers Received _____

C8 Solicitation Procedures ____ (A) Full and Open Competition – Sealed Bid; (B) Full and Open Competition – Competitive Proposal; (C) Full and Open Competition – Combination; (D) Architect-Engineer; (E) Basic Research; (F) Multiple Award Schedule; (G) Alternative Sources; (K) Set-Aside; or (N) Other than Full and Open Competition

C9 Authority for Other Than Full and Open Competition ____ (1A) Unique Source; (1B) Follow-On Contract; (1C) Unsolicited Research Proposal; (1D) Patent or Data Rights; (1E) Utilities; (1F) Standardization; (1G) Only One Source – Other; (2A) Urgency; (3A) Particular Sources; (4A) International Agreement; (5A) Authorized by Statute; (5B) Authorized Resale; (6A) National Security; or (7A) Public Interest

C10 Subject to Labor Standards Statutes ____ (A) Walsh-Healey Act; (C) Service Contract Act; (D) Davis-Bacon Act; or (Z) Not Applicable

C11 Cost or Pricing Data ____ (Y) Yes – Obtained; (N) No – Not Obtained; or (W) Not Obtained - Waived

C12 Contract Financing ____ (A) FAR 52.232-16; (C) Percentage of Completion Progress Payments; (D) Unusual Progress Payments or Advance Payments; (E) Commercial Financing; (F) Performance-Based Financing; or (Z) Not Applicable

C13 Foreign Trade Data

C13A Place of Manufacture ____ (A) U.S.; or (B) Foreign

C13B Country of Origin Code _____

C14 Commercial Item ____(Y) Yes – FAR 52.212-4 Included; or (N) No – FAR 52.212-4 Not Included

Do not complete Part D if Line B5B is coded Y or if Line B13A is coded 6.

D1 Type of Contractor

D1A Type of Entity ____(A) Small Disadvantaged Business (SDB) Performing in U.S.; (B) Other Small Business (SB) Performing in U.S.; (C) Large Business Performing in U.S.; (D) JWOD Participating Nonprofit Agency; (F) Hospital; (L) Foreign Concern or Entity; (M) Domestic Firm Performing Outside U.S.; (T) Historically Black College or University (HBCU); (U) Minority Institution (MI); (V) Other Educational or (Z) Other Nonprofit

D1B Women-Owned Business ____ (Y) Yes; (N) No; or (U) Uncertified

D1C HUBZone Representation ____(Y) Yes; or (N) No

D1D Ethnic Group ____ (A) Asian-Indian American; (B) Asian-Pacific American; (C) Black American; (D) Hispanic American; (E) Native American; (F) Other SDB Certified or Determined by SBA; or (Z) No Representation

D1E Veteran-Owned Small Business ____ (A) Service-Disabled Veteran; or (B) Other Veteran

DD FORM 350

INDIVIDUAL CONTRACTING ACTION REPORT

Report Control Symbol DD-AT&L(M)1014

D2 Reason Not Awarded to SDB ____ (A) No Known SDB Source; (B) SDB Not Solicited; (C) SDB Solicited and No Offer Received; (D) SDB Solicited and Offer Was Not Low; or (Z) Other Reason

D3 Reason Not Awarded to SB ____ (A) No Known SB Source; (B) SB Not Solicited; (C) SB Solicited and No Offer Received; (D) SB Solicited and Offer Was Not Low; or (Z) Other Reason

D4 Set-Aside or Preference Program

D4A Type of Set-Aside ____ (A) None; (B) Total SB Set-Aside; (C) Partial SB Set-Aside; (D) Section 8(a) Set-Aside or Sole Source; (E) Total SDB Set-Aside; (F) HBCU or MI – Total Set-Aside; (G) HBCU or MI – Partial Set-Aside; (H) Very Small Business Set-Aside; (J) Emerging Small Business Set-Aside; (K) HUBZone Set-Aside or Sole Source; (L) Combination HUBZone and 8(a)

D4B Type of Preference ____ (A) None; (B) SDB Price Evaluation Adjustment – Unrestricted; (C) SDB Preferential Consideration - Partial SB Set-Aside; (D) HUBZone Price Evaluation Preference; or (E) Combination HUBZone Price Evaluation Preference and SDB Price Evaluation Adjustment

D4C Premium Percent _____

D7 Small Business Innovation Research (SBIR) Program ___(A) Not a SBIR Program Phase I, II, or III; (B) SBIR Program Phase I Action; (C) SBIR Program Phase II Action; or (D) SBIR Program Phase III Action

D8 Subcontracting Plan - SB, SDB, HBCU, or MI ____ (A) Plan Not Included – No Subcontracting Possibilities; (B) Plan Not Required; (C) Plan Required – Incentive Not Included; or (D) Plan Required – Incentive Included

D9 Small Business Competitiveness Demonstration Program ____ (Y) Yes; or (N) No

D10 Size of Small Business ____

Employees	Annual Gross Revenues
(A) 50 or fewer	
(B) 51 - 100	(M) $1 million or less
(C) 101 - 250	(N) Over $1 million - $2 million
(D) 251 - 500	(P) Over $2 million - $3.5 million
(E) 501 - 750	(R) Over $3.5 million - $5 million
(F) 751 - 1000	(S) Over $5 million - $10 million
(G) Over 1000	(T) Over $10 million - $17 million
	(U) Over $17 million.

D11 Emerging Small Business ____ (Y) Yes; or (N) No

E1 Contingency, Humanitarian, or Peacekeeping Operation ____ (Y) Yes; or Leave Blank

E2 Cost Accounting Standards Clause ____ (Y) Yes; or Leave Blank

E3 Requesting Agency Code (FIPS 95) _____

E4 Requesting Activity Code _____

E5 Number of Actions _____

E6 Payment by Governmentwide Purchase Card ____ (Y) Yes; or Leave Blank

F1 Name of Contracting Officer or Representative _____

F2 Signature _____

F3 Telephone Number _____

F4 Date (*yyyymmdd*) _____

DD FORM 350, OCT 2003 4

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DD FORM 448

MILITARY INTERDEPARTMENTAL PURCHASE REQUEST (MIPR)

ACCEPTANCE OF MIPR

1. TO *(Requiring Activity Address)(Include ZIP Code)*

2. MIPR NUMBER

3. AMENDMENT NO.

4. DATE *(MIPR Signature Date)*

5. AMOUNT *(As Listed on the MIPR)*

6. The MIPR identified above is accepted and the items requested will be provided as follows: *(Check as Applicable)*

a. ☐ ALL ITEMS WILL BE PROVIDED THROUGH REIMBURSEMENT *(Category I)*

b. ☐ ALL ITEMS WILL BE PROCURED BY THE DIRECT CITATION OF FUNDS *(Category II)*

c. ☐ ITEMS WILL BE PROVIDED BY BOTH CATEGORY I AND CATEGORY II AS INDICATED BELOW

d. ☐ 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. ☐ 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. a.	QUANTITY b.	ESTIMATED PRICE c.	ITEM NO. a.	QUANTITY b.	ESTIMATED PRICE c.
d. **TOTAL ESTIMATED PRICE**		$0.00	e. **TOTAL ESTIMATED PRICE**		$0.00

10. ANTICIPATED DATE OF OBLIGATION FOR CATEGORY II ITEMS

11. GRAND TOTAL ESTIMATED PRICE OF ALL ITEMS $0.00

12. FUNDS DATA *(Check if Applicable)*

a. ☐ ADDITIONAL FUNDS IN THE AMOUNT OF $ _____ ARE REQUIRED *(See justification in Block 13)*

b. ☐ FUNDS IN THE AMOUNT OF $ _____ ARE NOT REQUIRED AND MAY BE WITHDRAWN

13. REMARKS

14. ACCEPTING ACTIVITY *(Complete Address)*

15. TYPED NAME AND TITLE OF AUTHORIZED OFFICIAL

16. SIGNATURE

17. DATE

DD FORM 448-2, JUL 71 (EG) PREVIOUS EDITION WILL BE USED UNTIL EXHAUSTED.

Reset

DD FORM 448-2

ACCEPTANCE OF MIPR

ACCEPTANCE OF MIPR

1. TO *(Requiring Activity Address)(Include ZIP Code)*

2. MIPR NUMBER

3. AMENDMENT NO.

4. DATE *(MIPR Signature Date)*

5. AMOUNT *(As Listed on the MIPR)*

6. The MIPR identified above is accepted and the items requested will be provided as follows: *(Check as Applicable)*

a. ☐ ALL ITEMS WILL BE PROVIDED THROUGH REIMBURSEMENT *(Category I)*

b. ☐ ALL ITEMS WILL BE PROCURED BY THE DIRECT CITATION OF FUNDS *(Category II)*

c. ☐ ITEMS WILL BE PROVIDED BY BOTH CATEGORY I AND CATEGORY II AS INDICATED BELOW

d. ☐ 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. ☐ 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. a.	QUANTITY b.	ESTIMATED PRICE c.	ITEM NO. a.	QUANTITY b.	ESTIMATED PRICE c.
d. **TOTAL ESTIMATED PRICE**		$0.00	e. **TOTAL ESTIMATED PRICE**		$0.00

10. ANTICIPATED DATE OF OBLIGATION FOR CATEGORY II ITEMS

11. GRAND TOTAL ESTIMATED PRICE OF ALL ITEMS $0.00

12. FUNDS DATA *(Check if Applicable)*

a. ☐ ADDITIONAL FUNDS IN THE AMOUNT OF $ _____ ARE REQUIRED *(See justification in Block 13)*

b. ☐ FUNDS IN THE AMOUNT OF $ _____ ARE NOT REQUIRED AND MAY BE WITHDRAWN

13. REMARKS

14. ACCEPTING ACTIVITY *(Complete Address)*

15. TYPED NAME AND TITLE OF AUTHORIZED OFFICIAL

16. SIGNATURE

17. DATE

DD FORM 448-2, JUL 71 (EG) PREVIOUS EDITION WILL BE USED UNTIL EXHAUSTED.

