

Money As A Weapon System Afghanistan

(MAAWS-A)



USFOR-A Pub 1-06

Updated: January, 2010

(Threshold Chart (Pg 39 Updated 2 May 10))



INTRODUCTION

Welcome to Afghanistan and Operation Enduring Freedom (OEF). OEF is a dynamic, full spectrum operation encompassing both lethal and nonlethal operations. OEF presents an incredibly complex and challenging fiscal environment. Although OEF shares many fiscal similarities with Operation Iraqi Freedom, it also has a number of significant differences. Here in Afghanistan, U.S. and Coalition Forces are structured and operate differently than in Iraq. U.S. Forces may operate as part of a NATO organization, if assigned to the International Security Assistance Force (ISAF) or as U.S. Forces Afghanistan (USFOR-A) outside ISAF. Money As A Weapon System-Afghanistan (MAAWS-A) applies only to use of USFOR-A Title 10 funding.

The MAAWS-A is the USFOR-A Financial Management Policy and a commander's tool/guide to the resources available in this complex and dynamic contingency operation. **The MAAWS is compiled by USFOR-A J8, but is a collection of information developed by the appropriate functional communities/experts.**

NOTE: Exceptions of policy to the MAAWS are only possible where the MAAWS is the defining/originating document. *The majority of specific policy contained in the MAAWS is driven by higher authority. Where this is the case, exceptions must be made through the appropriate functional owner of the applicable overarching guidance. An exception to the MAAWS is insufficient.*

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

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

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



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

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

//Signed//

KEVIN D. KING
COL, USMC
USFOR-A J8

January 2022



TABLE OF CONTENTS

Introduction	2
Resourcing Quick Start Guide	6
• Planning and Preparation	7
• Validation	10
• Supply/Funding/Procurement	11
o Supply (also DODAAC).....	11
o Funding	12
o Procurement (also GPC).....	16
• Post Procurement (DD250).....	17
Types of Funding	20
• Operation and Maintenance, Army (OMA)	21
• Afghanistan Security Forces Funding (ASFF)	24
• Other Procurement, Army (OPA)	26
• Military Construction (MILCON)	27
• Official Representation Funds (ORF)	31
• Rewards Program	31
• Commanders Emergency Response Program (CERP) (See Separate USFOR-A MAAWS CERP SOP) for details	
• Title 22 vs. Title 10	32
Specific Guidance	
• Validation of Requirements	33
o ROE/Special Interest Items	37
o Threshold Values	39
o JARB	40
o JFUB	52
• Logistics Civil Augmentation Program	67
• ORF	69
• Spend Plan	74
• Letters of Increase (LOI)	78
• Statement of Work (SOW)	80
• Temporary Duty Travel	85
• Purchase Request and Commitment	106
• Military Interdepartmental Purchase Request	109
• Bulk Fund: Field Ordering Officer/Paying Agent Ops	114
o Field Ordering Officer (FOO) Program	116
o General Bulk Funds Process Flow	121

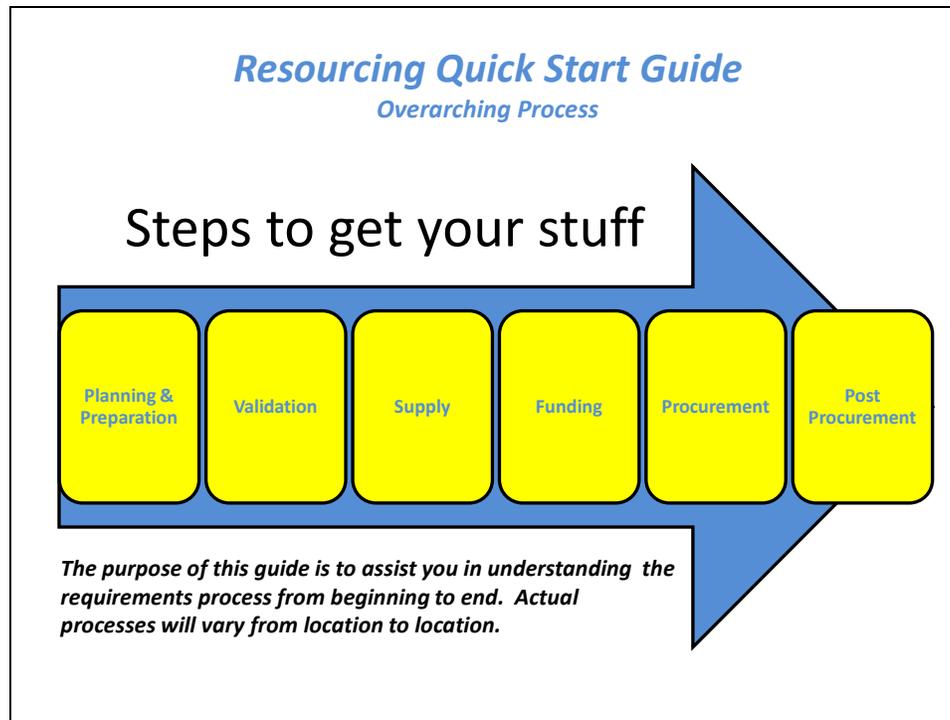


- [ONS & JUONS](#) 122
- [Acquisition and Cross Servicing Agreements](#) 127
- [Memorandum of Understanding \(MOU\) / Memorandum of Agreement \(MOA\)/Support Agreement \(SA\)](#) 142
- [Management Internal Control Program \(MICP\)](#) 145
- [Rewards Program](#) 150
- [Coin Policy](#) 174
- [Year End Close Procedures](#) 177
- [Resource Support to Other Services and SOF](#) 179
- [Interservice and Intragovernmental Support Agreements](#) 184

January 2010



Resourcing Quick Start Guide

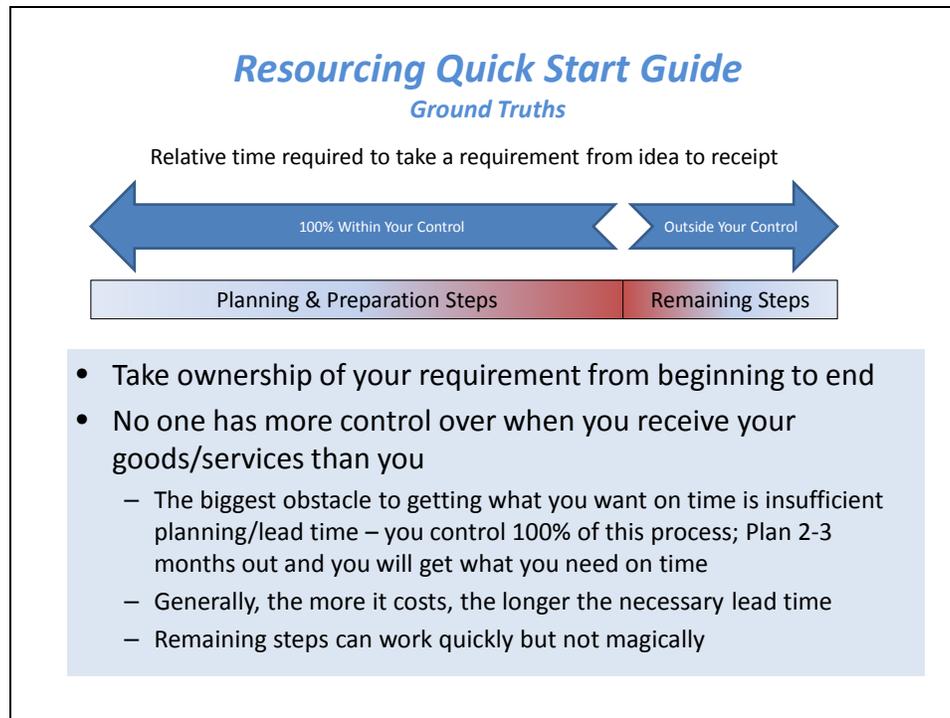


The Resourcing Quick Start Guide is intended to provide you with the overall concept of operations, from requirements inception to payment of the vendor. Within this guide, you will find both specific guidance for the CJOA and general guidance which should be clarified by local processes/procedures.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

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

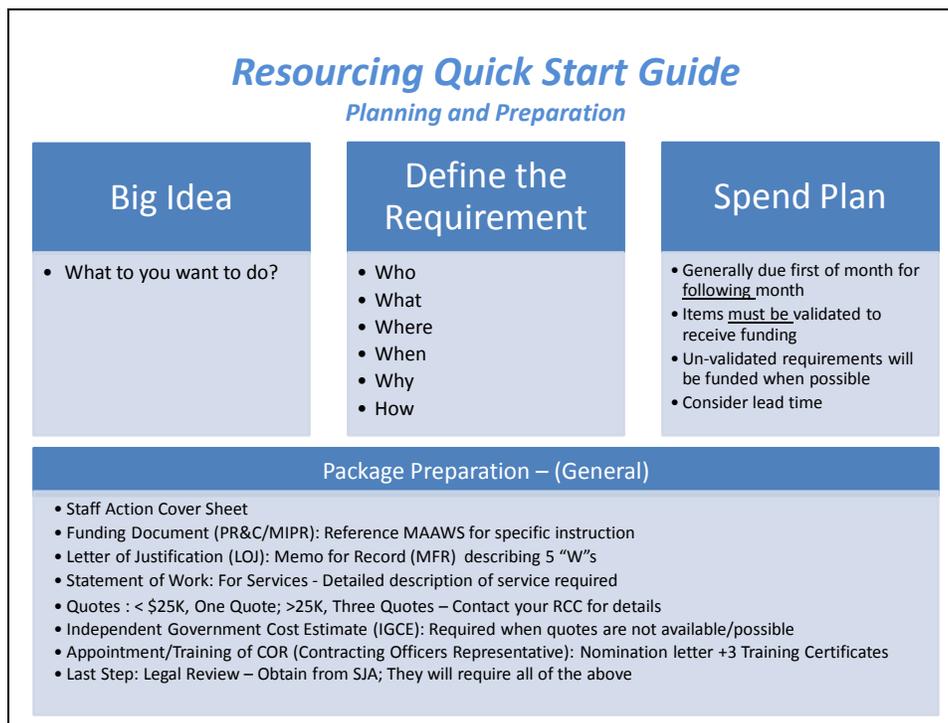


Planning and Preparation



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

In this rapidly changing theater, there will frequently be “real-time” requirements, this doesn’t eliminate the steps, it simply requires each to be accomplished more rapidly.



Step 1 in planning and preparation is to identify the requirement. To the extent possible, you must anticipate requirements through deliberate planning.