Reset

DD FORM 1057

MONTHLY CONTRACTING OFFICER SUMMARY OF ACTIONS

Report Control Symbol DD-AT&L(M)1015

Section A – General Information

A1 Report Month _____

A2 Name of Contracting Office

A2a Name _____

A2b Address _____

A3 Contracting Office Codes

A3a Reporting Agency FIPS 95 Code _____

A3b Contracting Office Code _____

Section B – Contracting Actions

	(1) Category	(2) Actions	(3) Dollars
B1	Tariff or Regulated Acquisitions		
B2	Foreign or Interagency		
B2a	FMS or International Agreements		
B2b	Actions with UNICOR		
B2c	Actions with Other Government Agencies		
B3	Small Business		
B3a	Simplified Acquisition Procedures		
B3b	GSA Schedule Orders		
B3c	Other Federal Schedule Orders		
B3d	All Other Orders		
B3e	Other Contracting Actions		
B4	Large Business		
B4a	Simplified Acquisition Procedures		
B4b	GSA Schedule Orders		
B4c	Other Federal Schedule Orders		
B4d	All Other Orders		
B4e	Other Contracting Actions		
B5	Domestic or Foreign Entities Performing Outside the U.S.		
B5a	Simplified Acquisition Procedures		
B5b	GSA Schedule Orders		
B5c	Other Federal Schedule Orders		
B5d	All Other Orders		
B5e	Other Contracting Actions		
B6	Educational		
B6a	Simplified Acquisition Procedures		
B6b	GSA Schedule Orders		
B6c	Other Federal Schedule Orders		
B6d	All Other Orders		
B6e	Other Contracting Actions		
B7	Nonprofit and Other		
B7a	Simplified Acquisition Procedures		
B7b	GSA Schedule Orders		
B7c	Other Federal Schedule Orders		
B7d	All Other Orders		
B7e	Other Contracting Actions		

PREVIOUS EDITION IS OBSOLETE.

Reset

DD FORM 1057, OCT 2001 1

DD FORM 1057

MONTHLY CONTRACTING OFFICER SUMMARY OF ACTIONS

Report Control Symbol DD-AT&L(M)1015

	(1) Category	(2) Actions	(3) Dollars
B8	Total Contracting Actions		
B8a	Simplified Acquisition Procedures		
B8b	GSA Schedule Orders		
B8c	Other Federal Schedule Orders		
B8d	All Other Orders		
B8e	Other Contracting Actions		
B9	Total Modifications Excluding Simplified Acquisition Procedures		
	Section C – Extent Competed		
C1	Competed		
C1a	Small Business Concerns		
C1b	Large Business Concerns		
C1c	Domestic or Foreign Entities Performing Outside the U.S.		
C1d	Educational		
C1e	Nonprofit and Other		
C2	Not Available for Competition		
C2a	Small Business Concerns		
C2b	Large Business Concerns		
C2c	Domestic or Foreign Entities Performing Outside the U.S.		
C2d	Educational		
C2e	Nonprofit and Other		
C3	Not Competed		
C3a	Small Business Concerns		
C3b	Large Business Concerns		
C3c	Domestic or Foreign Entities Performing Outside the U.S.		
C3d	Educational		
C3e	Nonprofit and Other		
	Section D – RDT&E Actions		
D1	Small Business		
D2	Large Business		
D3	Domestic or Foreign Entities Performing Outside the U.S.		
D4	Historically Black Colleges and Universities (HBCU)		
D5	Minority Institutions (MI)		
D6	Other Educational		
D7	Other Entities		

DD FORM 1057, OCT 2001 2

Reset

DD FORM 1057

MONTHLY CONTRACTING OFFICER SUMMARY OF ACTIONS

Report Control Symbol DD-AT&L(M)1015

	(1) Category	(2) Actions	(3) Dollars
	Section E – Selected Socioeconomic Statistics		
E1	Small Business (SB) Set-Aside	_____	_____
E1a	SB Set-Aside Using Simplified Acquisition Procedures	_____	_____
E1b	SB Set-Aside	_____	_____
E1c	Reserved	_____	_____
E2	Small Disadvantaged Business (SDB) Actions	_____	_____
E2a	Through SBA—Section 8(a)	_____	_____
E2b	SDB Set-Aside, SDB Preference, or SDB Evaluation Adjustment	_____	_____
E2c	SB Set-Aside Using Simplified Acquisition Procedures	_____	_____
E2d	SB Set-Aside	_____	_____
E2e	Other	_____	_____
E3	SDB Federal Schedule Orders	_____	_____
E4	Women-Owned Small Business	_____	_____
E5	Women-Owned Small Business Federal Schedule Orders	_____	_____
E6	HBCU	_____	_____
E7	MI	_____	_____
E8	JWOD Participating Nonprofit Agencies	_____	_____
E9	Exempt from Small Business Act Requirements	_____	_____
E10	HUBZone	_____	_____
E10a	HUBZone Set-Aside	_____	_____
E10b	HUBZone Price Evaluation Preference	_____	_____
E10c	HUBZone Sole Source	_____	_____
E10d	HUBZone Concern – Other	_____	_____
E11	Service-Related Disabled Veteran-Owned Small Business	_____	_____
E12	Other Veteran-Owned Small Business	_____	_____
	Section F – Simplified Acquisition Procedures – Ranges		
F1	$0.01 to $2,500.00	_____	_____
F2	$2,500.01 to $10,000.00	_____	_____
F3	$10,000.01 to $25,000.00	_____	_____
	Section G – Contingency Actions		
G1	Total Actions	_____	_____
G1a	Competed	_____	_____
G1b	Not Available for Competition	_____	_____
G1c	Not Competed	_____	_____

Section H – Remarks and Authentication

H1 Remarks: _____

H2 Contracting Officer

H2a Name _____

H2b Signature _____

H2c Telephone Number _____

H2d Date Report Submitted *(yyyymmdd)* _____

DD FORM 1057, OCT 2001 3

Reset

DD FORM 1155

ORDER FOR SUPPLIES OR SERVICES

ORDER FOR SUPPLIES OR SERVICES | PAGE 1 OF

1. CONTRACT/PURCH ORDER/AGREEMENT NO.	2. DELIVERY ORDER/CALL NO.	3. DATE OF ORDER/CALL (YYYYMMMDD)	4. REQUISITION/PURCH REQUEST NO.	5. PRIORITY

6. ISSUED BY	CODE	7. ADMINISTERED BY (If other than 6)	CODE	8. DELIVERY FOB
				☐ DESTINATION ☐ OTHER (See Schedule if other)

9. CONTRACTOR	CODE	FACILITY	10. DELIVER TO FOB POINT BY (Date) (YYYYMMMDD)	11. X IF BUSINESS IS
NAME AND ADDRESS			12. DISCOUNT TERMS	☐ SMALL ☐ SMALL DISADVANTAGED ☐ WOMEN-OWNED
			13. MAIL INVOICES TO THE ADDRESS IN BLOCK	

14. SHIP TO	CODE	15. PAYMENT WILL BE MADE BY	CODE	MARK ALL PACKAGES AND PAPERS WITH IDENTIFICATION NUMBERS IN BLOCKS 1 AND 2.

16. TYPE OF ORDER

- DELIVERY/CALL ☐ This delivery order/call is issued on another Government agency or in accordance with and subject to terms and conditions of above numbered contract.
- PURCHASE ☐ Reference your _____ furnish the following on terms specified herein.

ACCEPTANCE. THE CONTRACTOR HEREBY ACCEPTS THE OFFER REPRESENTED BY THE NUMBERED PURCHASE ORDER AS IT MAY PREVIOUSLY HAVE BEEN OR IS NOW MODIFIED, SUBJECT TO ALL OF THE TERMS AND CONDITIONS SET FORTH, AND AGREES TO PERFORM THE SAME.

NAME OF CONTRACTOR	SIGNATURE	TYPED NAME AND TITLE	DATE SIGNED (YYYYMMMDD)

☐ If this box is marked, supplier must sign Acceptance and return the following number of copies:

17. ACCOUNTING AND APPROPRIATION DATA/LOCAL USE

18. ITEM NO.	19. SCHEDULE OF SUPPLIES/SERVICES	20. QUANTITY ORDERED/ ACCEPTED*	21. UNIT	22. UNIT PRICE	23. AMOUNT
					$0.00
					$0.00
					$0.00

*If quantity accepted by the Government is same as quantity ordered, indicate by X. If different, enter actual quantity accepted below quantity ordered and encircle.

24. UNITED STATES OF AMERICA

BY: _____ CONTRACTING/ORDERING OFFICER

25. TOTAL	$0.00
26. DIFFERENCES	

27a. QUANTITY IN COLUMN 20 HAS BEEN

☐ INSPECTED ☐ RECEIVED ☐ ACCEPTED, AND CONFORMS TO THE CONTRACT EXCEPT AS NOTED: _____

b. SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE	c. DATE (YYYYMMMDD)	d. PRINTED NAME AND TITLE OF AUTHORIZED GOVERNMENT REPRESENTATIVE

e. MAILING ADDRESS OF AUTHORIZED GOVERNMENT REPRESENTATIVE	28. SHIP. NO.	29. D.O. VOUCHER NO.	30. INITIALS
	☐ PARTIAL ☐ FINAL	32. PAID BY	33. AMOUNT VERIFIED CORRECT FOR
f. TELEPHONE NUMBER / g. E-MAIL ADDRESS	31. PAYMENT		34. CHECK NUMBER
36. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT.	☐ COMPLETE		
a. DATE (YYYYMMMDD) / b. SIGNATURE AND TITLE OF CERTIFYING OFFICER	☐ PARTIAL ☐ FINAL		35. BILL OF LADING NO.

37. RECEIVED AT	38. RECEIVED BY (Print)	39. DATE RECEIVED (YYYYMMMDD)	40. TOTAL CONTAINERS	41. S/R ACCOUNT NUMBER	42. S/R VOUCHER NO.

DD FORM 1155, DEC 2001 PREVIOUS EDITION IS OBSOLETE. Reset

DD FORM 1593

CONTRACT ADMINISTRATION COMPLETION STATEMENT

CONTRACT ADMINISTRATION COMPLETION RECORD	1. SUSPENSE DATE
2. FROM:	3. CONTRACT NUMBER AS AMENDED BY MODIFICATIONS NUMBERED THROUGH _____
4. TO: *(Organizational element performing function checked below)*	5. NAME OF CONTRACTOR

The contract identified above has been physically completed *(i.e., all required deliveries or shipments have been made and/or services performed or terminated)*.

Request column 6c or 6d and 6e and 6f be completed with regard to the function checked in column 6a and this form returned by the suspense date indicated in item 1. If only an anticipated date of completion of required actions can be given by the suspense date, a subsequent advice of final action is requested.

If contract being closed is classified, send signed copy of this form marked "INFORMATION COPY" to cognizant Industrial Security Office.

6. STATUS OF ACTION(S)

"X" a	FUNCTION b	"X" IF REQUIRED ACTION(S) COMPLETED c	ANTICIPATED DATE FOR COMPLETION OF ACTION(S) d	SIGNATURE e	DATE f
	PROPERTY ADMINISTRATION				
	PLANT CLEARANCE				
	CONTRACT TERMINATION				
	OTHER *(Specify)*				

7. REMARKS

8. TYPED NAME OF RESPONSIBLE OFFICIAL	9. SIGNATURE	10. DATE

DD FORM 1593, APR 69 (EF) EDITION OF 1 FEB 67 MAY BE USED UNTIL EXHAUSTED

Reset

DD FORM 1594

CONTRACT COMPLETION STATEMENT

CONTRACT COMPLETION STATEMENT

1. FROM: *(Contract Administration Office)*	2a. PII NUMBER 2b. LAST MODIFICATION NUMBER 2c. CALL/ORDER NUMBER
3. TO: *(Name and Address of Purchasing Office and Office Symbol of the PCO, if known)*	4. CONTRACTOR IDENTITY CODE AND ADDRESS 5. EXCESS FUNDS ☐ YES ☐ NO $ _____

6a. IF FINAL PAYMENT HAS BEEN MADE, COMPLETE ITEMS 6b., AND 6c.	6b. VOUCHER NUMBER	6c. DATE
7a. IF FINAL APPROVED INVOICE FORWARDED TO D.O. OF ANOTHER ACTIVITY AND STATUS OF PAYMENT IS UNKNOWN, COMPLETE ITEMS 7b, and 7c.	7b. INVOICE NUMBER	7c. DATE FORWARDED

8. REMARKS

9a. ALL ADMINISTRATION OFFICE ACTIONS REQUIRED HAVE BEEN FULLY AND SATISFACTORILY ACCOMPLISHED. THIS INCLUDES FINAL SETTLEMENT IN THE CASE OF A PRICE REVISION CONTRACT

9b. TYPED NAME OF RESPONSIBLE OFFICIAL	9c. SIGNATURE	9d. DATE

FOR PURCHASING OFFICE USE ONLY

10a. ALL PURCHASING OFFICE ACTIONS REQUIRED HAVE BEEN FULLY AND SATISFACTORILY ACCOMPLISHED. CONTRACT FILE OF THIS OFFICE IS HEREBY CLOSED AS OF:

☐ DATE SHOWN IN ITEM 9d. ABOVE.

☐ DATE SHOWN IN ITEM 10e. BELOW. *(Check this box only if final completion of any significant purchasing office action extends more than three months beyond close-out date shown in item 9d. above. In such cases, submit a copy of the completed form upon final accomplishment of all purchasing office actions to the contract administration office. (Upon receipt, the contract administration office shall extend its contract file close-out date accordingly.))*

10b. REMARKS

10c. TYPED NAME OF RESPONSIBLE OFFICIAL	10d. SIGNATURE	10e. DATE

DD FORM 1594, FEB 70 (EG) Replaces edition of 1 JUN 68 which is obsolete. Designed using PerForm Pro, DASC-RX, AUG 94

Reset

DD FORM 1597

CONTRACT CLOSE-OUT CHECKLIST

CONTRACT CLOSEOUT CHECK-LIST *(Use a separate page to attach any comments.)*	1. CONTRACT NUMBER
3. NAME OF CONTRACTOR	2. CONTRACT MODIFICATION NUMBERS *(If applicable)*

4. DATE OF PHYSICAL COMPLETION *(YYYYMMDD)*	6. MILESTONES/CALENDAR MONTHS AFTER PHYSICAL COMPLETION *(FAR 4.804-1)*			7. FORECAST COMPLETION DATE *(YYYYMMDD)*	8. DATE ACTION COMPLETED *(YYYYMMDD)* *(NA if not applicable)*
5. ACTION ITEMS	Category 2	Category 3	Category 4		
a. DISPOSITION OF CLASSIFIED MATERIAL COMPLETED					
b. FINAL PATENT REPORT SUBMITTED *(Inventions Disclosures)* DD 882					
c. FINAL ROYALTY REPORT SUBMITTED					
d. FINAL PATENT REPORT CLEARED *(Inventions Disclosures)*					
e. FINAL ROYALTY REPORT CLEARED					
f. ISSUANCE OF REPORT OF CONTRACT COMPLETION					
g. NO OUTSTANDING VALUE ENGINEERING CHANGE PROPOSAL *(VECP)*					
h. PLANT CLEARANCE REPORT RECEIVED DD 1593					
i. PROPERTY CLEARANCE RECEIVED DD 1593					
j. SETTLEMENT OF ALL INTERIM OR DISALLOWED COSTS *(DCAA Form 1)*					
k. PRICE REVISION COMPLETED					
l. SETTLEMENT OF SUBCONTRACTS BY THE PRIME CONTRACTOR					
m. PRIOR YEAR OVERHEAD RATES COMPLETED					
n. CONTRACTOR'S CLOSING STATEMENT RECEIVED					
o. FINAL SUBCONTRACTING PLAN REPORT SUBMITTED					
p. TERMINATION DOCKET COMPLETED DD 1593					
q. CONTRACT AUDIT COMPLETED					
r. CONTRACTOR'S CLOSING STATEMENT COMPLETED					
s. FINAL VOUCHER SUBMITTED SF 1034					
t. FINAL PAID VOUCHER RECEIVED SF 1034					
u. FINAL REMOVAL OF EXCESS FUNDS RECOMMENDED					
v. ISSUANCE OF CONTRACT COMPLETION STATEMENT *(Or MILSCAP Format Identifier PK9)*	6	36	20		
w. OTHER REQUIREMENTS COMPLETED *(Specify)*					

9. RESPONSIBLE OFFICIAL	
a. TYPED NAME *(Last, First, Middle Initial)*	b. TITLE
c. SIGNATURE *(Sign only upon completion of all actions)*	d. DATE SIGNED *(YYYYMMDD)*

DD FORM 1597, APR 2000 PREVIOUS EDITION MAY BE USED.