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

Step 2 is to define the requirement. **No other step has greater bearing on success than this step.** What you do here will serve as the basis for legal, funding and contracting decisions in future steps. Determine the 5 “Ws” (who, what, where, when and why)

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

- Generally due the first of the month for the following month
- Submit with sufficient time to allow for procurement lead time and funding
- Include validated (see chapter on Validation of Requirements) and unvalidated requirements
- Afghanistan is a requirements driven theater. Funding is received from the Army Budget Office via ARCENT for validated requirements



- Unvalidated requirements are important for situational awareness and will be funded as possible once validated requirements have been met

Note: USFOR-A will submit monthly spend plans to ARCENT G8 NLT the 25th of each month. Prior to the start of each quarter, USFOR-A J8 will submit a quarter projection detailing the projected funding required for during the upcoming quarter for all funding programs.

Step 4: Prepare the package for either validation or funding. More detail can be found in the JARB and JFUB sections of this document but generally a package consists of:

- Staff Action Cover Sheet
- Completed funding document (See [MIPR](#) or [PR&C](#) sections of this document)
- Letter of Justification (LOJ) describing the 5 “W’s” from Step 2 above
- A [Statement of Work](#) (SOW) for services – Contact your servicing Contracting
- Quotes: < \$25K, One Quote; > \$25K, Three Quotes; Note: Internet quotes are not sufficient; contact your local Regional Contracting Center (RCC) for details.
- Independent Government Cost Estimate (IGCE): Required whenever items are not “off the shelf”. The RCC needs this to compare against received bids
- Appointment of Contracting Officers Representative (COR)
- Legal Review – Obtain from your local SJA for items costing > \$10K



Validation

Resourcing Quick Start Guide

Validation

All requirements must be validated by appropriate board

(See Threshold Map for exceptions/approval authority)

- JARB – Joint Acquisitions Review Board – Generally \geq \$100K; USFOR-A J4 is the theater process owner
- JFUB – Joint Facilities Utilization Board – Generally \geq \$100K; USFOR-A ENG is the process owner
- SuperCARB – Super Combined Acquisition Review Board – \geq \$10M; ARCENT is the process owner; submission is through the J4
- Validation **NEVER** means funds are available – Funds are requested through the Spend Plan process

There are very few things we do that are subject to the force of US Law. Expenditure of funds is one of them. In order to balance efficiency with proper oversight, USFOR-A combines a mixture of signature thresholds and validation boards to minimize risk. For details, please see the [Validation of Requirements](#) and [Threshold Values](#) section of the MAAWS.

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



Supply, Funding and Procurement

Resourcing Quick Start Guide <i>Supply / Funding / Procurement</i>	
Supply – J4	Servicing Area Support Team (AST)
<ul style="list-style-type: none">• Obtain Requisition # depending on local procedures• Obtain Supply Officer Signature• Follow TPE local TPE requirements	<ul style="list-style-type: none">• Reviews Pkg for Completeness• Matches Against Spend Plan• Document certified/Line of Accounting (LOA/Fund Cite)• “Commits” Funds• Forwards to Contracting or performing activity
Procurement: Contracting (PR&Cs) / Receiving Activity (MIPRs)	
<ul style="list-style-type: none">• Awards contract – PR&Cs• Performs requested action – MIPRs (May be contract at their site)• Copy of contract to you• Coordinate with Contracting directly with any questions	

Supply

Supply requirements vary according to location. USFOR-A J4 has published specific guidance for Theater Provided Equipment (TPE) and it's part in the validation process. Generally, this is a signature or memorandum from your S4 signifying an item wished to be procured is or is not available through the supply system and is/is not an item necessary for property book accountability.

Requisition numbers are required on any funding document being put forward (PR&C or MIPR). A Property Book Officer (PBO) signature is generally required on PR&Cs in block to ensure items purchased are accounted for. Requisition numbers tie local requirements to the accounting system and ultimately the contracting system.

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

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



Funding

USFOR-A is a requirements driven command. Funding is received from ARCENT based on validated requirements submitted on the monthly [spend plan](#). USFOR-A J8 has established Area Support Teams (ASTs) across the CJOA to support the financial needs of its supported units. Each AST collects a monthly spend plan from its supported units/organizations. AST's roll up spend plans to USFOR-A J8 (or USFOR-A South as applicable).

Spend plans are generally due the first part of each month for the following month. ASTs provide local guidance to their supported units. As mentioned previously, ARCENT funds validated requirements. This means only those items which have been JARBd/JFUBd/SuperCARBd or signed by the appropriate approval authority (see [Validation of Requirements](#) section of the MAAWS) receive funding consideration. All other items serve as situational awareness only.

It is accepted that many requirements in this rapidly evolving theater will emerge as urgent and not have the opportunity to undergo listing on the spend plan prior to need. USFOR-A J8, through its ASTs, will support to the extent funding is available. Units should understand that these "pop-up" requirements necessarily take funds from validated/funded requirements in order to meet mission priorities. Properly validating the "foreseen" requirements provides the flexibility to accommodate the unforeseen.