Reset

DD FORM 1598

CONTRACT CLOSEOUT TERMINATION STATUS REPORT

CONTRACT TERMINATION STATUS REPORT	STATUS REPORT NUMBER	REPORT CONTROL SYMBOL DD-AT&L(AR)1411 DATE *(YYYYMMDD)*

SECTION I	
1. NAME OF CONTRACTOR *(25 positions)*	2. ADDRESS OF CONTRACTOR *(15 positions)*
3. BRIEF DESCRIPTION OF ITEM TERMINATED *(15 positions)*	
	DATA
4. REGION/DISTRICT/PLANT	
5. CONTRACT NUMBER	
SECTION II	
6. EFFECTIVE DATE OF TERMINATION	
7. DATE OF ASSIGNMENT	
8. TERMINATION *(P - Partial, C - Complete)*	
9. TYPE OF CONTRACT, FP-FPI-CPF-CPIF-LETTER	
10. AMOUNT OF CONTRACT INCLUDING ALL SUPPLEMENTS	
11. CONTRACT PRICE OF ITEMS TERMINATED	
12. AMOUNT OF EXCESS FUNDS RELEASED	
SECTION III	
13. STATUS OF SETTLEMENT *(See Instructions)*	
14. DATE CONTRACTOR'S CLAIM RECEIVED *(Interim - Final)*	
15. AMOUNT OF PRIME CONTRACTOR'S OWN CHARGES	
16. AMOUNT OF COST VOUCHERS PAID TO DATE - CPF - CPIF	
17. AMOUNT OF ADVANCE PROGRESS OR PARTIAL PAYMENTS	
18. VALUE OF TERMINATION INVENTORY	
19. AMOUNT OF DISPOSAL CREDITS	
20. GROSS SETTLEMENT AMOUNT *(VO-RE-NC-NS-UD) (See Instructions)*	
21. NET SETTLEMENT AMOUNT *(VO-RE-NC-NS-UD) (See Instructions)*	
22. CLOSING DATE	
SECTION IV	
23. NUMBER OF SUBCONTRACTORS' CLAIMS SUBMITTED	
24. NUMBER OF SUBCONTRACTORS' CLAIMS APPROVED	
a. APPROVED BY TCO	
b. APPROVED BY CONTRACTOR UNDER DELEGATION	
25. AMOUNT OF SUBCONTRACTORS' CLAIMS SUBMITTED	
26. AMOUNT OF SUBCONTRACTORS' CLAIMS APPROVED	
SECTION V	
27. TYPE OF REPORT *(See Instructions)*	
28. DOCKET NUMBER	
29. ADVANCE SUPPLEMENTAL AGREEMENT OR AMENDMENT NUMBER	
30. a. CONTRACTING ACTIVITY NAME	
b. PROCURING CONTRACTING OFFICER NAME/CODE	
c. MAILING ADDRESS	
31. TYPED NAME OF TERMINATION CONTRACTING OFFICER	32. SIGNATURE

DD FORM 1598, JAN 2001 PREVIOUS EDITION MAY BE USED. LOCAL REPRODUCTION AUTHORIZED.

Reset

NAVCOMPT FORM 2276

PURCHASE REQUEST AND COMMITMENT

REQUEST FOR CONTRACTUAL PROCUREMENT-NAVCOMPT FORM 2276 (8 PT) (REV. 8-81) S/N 0104-LF-702-2761 PAGE 1 of Pages

1. THIS REQUEST MUST BE ACCEPTED ON A DIRECT CITATION BASIS ONLY AND IS SUBJECT TO THE CONDITIONS LISTED ON THE REVERSE SIDE.					2. DOCUMENT NUMBER
3. REFERENCE NUMBER	4. FUNDS EXPIRE ON	5. DMS RATING	6. PRIORITY	7. DATE REQUIRED	8. AMENDMENT NO.
9. FROM			10. FOR DETAILS CONTACT:		
11. TO: UIC				12. MAIL INVOICES TO:	

13. ACCOUNTING DATA TO BE CITED ON RESULTING CONTRACTS

A. ACRN	B. APPROPRIATION	C. SUB-HEAD	D. OBJ. CLASS	E. BU. CONTROL	F. SA	G. AAA	H. TT	I. PAA	J. COST CODE	K. AMOUNT

14. AMOUNTS WILL NOT BE EXCEEDED IN THE OBLIGATION DOCUMENT WITHOUT PRIOR WRITTEN APPROVAL FROM THE ISSUER.	L. TOTAL THIS DOCUMENT	
	M. CUMMULATIVE TOTAL	

15. PROCUREMENT BY CONTRACT OF THE FOLLOWING ITEMS IS REQUESTED

THESE ITEMS ☐ ARE ☐ ARE NOT INCLUDED IN THE INTERSERVICE SUPPLY SUPPORT PROGRAM AND REQUIRED INTERSERVICE SCREENING ☐ HAS ☐ HAS NOT BEEN ACCOMPLISHED

A. ACRN	B. ITEM NO.	C. FSC	D. DESCRIPTION (NAT. STOCK NO., SPEC. AND/OR DRAWING NO., ETC.)	E. QUANTITY	F. UNIT	G. ESTIMATED UNIT PRICE	H. ESTIMATED AMOUNT

16. SEE ATTACHED PAGES FOR DELIVERY SCHEDULES, PRESERVATION AND PACKAGING INSTRUCTIONS, SHIPPING INSTRUCTIONS AND INSTRUCTIONS FOR DISTRIBUTION OF CONTRACTS AND RELATED DOCUMENTS.	I. GRAND TOTAL

17. TRANSPORTATION ALLOTMENT (Used if FOB Contractor's plant)

18. I CERTIFY THAT THE FUNDS CITED ARE PROPERLY CHARGEABLE FOR ITEMS REQUESTED.	AUTHORIZING OFFICIAL (NAME, TITLE AND SIGNATURE)	DATE
19. THIS REQUEST IS ACCEPTED AND THE ITEMS WILL BE PROVIDED IN ACCORDANCE HEREWITH.	ACCEPTING OFFICIAL (NAME, TITLE AND SIGNATURE)	DATE

CONDITIONS/INSTRUCTIONS GOVERNING THE USE OF THIS FORM AND THE ACCEPTANCE OF THIS REQUEST

CONDITIONS/INSTRUCTIONS GOVERNING THE USE OF THIS FORM:

This form will only be used for requesting contractual procurement or local purchase of material or services. This form will not be used for requesting work and /or services or for requisitioning material from existing Government stocks.

Note: Request for work and /or services will be accomplished through the use of Order for Work and Services, NAVCOMPT FORM 2275 (8-81).

Request for standard and/or non-standard stock available within the U.S. Government will be accomplished through the use of the DOD Single Line Item Requisition System Documents (DD Form 1348 and/or 1348-6, as appropriate).

CONDITIONS/INSTRUCTIONS GOVERNING THE ACCEPTANCE OF THIS REQUEST:

1. Written acceptance of this request is required and will be accomplished by completing Block 19 on one copy of this request and returning it to the requesting activity cited in Block 9. Acceptance must be on a direct citation basis only.

2. Amounts authorized by this document have been reserved and / or committed by the requesting activity and will be obligated upon receipt of contracts or purchase or delivery orders awarded.

3. Amounts authorized by this document may not be exceeded. Additional funds, if required, will be requested from the activity cited in Block 9. Approval of such requests will be accomplished by the requesting activity through the issuance of an amendment to this document, appropriately reflecting the amount of addditional funds being provided. The grand total cited in Block M constitutes a 3679, R.S. limitation when the purchasing office or contracting activity is a separate entity not under the immediate supervision of the commanding officer issuing the request.

4. Resulting obligation documents must be executed by the activity cited in Block 11 by the date indicated in Block 4. Such documents must include the document number cited in Block 2.

5. A complete copy of each executed obligation document resulting from this request must be forwarded to the activity in Block 9.

NAVCOMPT FORM 2276 (8 PT) (REV. 8-81) (REVERSE)

STANDARD FORM 18

REQUEST FOR QUOTATION

REQUEST FOR QUOTATION
(THIS IS NOT AN ORDER)

THIS RFQ ☐ IS ☐ IS NOT A SMALL BUSINESS SET-ASIDE

PAGE OF PAGES

1. REQUEST NO.
2. DATE ISSUED
3. REQUISITION/PURCHASE REQUEST NO.
4. CERT. FOR NAT. DEF. UNDER BDSA REG. 2 AND/OR DMS REG. 1 — RATING

5a. ISSUED BY

6. DELIVER BY *(Date)*

5b. FOR INFORMATION CALL *(NO COLLECT CALLS)*

NAME — TELEPHONE NUMBER — AREA CODE — NUMBER

7. DELIVERY ☐ FOB DESTINATION ☐ OTHER *(See Schedule)*

9. DESTINATION

a. NAME OF CONSIGNEE

8. TO:

a. NAME — b. COMPANY

b. STREET ADDRESS

c. STREET ADDRESS

c. CITY

d. CITY — e. STATE — f. ZIP CODE

d. STATE — e. ZIP CODE

10. PLEASE FURNISH QUOTATIONS TO THE ISSUING OFICE IN BLOCK 5a ON OR BEFORE CLOSE OF BUSINESS *(Date)*

IMPORTANT: This is a request for information, and quotations furnished are not offers. If you are unable to quote, please so indicate on this form and return it to the address in Block 5a. This request does not commit the Government to pay any costs incurred in the preparation of the submission of this quotation or to contract for supplies or service. Supplies are of domestic origin unless otherwise indicated by quoter. Any representations and/or certifications attached to this Request for Quotation must be completed by the quoter.

11. SCHEDULE *(Include applicable Federal, State and local taxes)*

ITEM NO. (a)	SUPPLIES/SERVICES (b)	QUANTITY (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)

12. DISCOUNT FOR PROMPT PAYMENT — a. 10 CALENDAR DAYS (%) — b. 20 CALENDAR DAYS (%) — c. 30 CALENDAR DAYS (%) — d. CALENDAR DAYS: NUMBER — PERCENTAGE

NOTE: Additional provisions and representations ☐ are ☐ are not attached.

13. NAME AND ADDRESS OF QUOTER

a. NAME OF QUOTER

b. STREET ADDRESS

c. COUNTY

d. CITY — e. STATE — f. ZIP CODE

14. SIGNATURE OF PERSON AUTHORIZED TO SIGN QUOTATION

15. DATE OF QUOTATION

16. SIGNER

a. NAME *(Type or print)*

b. TELEPHONE — AREA CODE — NUMBER

c. TITLE *(Type or print)*

AUTHORIZED FOR LOCAL REPRODUCTION
Previous edition not usable

FormFlow/Delrina Inc.

STANDARD FORM 18 (REV. 6-95)
Prescribed by GSA-FAR (48 CFR) 53.215-1(a)

STANDARD FORM 26

AWARD/CONTRACT

AWARD/CONTRACT

1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 350) ▶ RATING | PAGE OF PAGES

2. CONTRACT *(Proc. Inst. Ident.)* NO.

3. EFFECTIVE DATE

4. REQUISITION/PURCHASE REQUEST/PROJECT NO.

5. ISSUED BY CODE

6. ADMINISTERED BY *(If other than Item 5)* CODE

7. NAME AND ADDRESS OF CONTRACTOR *(No., street, county, State and ZIP Code)*

CODE FACILITY CODE

8. DELIVERY

☐ FOB ORIGIN ☐ OTHER *(See below)*

9. DISCOUNT FOR PROMPT PAYMENT

10. SUBMIT INVOICES *(4 copies unless otherwise specified)* TO THE ADDRESS SHOWN IN ▶ ITEM

11. SHIP TO/MARK FOR CODE

12. PAYMENT WILL BE MADE BY CODE

13. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION:

☐ 10 U.S.C. 2304(c)) ☐ 41 U.S.C. 253(c) ( )

14. ACCOUNTING AND APPROPRIATION DATA

15A. ITEM NO.	15B. SUPPLIES/SERVICES	15C. QUANTITY	15D. UNIT	15E. UNIT PRICE	15F. AMOUNT

15G. TOTAL AMOUNT OF CONTRACT ▶ $

16. TABLE OF CONTENTS

(X)	SEC.	DESCRIPTION	PAGE(S)	(X)	SEC.	DESCRIPTION	PAGE(S)
		PART I - THE SCHEDULE				PART II - CONTRACT CLAUSES	
	A	SOLICITATION/CONTRACT FORM			I	CONTRACT CLAUSES	
	B	SUPPLIES OR SERVICES AND PRICES/COSTS				PART III - LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACH.	
	C	DESCRIPTION/SPECS./WORK STATEMENT			J	LIST OF ATTACHMENTS	
	D	PACKAGING AND MARKING				PART IV - REPRESENTATIONS AND INSTRUCTIONS	
	E	INSPECTION AND ACCEPTANCE			K	REPRESENTATIONS, CERTIFICATIONS AND OTHER STATEMENTS OF OFFERORS	
	F	DELIVERIES OR PERFORMANCE					
	G	CONTRACT ADMINISTRATION DATA			L	INSTRS., CONDS., AND NOTICES TO OFFERORS	
	H	SPECIAL CONTRACT REQUIREMENTS			M	EVALUATION FACTORS FOR AWARD	

CONTRACTING OFFICER WILL COMPLETE ITEM 17 OR 18 AS APPLICABLE

17. ☐ CONTRACTOR'S NEGOTIATED AGREEMENT *(Contractor is required to sign this document and return copies to issuing office.)* Contractor agrees to furnish and deliver all items or perform all the services set forth or otherwise identified above and on any continuation sheets for the consideration stated herein. The rights and obligations of the parties to this contract shall be subject to and governed by the following documents: (a) this award/contract, (b) the solicitation, if any, and (c) such provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. *(Attachments are listed herein.)*

18. ☐ AWARD *(Contractor is not required to sign this document.)* Your offer on Solicitation Number including the additions or changes made by you which additions or changes are set forth in full above, is hereby accepted as to the items listed above and on any continuation sheets. this award consummates the contract which consists of the following documents: (a) the Government's solicitation and your offer, and (b) this award/contract. No further contractual document is necessary.

19A. NAME AND TITLE OF SIGNER *(Type or print)*

20A. NAME OF CONTRACTING OFFICER

19B. NAME OF CONTRACTOR

BY _____ *(Signature of person authorized to sign)*

19C. DATE SIGNED

20B. UNITED STATES OF AMERICA

BY _____ *(Signature of Contracting Officer)*

20C. DATE SIGNED

NSN 7540-01-152-8069
Previous edition is unusable

STANDARD FORM 26 (REV. 4-85)
Prescribed by GSA - FAR (48 CFR) 53.214(a)

STANDARD FORM 30

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

1. CONTRACT ID CODE | PAGE OF PAGES

2. AMENDMENT/MODIFICAITON NO. | 3. EFFECTIVE DATE | 4. REQUISITION/PURCHASE REQ. NO. | 5. PROJECT NO. (If applicable)

6. ISSUED BY CODE | 7. ADMINISTERED BY (If other than Item 6) CODE

8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)

CODE | FACILITY CODE

(X) 9A. AMENDMENT OF SOLICIATION NO.

9B. DATED (SEE ITEM 11)

10A. MODIFICATION OF CONTRACT/ORDER NO.

10B. DATED (SEE ITEM 11)

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended, ☐ is not extended.

Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods:

(a)By completing items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment your desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE

A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.

B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).

C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:

D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor ☐ is not, ☐ is required to sign this document and return _____ copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) | 16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)

15B. CONTRACTOR/OFFEROR | 15C. DATE SIGNED | 16B. UNITED STATES OF AMERICA | 16C. DATE SIGNED

(Signature of person authorized to sign) | (Signature of Contracting Officer)

NSN 7540-01-152-8070
Previous edition unusable

STANDARD FORM 30 (REV. 10-83)
Prescribed by GSA FAR (48 CFR) 53.243

INSTRUCTIONS

Instructions for items other than those that are self-explanatory, are as follows:

(a) Item 1 (Contract ID Code). Insert the contract type identification code that appears in the title block of the contract being modified.

(b) Item 3 (Effective date).

(1) For a solicitation amendment, change order, or administrative change, the effective date shall be the issue date of the amendment, change order, or administrative change.

(2) For a supplemental agreement, the effective date shall be the date agreed to by the contracting parties.

(3) For a modification issued as an initial or confirming notice of termination for the convenience of the Government, the effective date and the modification number of the confirming notice shall be the same as the effective date and modification number of the initial notice.

(4) For a modification converting a termination for default to a termination for the convenience of the Government, the effective date shall be the same as the effective date of the termination for default.

(5) For a modification confirming the contacting officer's determination of the amount due in settlement of a contract termination, the effective date shall be the same as the effective date of the initial decision.

(c) Item 6 (Issued By). Insert the name and address of the issuing office. If applicable, insert the appropriate issuing office code in the code block.

(d) Item 8 (Name and Address of Contractor). For modifications to a contract or order, enter the contractor's name, address, and code as shown in the original contract or order, unless changed by this or a previous modification.

(e) Item 9, (Amendment of Solicitation No. - Dated), and 10, (Modification of Contract/Order No. - Dated). Check the appropriate box and in the corresponding blanks insert the number and date of the original solicitation, contract, or order.

(f) Item 12 (Accounting and Appropriation Data). When appropriate, indicate the impact of the modification on each affected accounting classification by inserting one of the following entries.

(1) Accounting classification _____
Net increase $ _____

(2) Accounting classification _____
Net decrease $ _____

NOTE: If there are changes to multiple accounting classifications that cannot be placed in block 12, insert an asterisk and the words "See continuation sheet".

(g) Item 13. Check the appropriate box to indicate the type of modification. Insert in the corresponding blank the authority under which the modification is issued. Check whether or not contractor must sign this document. (See FAR 43.103.)

(h) Item 14 (Description of Amendment/Modification).

(1) Organize amendments or modifications under the appropriate Uniform Contract Format (UCF) section headings from the applicable solicitation or contract. The UCF table of contents, however, shall not be set forth in this document

(2) Indicate the impact of the modification on the overall total contract price by inserting one of the following entries:

(i) Total contract price increased by $ _____

(ii) Total contract price decreased by $ _____

(iii) Total contract price unchanged.