General Process

1. Unit identifies a requirement and obtains proper validation via signature (as appropriate) or by validation board.
 - a. Validation Board will return requirement to the customer – The **board will not forward for funding.**
2. Unit puts the requirement on the appropriate spend plan. Timing should allow for necessary procurement actions.
3. When ready, the unit forwards the package to the appropriate AST for funding via NIPR email (or according to local AST procedures). A package generally includes:
 - a. Complete JARB or JFUB approved package with appropriate funding documents
 - b. If the package does not require a JARB or JFUB, most common requirements are:
 - i. Funding document – signed by appropriate authority
 - ii. Legal review or stamp if equal to or greater than \$10K.
 - iii. Letter of Justification detailing requirement/need
 - iv. Statement of Work if a service



- v. COR documentation as necessary
 - vi. Quotes as necessary
4. The AST will “certify” funds and place a line of accounting on the document. The AST will then forward to the indicated Contracting office (if a PR&C) or to the servicing activity (if a MIPR).

Funding Responsibilities

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

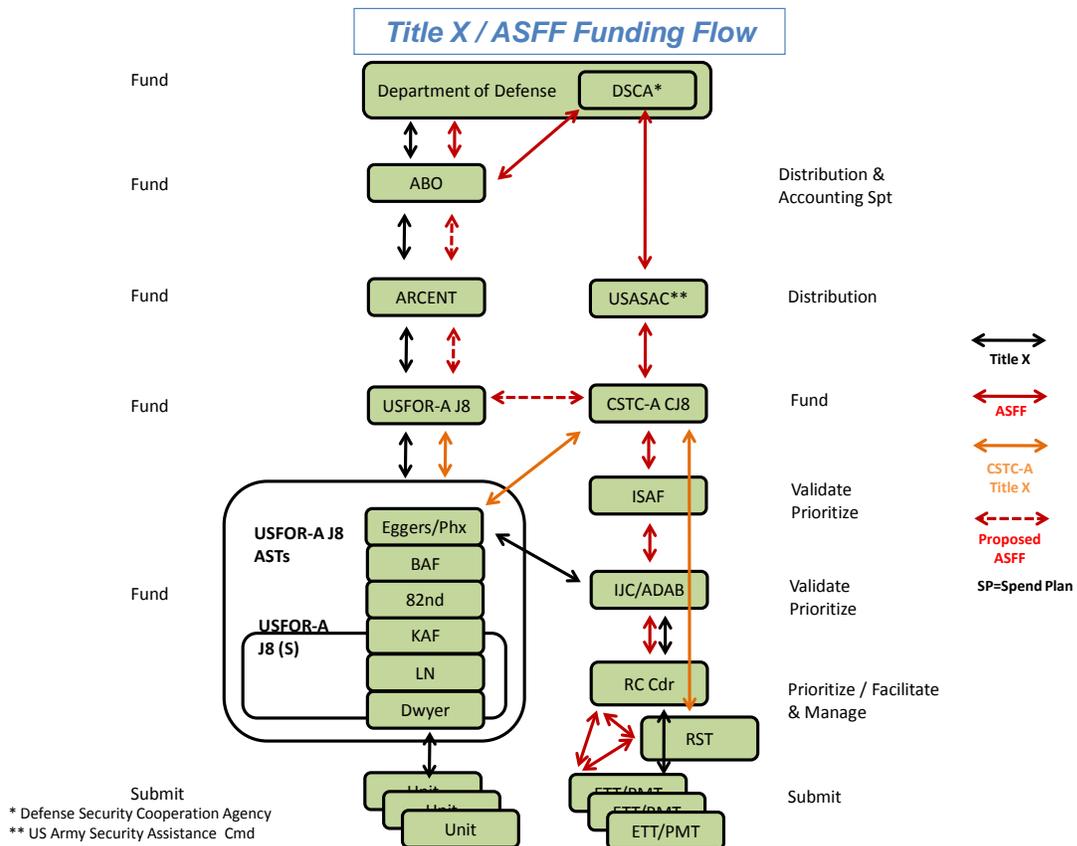
Exceptions:

1. CSTC-A conducts a separate validation board for validated Title 10 requirements. CSTC-A supported units should follow procedures provided them by CSTC-A
2. Use of Afghan Security Force Funds (ASFF), administered by CSTC-A, is outside the scope of the MAAWS and is subject to specific procedures put in place by CSTC-A. An [overview of ASFF](#) funding can be found in the “[Types of Funding](#)” section of the MAAWS.
3. IJC/ADAB and subordinate ETT/PMTs requirements will be handled according to IJC processes. IJC FINCON will submit validated requirements to the appropriate AST.