(3) State reason for modification.

(4) When removing, reinstating, or adding funds, identify the contract items and accounting classifications.

(5) When the SF 30 is used to reflect a determination by the contracting officer of the amount due in settlement of a contract terminated for the convenience of the Government, the entry in Item 14 of the modification may be limited to --

(i) A reference to the letter determination; and

(ii) A statement of the net amount determined to be due in settlement of the contract.

(6) Include subject matter or short title of solicitation/contract where feasible.

(i) Item 16B. The contracting officer's signature is not required on solicitation amendments. The contracting offier's signature is normally affixed last on supplemental agreements.

STANDARD FORM 30 (REV. 10-83) BACK

STANDARD FORM 33

SOLICITATION, OFFER, AND AWARD

SOLICITATION, OFFER AND AWARD

1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700) ▶ RATING | PAGE OF PAGES

2. CONTRACT NUMBER	3. SOLICITATION NUMBER	4. TYPE OF SOLICITATION	5. DATE ISSUED	6. REQUISITION/PURCHASE NUMBER
		☐ SEALED BID (IFB) ☐ NEGOTIATED (RFP)		

7. ISSUED BY — CODE

8. ADDRESS OFFER TO *(If other than Item 7)*

NOTE: In sealed bid solicitations "offer" and "offeror" mean "bid" and "bidder".

SOLICITATION

9. Sealed offers in original and _____ copies for furnishing the supplies or services in the Schedule will be received at the place specified in Item 8, or if handcarried, in the depository located in _____ until _____ local time _____ *(Hour)* *(Date)*

CAUTION - LATE Submissions, Modifications, and Withdrawals: See Section L, Provision No. 52.214-7 or 52.215-1. All offers are subject to all terms and conditions contained in this solicitation.

10. FOR INFORMATION CALL: ▶	A. NAME	B. TELEPHONE *(NO COLLECT CALLS)*			C. E-MAIL ADDRESS
		AREA CODE	NUMBER	EXT.	

11. TABLE OF CONTENTS

(X)	SEC.	DESCRIPTION	PAGE(S)	(X)	SEC.	DESCRIPTION	PAGE(S)
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	B	SUPPLIES OR SERVICES AND PRICES/COSTS				PART III - LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACH.	
	C	DESCRIPTION/SPECS./WORK STATEMENT			J	LIST OF ATTACHMENTS	
	D	PACKAGING AND MARKING				PART IV - REPRESENTATIONS AND INSTRUCTIONS	
	E	INSPECTION AND ACCEPTANCE			K	REPRESENTATIONS, CERTIFICATIONS AND OTHER STATEMENTS OF OFFERORS	
	F	DELIVERIES OR PERFORMANCE					
	G	CONTRACT ADMINISTRATION DATA			L	INSTRS., CONDS., AND NOTICES TO OFFERORS	
	H	SPECIAL CONTRACT REQUIREMENTS			M	EVALUATION FACTORS FOR AWARD	

OFFER *(Must be fully completed by offeror)*

NOTE: Item 12 does not apply if the solicitation includes the provisions at 52.214-16, Minimum Bid Acceptance Period.

12. In compliance with the above, the undersigned agrees, if this offer is accepted within _____ calendar days *(60 calendar days unless a different period is inserted by the offeror)* from the date for receipt of offers specified above, to furnish any or all items upon which prices are offered at the price set opposite each item, delivered at the designated point(s), within the time specified in the schedule.

13. DISCOUNT FOR PROMPT PAYMENT *(See Section I, Clause No. 52.232-8)* ▶	10 CALENDAR DAYS (%)	20 CALENDAR DAYS (%)	30 CALENDAR DAYS (%)	CALENDAR DAYS (%)

14. ACKNOWLEDGMENT OF AMENDMENTS *(The offeror acknowledges receipt of amendments to the SOLICITATION for offerors and related documents numbered and dated)*:	AMENDMENT NO.	DATE	AMENDMENT NO.	DATE

15A. NAME AND ADDRESS OF OFFEROR — CODE _____ FACILITY _____

16. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER *(Type or print)*

15B. TELEPHONE NUMBER			15C. CHECK IF REMITTANCE ADDRESS IS DIFFERENT FROM ABOVE - ENTER SUCH ADDRESS IN SCHEDULE.	17. SIGNATURE	18. OFFER DATE
AREA CODE	NUMBER	EXT.	☐		

AWARD *(To be completed by Government)*

19. ACCEPTED AS TO ITEMS NUMBERED	20. AMOUNT	21. ACCOUNTING AND APPROPRIATION

22. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION:
☐ 10 U.S.C. 2304(c) ( ) ☐ 41 U.S.C. 253(c) ( )

23. SUBMIT INVOICES TO ADDRESS SHOWN IN *(4 copies unless otherwise specified)* ▶ ITEM

24. ADMINISTERED BY *(If other than Item 7)* — CODE _____

25. PAYMENT WILL BE MADE BY — CODE _____

26. NAME OF CONTRACTING OFFICER *(Type or print)*	27. UNITED STATES OF AMERICA *(Signature of Contracting Officer)*	28. AWARD DATE

IMPORTANT - Award will be made on this Form, or on Standard Form 26, or by other authorized official written notice.

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STANDARD FORM 33 (REV. 9-97)
Prescribed by GSA - FAR (48 CFR) 53.214(c)

STANDARD FORM 44

PURCHASE ORDER-INVOICE-VOUCHER

DATE OF ORDER	ORDER NO.

PRINT NAME AND ADDRESS OF SELLER *(Number, Street, and State)**

P
A
Y
E
E

Furnish Supplies or Services to (Name and address)

SUPPLIES OR SERVICES	QTY	UNIT PRICE	AMOUNT

AGENCY NAME AND BILLING ADDRESS*

P
A
Y
O
R

TOTAL

DISCOUNT TERMS
…….. %
…….DAYS

DATE INVOICE RECEIVED

ORDERED BY *(Signature and title)*

PURPOSE AND ACCOUNTING DATA

PURCHASER – *To sign below for over-the-counter delivery of items*

RECEIVED BY

TITLE	DATE

SELLER – *Please read instructions on Copy 2*

☐ PAYMENT RECEIVED $_____	☐ PAYMENT REQUESTED $_____

NO FURTHER INVOICE NEED BE SUBMITTED

SELLER Signature	DATE Today's date
I certify that this account is correct and proper for payment in the amount of $……..	DIFFERENCES
…… …… Authorized certifying officer	ACCOUNT VERFIED CORRECT FOR BY

PAID BY YCASH OR	DATE PAID	VOUCHER NO.

…… …….. (Check No.)		

*PLEASE INCLUDE 1. SELLER'S INVOICE STANDARD FORM 44A (Rev. 10-83)
ZIP CODE PRESCRIBED BY GSA
(See instructions on Copy 2) FAR (48 CFR) 53.213(c)

STANDARD FORM 1402

CERTIFICATE OF APPOINTMENT

CERTIFICATION OF APPOINTMENT

Under authority vested in the undersigned and in conformance with
Subpart 1.6 of the Federal Acquisition Regulation

is appointed

Contracting Officer

for the

United States of America

Subject to the limitations contained in the Federal Acquisition Regulation and to the following:

Unless sooner terminated, this appointment is
effective as long as the appointee is assigned to:

_____
(Organization)

_____
(Agency/Department)

_____
(Signature and Title)

_____ _____
(Date) *(No.)*

NSN 7540-01-152-5812

STANDARD FORM 1402 (10-83)
Prescribed by GSA - FAR (48 CFR) 53.201-1

STANDARD FORM 1403-8

PREAWARD SURVEY OF PROSPECTIVE CONTRACTOR SERIES

PREAWARD SURVEY OF PROSPECTIVE CONTRACTOR
(GENERAL)

1. SERIAL NO. *(For surveying activity use)*

OMB NO.: **9000-0011**
Expires: 10/31/97

Public reporting burden for this collection of information is estimated to average 24 hours per response, including the time for reviewing instructions, searching existing datasources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the FAR Secretariat (VRS), Office of Federal Acquisition and Regulatory Policy, GSA, Washington, DC 20405; and to the Office of Management and Budget, Paperwork Reduction Project (9000-0011), Washington, DC 20503.

SECTION I - REQUEST *(For Completion by Contracting Office)*

2. NAME AND ADDRESS OF SURVEYING ACTIVITY

3. SOLICITATION NO.

4. TOTAL OFFERED PRICE
$

5. TYPE OF CONTRACT

6A. NAME AND ADDRESS OF SECONDARY SURVEY ACTIVITY
(For surveying activity use)

7A. NAME AND ADDRESS OF PROSPECTIVE CONTRACTOR

6B. TELEPHONE NO. *(Include AUTOVON, WATS, or FTS, if available)*

7B. FIRM'S CONTACT

7C. TELEPHONE NO. *(with area code)*

8. WILL CONTRACTING OFFICE PARTICIPATE IN SURVEY?
☐ YES ☐ NO

9. DATE OF REQUEST

10. DATE REPORT REQUIRED

11. PROSPECTIVE CONTRACTOR REPRESENT THAT IT ☐ IS, ☐ IS NOT A SMALL BUSINESS CONCERN.

13. NAME AND ADDRESS OF PARENT COMPANY *(If applicable)*

12. WALSH-HEALY CONACT *(Check applicable box(es))*
☐ A. IS NOT APPLICABLE
☐ B. IS APPLICABLE AND PROSPECTIVE CONTRACTOR REPRESENTS HIS CLASSIFICATION AS:
☐ MANUFACTURER ☐ REGULAR DEALER
☐ OTHER *(Specify)*

14A. PLANT AND LOCATION *(If different from Item 7, above)*

15A. NAME OF REQUESTING ACTIVITY CONTRACTING OFFICER

14B. POINT OF CONTACT

14C. TELEPHONE NO. *(with area code)*

15B. SIGNATURE

16A. NAME OF CONTACT POINT AT REQUESTING ACTIVITY
(If different from Item 15A)

15C. TELEPHONE NO. *(Include AUTOVAN, WATS or FTS, if available)*

17. RETURN PREAWARD SURVEY TO THIS ADDRESS:

ATTN:

16B. TELEPHONE NO. *(Include AUTOVON, WATS, or FTS, if available)*

SECTION II - DATA *(For Completion by Conracting Office)*

18A. ITEM NO.	18B. NATIONAL STOCK NUMBER (NEW) AND NOMENCLATURE		18C. TOTAL QUANTITY	18D. UNIT PRICE	18E. DELIVERY SCHEDULE (a)	(b)	(c)	(d)	(e)
		SOLICITED							
		OFFERED		$					
		SOLICITED							
		OFFERED		$					
		SOLICITED							
		OFFERED		$					
		SOLICITED							
		OFFERED		$					
		SOLICITED							
		OFFERED		$					
		SOLICITED							
		OFFERED		$					
		SOLICITED							
		OFFERED		$					
		SOLICITED							
		OFFERED		$					

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STANDARD FORM 1403 (REV. 9-88)
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SECTION III - FACTORS TO BE INVESTIGATED

19. MAJOR FACTORS	CHK. (a)	SAT. (b)	UN-SAT. (c)
A. TECHNICAL CAPABILITY			
B. PRODUCTION CAPABILITY			
C. QUALITY ASSURANCE CAPABILITY			
D. FINANCIAL CAPABILITY			
E. ACCOUNTING SYSTEM			

20. OTHER FACTORS *(Provide specific requirements in Remarks)*		CHK. (a)	SAT. (b)	UN-SAT. (c)
A. GOVERNMENT PROPERTY CONTROL				
B. TRANSPORTATION				
C. PACKAGING				
D. SECURITY				
E. SAFETY				
F. ENVIRONMENTAL/ENERGY CONSIDERATION				
G. FLIGHT OPERATIONS/FLIGHT SAFETY				
H. OTHER *(Specify)*				

21. IS THIS A SHORT FORM PREAWARD REPORT? *(For completion by surveying activity)*

☐ YES ☐ NO

22. IS A FINANCIAL ASSISTANCE PAYMENT PROVISION IN THE SOLICITATION? *(For completion by contracting activity)*

☐ YES ☐ NO

23. REMARKS *(For Contracting Activity Use)*

SECTION IV - SURVEYING ACTIVITY RECOMMENDATIONS

24. RECOMMEND

☐ A. COMPLETE AWARD

☐ B. PARTIAL AWARD

(Quantity _____)

☐ C. NO AWARD

25A. NAME AND TITLE OF SURVEY APPROVING OFFICIAL	25B. TELEPHONE NO.
25C. SIGNATURE	25D. DATE

STANDARD FORM 1403 (REV. 9-88) **BACK**

STANDARD FORM 1409

ABSTRACT OF OFFERS

ABSTRACT OF OFFERS

SOLICITATION NO.

OPENING DATE

PAGE OF PAGES

ISSUING OFFICE

SUPPLIES OR SERVICES *(General Description)*

NO.	NAME OF OFFEROR	ACCEPTANCE TIME* (Days)	BUSINESS SIZE L	BUSINESS SIZE S	ITEM NO. / QUANTITY / UNIT				DELIVERY TIME**	F.O.B. POINT	REMARKS
						$	$	$			

* *Indicate by an X a 60-day acceptance.*
** *Indicate by an X if offer conforms to delivery time specified in solicitation.*

I CERTIFY THAT I HAVE OPENED, READ AND RECORDED ON THIS ABSTRACT (AND CONTINUATION SHEETS, IF ANY) ALL OFFERS RECEIVED IN RESPONSE TO THE SOLICIATION.

TYPED NAME AND TITLE

SIGNATURE

DATE

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STANDARD FORM 1409

ABSTRACT OF OFFERS CONTINUATION

ABSTRACT OF OFFERS - CONTINUATION

PAGE OF PAGES

NO.	ITEM NO.								
	QUANTITY								
	UNIT								
		$	$	$	$	$	$	$	$

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PURCHASE ORDER LOG

Purchase Order Log

N05504 — UIC
89 — FY
M or V — Type

PIIN Ser. No.	Today's Date	Requisition Julian	Requisition Serial	Item/Service	Qty	Total Price	Promised Del. Date	Dealer's Name	Remarks
0001	10/03/88	8276	0025	Gasket Fueling	001	712.50	10/07/88	Marine Supplies	"M" - Regular Purchase Order

BPA CALL LOG VENDOR

BPA Call Log Vendor _____

N01437	88	A
UIC	FY	Type

Call No.	Today's Date	Item/Service	Qty	Total Price	Promised Del. Date	Remarks
0001	11/11/88	Tubing .005 Dia	50 Ft.	250.00	12/18/88	

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APPENDIX D. CONTRACTING CHECKLIST

General. This appendix was extracted from the Navy Contingency Contracting Handbook. It provides contracting officers and contracting organizations with a general checklist required to implement the contracting management process necessary in a contingency environment.

Responsibilities.

a. CCOs will ensure that checklists are updated as necessary and adapted to local conditions as required.

b. Managers will use the internal control checklists to

(1) Test whether prescribed controls are in place, operational and effective.

(2) Identify areas where additions or reductions to existing controls are needed.

(3) Select corrective actions when a deficiency can be corrected locally.

(4) Refer deficiencies that cannot be corrected locally to higher command levels for assistance.

c. Solicitations and contracts are organized by sections in accordance with the uniform contract format. The Statement of Work (SOW) is located in Section C of the contract in accordance with the uniform contract format. The SOW is the most important section of the solicitation package because it describes what is to be accomplished by the contractor. It is the SOW that will ultimately determine the cost that the government incurs for completion of the work. A model SOW format is illustrated below.

STATEMENT OF WORK SUGGESTED FORMAT

GENERAL

Scope of Work	Security Clearances
Background Information	Physical Security
Operating Hours	Key Control
Personnel	Key Control

Contingencies	Management Plan
Quality Control	Other

DEFINITIONS

Abbreviations	Acronyms

GOVERNMENT-FURNISHED PROPERTY AND SERVICES

Facilities	Utilities
Equipment	Materials
Services	Other

CONTRACTOR-FURNISHED ITEMS

Supplies, Maintenance and Repair

SPECIFIC TASKS

Relates to Work Breakdown Structure (WBS)

Relates to Definitions

Relates to Applicable Documents

Relates to Data Requirements of Deliverables

Relates to Performance Requirements Summary

APPLICABLE DOCUMENTS

Mandatory

Advisory

TECHNICAL EXHIBITS

Performance Requirements Summary (PRS)

Workload Data

Key Personnel Requirements

Lengthy Descriptions

Contract Data Requirements List (CDRL) or Deliverables

ATTACHMENTS

Specifications

Work Frequency Schedules

Special Requirements

Internal Control Review Checklist. This checklist is a tool which serves as a starting point for review of your contracting operation. It may be appropriately modified to fit your individual situation and circumstances.

Presolicitation.

a. Initial purchase tasking receipt and review.

(1) Are procedures in place to account for and record the date and time of purchase requests that were received in the contracting office?

(2) Are the purchase requests received with adequate data for identification and accountability control, and are they adequately funded, signed, dated, and approved by those in authority?

(3) Do the purchase descriptions or performance work statements received describe needs that are appropriate for this contracting office to assume purchase responsibility for?

(4) Do purchase descriptions or performance work statements provide a specific description of only the customer's minimum needs?

(5) Are the purchase request for items delivered after the fact (unauthorized commitments) processed in accordance with ratification procedures? (FAR 1.602.3)

(6) Are procedures followed for monitoring the work backlog, priority purchase requests, and requests that were transferred for processing?

b. Selecting the best acquisition method.

(1) Are requirements placed on orders against applicable, existing "open ended" agreements or contracts rather than used as the basis for creating a new solicitation or purchase order?

(2) Are "lessons learned" during the previous requirement considered in the preparation of a new solicitation to fill recurring requirements? Are previously erroneous estimates, descriptions, and assumptions corrected rather than repeated?

c. Competition considerations.