Title 10/ASFF Funding Flow

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



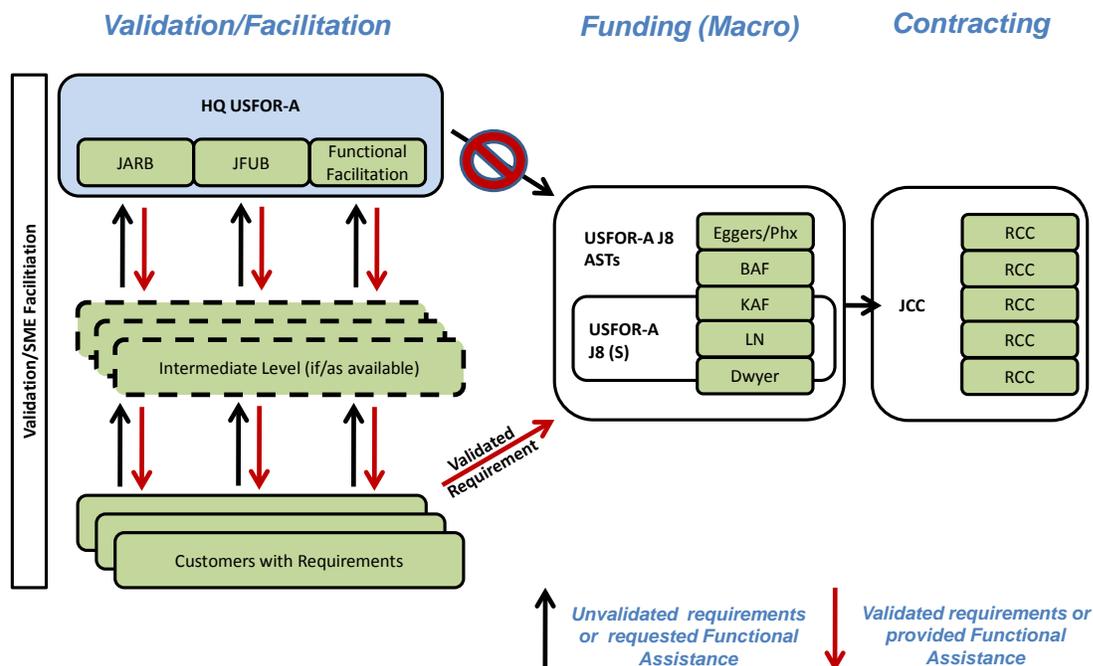


Relationship between Validation, Staff Facilitation, Funding and Contracting
(Non CSTC-A Title 10 requirements only)

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

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

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





Procurement

For specific questions, contact your Regional Contracting Center (RCC).

Additionally: See specific sections in the MAAWS on:

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

Government Purchase Card (GPC): GPC cards are not currently supported in Afghanistan due to the combined administrative burden and the oversight requirements of the GPC program. Units may bring their home station funded GPC cards into theater but will not be reimbursed by USFOR-A for purchases. Home stations should follow their command guidelines for capture and reimbursement for costs incurred.

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Post Procurement

Resourcing Quick Start Guide

Post Procurement

Critical Action – Vendor will not get paid without this

- Receive Service/Products
- If property book, work w/J4 to coordinate receipt
- If not property book; take necessary actions to receive (escorts/delivery schedule, etc....)
- Obtain Invoice – should be given to you upon delivery or it can be emailed to you – Hard copy at delivery is preferred
- Complete DD250 Receiving Report
- Match DD250 with Invoice and send to Contracting

DD250 Receiving Report

No procurement action is complete until this step is completed. Matching the invoice provided by the contractor to a receiving report – created by the individual authorized to receive the goods/services – is essential to a payment being for services rendered/goods provided. This form requires only a few minutes to complete.

Steps

1. Receive the services or products from the vendor. Do not complete if all required services are not rendered or all requested products are not provided
2. If these are property book items, work with your Property Book Officer (PBO) to coordinate receipt
3. Obtain an invoice from the vendor/service supplier
4. Complete the DD250 according to the information provided on the invoice and/or contract provided to you
5. Match the DD250 to the invoice and send to your servicing Regional Contracting Center (RCC).
6. Upon receipt of the DD250, the RCC will verify information and forward to the servicing finance office (vendor pay section) to set up for payment.



Instructions

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

Note: the same person can sign both block 21 and 22.



MATERIAL INSPECTION AND RECEIVING REPORT											Form Approved OMB No. 0704-0248						
<p>The public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and 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.</p> <p style="text-align: center;">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.</p>																	
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 Net 30										
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 <i>(Indicate number of shipping containers - type of container - container number.)</i>				17. QUANTITY SHIP/REC'D*	18. UNIT	19. UNIT PRICE	20. AMOUNT								
		Total															
21. CONTRACT QUALITY ASSURANCE a. ORIGIN <input type="checkbox"/> CQA <input type="checkbox"/> 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 <input type="checkbox"/> CQA <input type="checkbox"/> 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: _____ <i>* 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.</i>					
23. CONTRACTOR USE ONLY 																	



Types of Funding

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

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

Discussion of each major funding source follows.



OPERATION AND MAINTENANCE, ARMY (OMA)

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

PURPOSE: Provide resources required to conduct and sustain combat operations.

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

- A. Operations and Maintenance Army funding is appropriated by Congress for the U.S. Army to execute its Title 10 functions. The use of OMA is limited to those congressionally authorized activities for which funds are specifically appropriated. Unit and USFOR-A resource managers are the first line of defense to ensure funds are used for the proper purposes. Specific questions on the appropriate use of OMA funds should be referred to fiscal law experts in the Staff Judge Advocates office and/or your comptroller organization.
- B. Requirements funded by OMA become accountable US Government property unless the requirement is a service contract.

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

- A. Authorization: Every year, Congress passes the National Defense Authorization Act (NDAA) which authorizes the appropriation of funds for the Department of Defense. This authorization does not have budget authority. It usually sets restrictions and limitations on what the Appropriations Act will contain.
- B. Appropriation Act: After the NDAA bill is passed, Congress then works with the President to develop and pass a law that appropriates money for the Department of Defense. This law (Appropriation Act) has the actual budget authority that allows the Department of Defense to spend money previously authorized.
- C. Continuing Resolution Authority (CRA): If Congress has not passed the Defense Appropriation bill by 30 September for the next fiscal year, it will often pass a law



called a CRA. This law provides authority to the government to continue operations. You cannot fund requirements beyond the period authorized under the CRA nor exceed the amount spent over the same period of time as in the previous FY. Generally “new start” provisions of a CRA do not apply to items funded by OMA. Constraints arise based on specific language in the CRA and its duration. **CRA guidance provided each year overrides MAAWS guidance.**

- D. Appropriation: When Congress passes the law that appropriates money for to the Department of Defense, it divides money into different types depending on their purpose (use) and time available to support requirements. The general types include: Military Personnel (pay and benefits); Procurement (aircraft, missiles, weapons, vehicles, etc.); Research, Development, Testing and Evaluation); Military Construction (permanent buildings); and Operations & Maintenance.
- E. Operations and Maintenance – Army (OMA): OMA is used for day-to-day expenses of training exercises, deployments, operations and maintenance of facilities, etc. Everything U.S. forces do on the battlefield is either directly or indirectly influenced/supported by OMA. Because the time period, purpose, and amount of money that can be used for is actually defined by law, it is important to be aware of what the restrictions and limitations are when planning requirements.
- F. Period of Execution: Each appropriation has different time windows in which they remain available for new obligations. These windows are defined by law. The period of execution for OMA is 1 year (01 October to 30 September). This means that a contract initiated in FY 08 can only use FY 08 money. If a funds increase is needed for that contract in FY 09 and the change is within scope, it will need to come out of FY08 funds, if they are available. When possible, new OMA-related contract starts and contract renewals should avoid September and October. It is strongly recommended that you coordinate the start and/or renewal of your annual support contracts outside of this window to improve their probability of receiving adequate funding.

LIMITATIONS: OMA CANNOT be used for the following requirements. This list is not exhaustive; when in doubt seek, guidance from your comptroller’s office and/or the Staff Judge Advocate. **The absence of a prohibition does not convey authorization.**

- A. Generally cannot be used for purchases of personal property or systems of personal property equal to or in excess of \$250,000. See [Validation of Requirements](#) section of the MAAWS for most current limitation.



- B. Projects with funded construction costs (as defined in DA PAM 420-11) of \$750,000 or more; certain exceptions exist that allow construction related to life, health and safety where funded construction costs are under \$1,500,000. See [Validation section](#) of the MAAWS for most current limitation. Contact USFOR-A ENG/JFEC for specific use requirements
- C. Repairs when the repair to replacement ratio is less than 50% and funded project cost is less than \$5,000,000.
- D. Cannot be used for subsistence of military personnel (food, bottled water, ice, etc.).
- E. Cannot be used to purchase "in lieu of" substitutions for Military Table of Equipment (MTOE) items.
- F. Cannot be used to purchase items centrally managed unless authorized specifically by an ONS/JUONS.
- G. Cannot be used to purchase gifts or individual awards, except for specifically authorized awards programs coordinated through the appropriate departments (such as Safety Awards).
- H. Cannot purchase Non-Tactical Vehicles (NTV), trucks, etc.
- I. Cannot fund Afghan Security Force Requirements (messing, lodging, training, force protection, etc).



AFGHANISTAN SECURITY FORCES FUNDING (ASFF)

REFERENCES.

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

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

GENERAL GUIDANCE/USES:

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



- C. Any questions concerning ASFF support requirements in direct or indirect support of the ANSF should be directed to the CSTC-A CJ8 comptroller.

January 2010



OTHER PROCUREMENT, ARMY (OPA)

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

PURPOSE: Funds major end-item investments and/or table of authorization equipment to provide core capabilities to Army units.

GENERAL GUIDANCE/USES: Tactical and support vehicles, major communication and electronic equipment, centrally managed items, or equipment/systems costing equal to or more than \$250K (Special contingency provisions currently allow purchases up to \$500K using OMA – See [Validation of Requirements](#) section of the MAAWS for most current limitation.

PROCESS/LIMITING FACTORS:

- Due to the nature of this appropriation, OPA requires more planning lead-time than OMA. USFOR-A does not generally receive OPA funding.
- When OPA funds are required, coordination is made through ARCENT with Army Budget Office to fund OPA requirements.
- The mechanism for obtaining OPA is submission of an Operational Needs Statement through J3 up to the AR2B. See [ONS/JUONS](#) section of the MAAWS for more detail.



MILITARY CONSTRUCTION (MILCON)

MILCON is the necessary funding to execute infrastructure improvements supporting OEF operations. These requirements can be funded through three different funding streams, and are normally applied against CENTCOM's annually developed Contingency Construction Priority List (CCPL). Information on the funding streams and thresholds are identified below. Congress also provides Contingency Construction Authority (CCA) which permits the use of OMA on projects that otherwise require MILCON funding. **USFOR-A ENG/JFEC is the first stop on the USFOR-A staff for MILCON requirements.**

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

Regulatory Definitions. *FAR 36.102*. The term "construction" refers to the construction, alteration, or repair of buildings, structures, or other real property. Construction includes dredging, excavating, and painting. Construction does not include work performed on vessels, aircraft, or other items of personal property.