(1) Are negotiations being used when it is impractical to use sealed bids? FAR 6.401 (b) (1).

(2) Are negotiated contracts awarded using full and open competition except where justified? FAR 6.101.

(3) Is the urgency exception to full and open competition being properly applied? FAR 6.101.

(4) Is a competition advocate appointed and identified; and the approval levels and form for justifications published? FAR 6.501.

(5) Are justifications for other than full and open competition approved in writing at the appropriate level? FAR 6.3

d. Solicitation preparation and review prior to distribution.

(1) Do solicitations conform with the uniform contract format? FAR Subpart 14.2, FAR 15.406-1

(2) Do solicitations forms and clauses avoid duplicating or supplementing FAR or DFARs forms and clauses?

(3) Do solicitations requiring a legal sufficiency review prior to issuance receive the required review?

(4) Is adequate legal support for contracting provided in a timely manner?

Solicitation, Evaluation and Award:

a. Solicitation distribution, amendment, and cancellation.

(1) Are records kept of each solicitation issued, to include the distribution made and the date the solicitation was issued? FAR 14.204.

(2) Are solicitation mailing lists established and maintained? FAR 14.205.

(3) Is a listing of questionable or ineligible contractors available and checked before placing vendors on the solicitation mailing list?

b. Bid opening and proposal closing.

(1) Are offers received prior to opening kept secure in a locked bid box or safe? FAR 14.401.

(2) Are RFP postponements limited to only justifiable situations? FAR 14.402-3.

(3) Are procedures followed on the receipt and handling of proposals and quotations? FAR 15.411.

(4) Are procedures followed on the disclosure and use of information contained in proposals? FAR 15.411

c. Responsiveness and certifications.

(1) Are only offers that comply in all material respects with the solicitation considered for award? FAR 14.301(a).

(2) Are appropriate certifications and representation required by the solicitation provided by the offeror prior to award?

d. Mistakes and protest resolution.

(1) Are bids and proposals examined for mistakes? FAR 14.406 and FAR 15.607(a).

(2) Are alleged mistakes after bid opening appropriately processed and revolved? FAR 14.406.

(3) Do contracting officers consider, resolve, or forward, as appropriate all protests filed that are related to either their solicitations or procedures? FAR Subpart 33.1.

(4) Is legal counsel consulted on all protest matters?

e. Technical evaluation.

(1) Are technical evaluations documented to ensure that minimal solicitation requirements are met? FAR 15.608(a) (2).

(2) Do contracting officers generally request a technical analysis of the proposals when cost or pricing data are required? FAR 15.805-4.

(3) Do contracting officers obtain assistance from the traffic management office prior to awarding contracts where transportation factors are a consideration in the evaluation? FAR 47.301-1 and 47.301-2.

f. Pricing evaluation.

(1) Do files contain adequate documentation to support the use of price analysis, to include indicating which of the approved techniques were used to accomplish the analysis? FAR 15.805-2.

(2) Do contracting officers obtain independent government estimates (IGE) when needed or appropriate?

(3) Is a properly executed Certificate of Current Cost or Pricing Data obtained when required? FAR 15.804-2 and 15.804-4.

(4) Are price negotiation memorandums prepared and in the contract file for each price negotiation? FAR 15.808.

g. Obtaining approvals and business clearances prior to award.

(1) Do the contract files reflect the obtainment of appropriate award approvals and signature authorities?

(2) Are public announcements and the release of contract award information in compliance with regulatory requirements?

(3) Do contract files contain the necessary negotiation memorandum when required?

(4) Are procedures for the review and approval of negotiation memoranda established by the Head of the Contracting Activity (HCA)?

Contract Management:

a. Functional representatives/responsibilities and limitations

(1) Are qualified individuals selected and appointed as contracting officer representatives (CORs) by a contracting officer? FAR 15.805-2.

(2) Do CORs written designations clearly indicate their authority and limitations?

(3) Are CORs, inspectors, functional managers, and others routinely involved in performing contract management functions regularly advised and trained regarding their role in contract management?

b. Post-Award orientation/pre-performance conference. Is consideration given to the need for a post-award orientation/pre-performance conference to foster a mutual understanding of the contractual agreement and the responsibilities assigned? FAR 42.502.

c. Contract Modifications.

(1) Is legal counsel requested to make a legal sufficiency determination prior to effecting a modification?

(2) Is legal counsel requested to assist in clause preparation and a deviation approval when a clause other than a standard clause is to be incorporated into a modification?

(3) Are price negotiation memorandums prepared and in the contract file for each price negotiation? FAR 15.805-2.

(4) Are change orders only issued for work within the scope of the contract?

d. Property Administration.

(1) Are contractors required to publish a property control system describing the procedures and techniques to be used in managing government property?

(2) Is regulatory guidance followed to determine contractor liability should government property become lost, damage, destroyed, or unreasonably consumed? FAR 45.504.

(3) Are there an adequate number of properly trained personnel to manage a property administration program?.

e. Quality Assurance..

(1) Are nonconforming supplies or services offered to the government rejected except as provided in applicable regulations? FAR 46.407.

(2) Is a contractor performance on service contracts monitored according to established surveillance plans?

f. Damages and delinquency actions.

(1) Do contracting officers take timely action to alleviate or resolve delinquencies.

(2) Do contracting officers obtain legal counsel and technical advice prior to taking action when a default termination is being considered? FAR 49.402-3.

(3) Do contracting officers act to mitigate damages when repurchasing against a defaulted contractor's account? FAR 49.402-6.

(4) Do contracting officers assure that consideration is obtained by the Government for revising the delivery schedules or other contract terms?

g. Receiving reports, acceptance, final payment and contract completion.

(1) Are decisions to accept or reject supplies offered or services performed documented and distributed in a timely manner?

(2) Are there an adequate number of properly trained personnel on hand to perform inspection and acceptance functions?

(3) Are all contractual claims and obligations satisfied on physically completed contracts prior to contract closeout?

Special Acquisition Situations and Requirements:

a. Simplified acquisition purchase transactions.

(1) Are simplified acquisition purchase files reviewed to ensure that requirements are not split to avoid the use of a formal solicitation? FAR 13.103(b).

(2) Are the most suitable, efficient, and economical simplified acquisition methods used, given the circumstances of each requirement? FAR 13.104(a).

b. Service Contract Requirements. Are surveillance plans developed to include both sampling guides and activity checklists needed to monitor the contractor services performed.

c. Acquisition Reports (contingency)

(1) Are DD Forms 350, Individual Contracting Action Report (Over $100,000), prepared in a timely manner, verified, and submitted for each applicable contractual action? DFARS Part 253

(2) Are DD Forms 1057, Monthly Contracting Summary of Actions ($25,000 or less), prepared in a timely manner, verified, and submitted?

(3) Is a separate DD Form 1057, Monthly Contracting Summary of Actions, prepared for contracting actions between $25,000 and $100,000 in a timely manner, verified, and submitted?

(4) Are DD Forms 1547, Record of Weighted Guidelines Application ($500,000 or more), prepared in a timely manner, verified and submitted? DFARS 215.970. (3) Is a separate DD Form 1057, Monthly Contracting Summary of Actions, prepared for contracting actions between $25,000 and $100,000 in a timely manner, verified, and submitted?

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APPENDIX E. ACRONYMS

ACRN - Accounting Classification Reference Number
ADA - Anti-Deficiency Act
BPA - Blanket Purchase Agreement
CARE - Cooperation Relief Everywhere
CCO - Contingency Contracting Officer
CCSH - Contingency Contracting Student Handbook
CIA - Central Intelligence Agency
CIF - Central Issue Facility
COR - Contracting Officer Representative
CRC - CONUS Replacement Center
DAO - Defense Attache Office
DAWIA - Defense Acquisition Workforce Improvement Act
DFAR - Defense Federal Acquisition Regulation Supplement
DOD - Department of Defense
EFT - Electronic Funds Transfer
EGSO - Embassy General Services Officer
FAR - Federal Acquisition Regulation
HCA - Head of Contracting Activity
HNS - Host Nation Support
JCC - Joint Contracting Command
JCS - Joint Contracting Staff
JTF - Joint Task Force
LAN - Local Area Network
MILCON - Military Construction
MLS - Multi Logistical Service
MWR - Morale, Welfare and Recreation
NAVPTO - Navy Personnel Transportation Office
NGO - Non-Governmental Organization

NRCC	- Navy Regional Contracting Command
OJE	- Operation Joint Endeavor
OJF	- Operation Joint Forge
OJG	- Operation Joint Guard
O&M	- Operation and Maintenance
ORF	- Official Representation Funds
RDT&E	- Research Development Technology and Evaluation
PARC	- Principle Assistant Responsible for Contracting
PSYOPS	- Psychological Operations Command
SAT	- Simplified Acquisition Threshold
SGLI	- Serviceman Group Life Insurance
SOW	- Statement of Work
SRP	- Soldier Readiness Processing
STX	- Specialize Training Exercise
TAD	- Temporary Assigned Duty
T-SIRT	- Theater Specific Individual Readiness Training
USNDSG	- U. S. Navy Deployment Survival Guide

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