The term "military installation" means "a base, camp, post, station, yard, center, or other activity under the jurisdiction of the Secretary of a military department or, in the case of an activity in a foreign country, under the operational control of the Secretary of a military department or the SECDEF." *10 U.S.C. § 2801(c)(2)*.

PURPOSE: Fund major construction projects.

GENERAL GUIDANCE/USES: 10 U.S.C. § 2801(a) and FAR 36.102.

PROCESS/LIMITING FACTORS:

- Projects must be validated by the JFUB prior to funding.
- Projects with funded construction costs less than \$750,000 are funded with OMA.
- Projects with funded construction costs between \$750,000 and \$2,000,000 are normally funded with Unspecified Minor Military Construction (UMMC) funds.
- Projects with funded construction costs more than \$2,000,000 are funded with MILCON funds.
- Funding thresholds increase if project corrects life, health, or safety issues.
- Proper cost estimates must consider all costs in determining total project cost. This includes left over materials from previous projects. Capacity cost estimates



(incremental costs) are not to be used when determining project cost. Troop labor is specifically counted as an unfunded cost per DA PAM 420-11.

MILCON FISCAL LAW DEFINITIONS

“SPECIFIED” MILITARY CONSTRUCTION PROJECTS

- The SECDEF and the Secretaries of the military departments may carry out military construction projects authorized by law.
- Source of Funding. Congress provides annual funding and approval for “specified” military construction projects in the Military Construction Appropriations Act. Congress funds the entire military construction program with lump sum appropriations. The Army’s principal appropriations are the “Military Construction, Army” (MCA) appropriation, and the “Family Housing, Army” (FHA) appropriation. The conference report that accompanies the Military Construction Appropriations Act breaks down the lump sum appropriations by project.
- Authorized Use. Congress normally “specifies” military construction projects expected to exceed \$2 million in funded construction costs. A military department may not carry out military construction projects expected to exceed \$2 million in funded construction costs without specific Congressional authorization and approval.

“UNSPECIFIED” MINOR MILITARY CONSTRUCTION (UMMC) PROJECTS

- Source of Funding. Congress provides annual funding and approval for UMMC projects in the Military Construction Appropriations Act. Congress appropriates “Unspecified Minor Construction” funds to each military department in the conference report that accompanies the Military Construction Appropriations Act; however, the conference report does not break down these appropriations by project.
- Authorized Use. The Secretary concerned may use these funds to carry out UMMC projects not otherwise authorized by law. An UMMC project is defined as a military construction project with funded construction costs of \$2 million or less. However, an UMMC project may have funded construction costs up to \$3 million if the project is intended solely to correct an immediate deficiency that threatens life, health, or safety.
- Requirements for Use. Before beginning an UMMC project with an approved cost equal to or greater than \$750,000, the Secretary concerned must approve the project. In addition, the Secretary concerned must:
 - Notify the appropriate committees of Congress; and
 - Wait 21 days.



UMMC PROJECTS FINANCED BY OMA FUNDS

- A General Prohibition on the use of O&M Funds is provided at *41 U.S.C. § 12*. Most installations use O&M funds to finance routine operations; however, *41 U.S.C. § 12* prohibits a federal agency from entering into a public contract to build, repair, or improve a public building that binds the government to pay a sum that exceeds the amount Congress specifically appropriated for that purpose.
- In *The Honorable Bill Alexander, B-213137, 63 Comp. Gen. 422, 433 (1984)*, the General Accounting Office (GAO) interpreted *41 U.S.C. § 12* to:
 - Require specific Congressional authorization for military construction projects; and
 - Prohibit the use of other, more general appropriations for military construction projects.
- Statutory Exception for UMMC Projects. The Secretary of a military department may use O&M funds to finance projects with less than:
 - \$1.5 million of funded construction costs if the project is intended solely to correct a deficiency that threatens life, health, or safety.
 - \$750,000 of funded construction costs if the project is intended for any other purpose.
- Project scope is critical. -- A "military construction project" includes all work necessary to produce a complete and usable facility, or a complete and usable improvement to an existing facility. The term "facility" means "a building, structure, or other improvement to real property."

The term "construction" includes:

- The erection, installation, or assembly of a new facility;
- The addition, expansion, extension, alteration, conversion, or replacement of an existing facility;
- The relocation of a facility from one site to another;
- Installed equipment (e.g., built-in furniture, cabinets, shelving, venetian blinds, screens, elevators, telephones, fire alarms, heating and air conditioning equipment, waste disposals, dishwashers, and theater seats), and;
- Related site preparation, excavation, filling, landscaping, and other land improvements.

MAINTENANCE AND REPAIR

- For fiscal law purposes, "construction" does not include repair or maintenance. O&M may be used when the repair to replacement ratio is less than 50%, and the funded project cost is less than \$5,000,000. Accordingly, the key question is whether



or not this project is restoring function (maintenance) or is adding function or infrastructure that does not currently exist. You do not have to add the same equipment i.e., air conditioner that was built in 1965 for a building; you can use the current replacement equipment, even if that adds capacity as long as you are restoring the function (and not adding an enormously differently capacity)

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



OFFICIAL REPRESENTATION FUNDS (ORF)

Refer to MAAWS section on [ORF](#) for specific information

REWARDS PROGRAM

Refer to MAAWS section on [Rewards](#) for specific information

January 2010



Title 22 vs. Title 10

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

Title 22 US Code – “Foreign Relations and Intercourse”

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

Title 10 US Code – “Armed Forces”

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

USFOR-A J8

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

CSTC-A CJ8

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



Validation of Requirements

Introduction

There are very few things we do in theater that are subject to the force of US Law. Expenditure of funds is one. In order to balance efficiency with proper oversight, USFOR-A combines a mixture of thresholds and validation boards to minimize risk.

The first level of review is always from the individual submitting the request. Requirements must fill legitimate mission needs. The second level of “formal” review is when an item reaches the \$10,000.00 mark. All items at this level must have a legal review. The next level of review occurs for all requirements with a value of greater than \$100,000.00. These items must be validated by an approved Acquisition Review Board (ARB) and approved in accordance with established thresholds (see [table below](#)).

The three most common boards are the [JARB](#) (Joint Acquisition Review Board), the [JFUB](#) (Joint Facilities Utilization Board) and the CARB/SuperCARB (Combined Acquisition Review Board). The [JARB](#) validates requirements for services and end-items. The **JARB process is owned by the USFOR-A J4**. The [JFUB](#) validates facilities and construction requirements and is **run by USFOR-A ENG**. [CARB/SuperCARBs](#) are conducted by USARCENT and are required for requirements equal to or greater than \$10,000,000.00 in value. The J4 is the conduit for CARB/SuperCARB submissions. Specific instruction for the JARB and JFUB are provided later in this section.



Requirements Validation

1. References.

- A. USARCENT Publication 1-06, Army Financial Management Operations in the CENTCOM AOR, 16 May 2007.
- B. Automation Standardized Equipment Listing Updated 1 APR 09 (located on USFOR-A SharePoint: J6/JCURB/Shared Documents)
- C. HQ CENTCOM Regulation 415-1, The Sandbook Standard, 17 December 2007.

- 2. **Purpose** This section establishes USFOR-A requirement validation standard business practices.
- 3. **Applicability.** This SOP applies to all USFOR-A commands that are funded with USFOR-A Title 10 OMA funds. This validation process does not apply to CERP, ASFF, or Rewards funds. These are covered specifically in separate sections of this document or the CERP SOP.
- 4. **Concept.** Depending upon type of requirement and cost, requirements procured outside DOD and Service supply systems must be formally validated by an Acquisition Review Board (ARB). Units that have a USFOR-A approved ARB process may validate requirements up to prescribed USFOR-A Requirements and Funding Thresholds/Authority listed below. **All requirements \$100,000 or more as well as special interest items identified in ROE/SII section below, regardless of their value, must be submitted to the applicable ARB for approval.**
- 5. **General Board Process.** The below process describes a normal requirements validation sequence from start to finish. **Note that this process serves only to validate requirements. Funding for a validated requirement is accomplished through the spend plan.** A validated requirement does not equal a funded requirement.
 - A. **Identify Requirement.** Unit determines a requirement and prepares a requirement validation package that is first validated at the unit level. The unit coordinates the requirement's Statement of Work (if applicable) with their



servicing Regional Center (RCC) to determine if they can service the contract and the Statement of Work is viable.

- B. **Submit Requirement to servicing validation board.** The unit will submit a completed package electronically to the board administrator. Prepare each package in accordance with the board requirements (see JARB or JFUB sections as applicable).
- C. **Board Review.** All packages are staffed to select staff, the JCC-I/A LNO for Procuring Contract Officer (PCO) review, and the Staff Judge Advocate for legal review as part of the validation process.
- D. After all required staff members have reviewed the package, the board members make a **recommendation**. The board secretariat then prepares the package for presentation to the Chief of Staff or Deputy Commanding General for approval.
- E. **Requirements Validation Decision Briefing (RVDB).** The secretary of the validation board (USFOR-A ENG or USFOR-A J4) presents the validation packages to the decision authority for final disposition.
- F. **Decision Announcement.** After each RVDB, the board's approved minutes reflecting the Deputy Commanding General or Chief of Staff's signature will be posted on the USFOR-A portal for review and action. **Requirements will not automatically be forwarded for funding. The customer is responsible for providing to the servicing AST according to local procedures.**
- G. **Funding.** Seek funds through the USFOR-A spend plan process (See [Funding](#) and [Spend Plan](#) section of the MAAWS).
- H. **Request for Cancellation.** Cancellation of a package, at any stage, can be requested by sending a memorandum to the appropriate board coordinator. This can be done by memorandum or e-mail.
- I. **Project Starts.** Projects requiring validation through the ARB process may **NOT** begin prior to validation **and** funding. This includes troop labor construction of facilities that will later require O&M.



6. Emergency/Out-of-Cycle Requirement Validation Package.

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

January 2010



ROE/Special Interest Items

1. All expenses equal to, or greater than \$100,000 must meet the appropriate validation board
2. All requirements equal to or greater than \$10,000 require a legal review
3. All Relocatable Buildings (RLBs), regardless of cost, require board validation
4. Automation / Comms Equipment
 - a. All automation/comms equipment < \$100,000 **and on** SEL - requires memo from **unit** S6 certifying item(s) are on HQ USFOR-A J6 SEL
 - b. All automation/comms equipment **not on** SEL - requires HQ USFOR-A J6 approval memo
 - c. The following require JARB approval without exception:
 - a. Cell phone contracts
 - b. Satellite Phones (e.g. Iridium, INMARSAT)
 - c. COMSEC equipment (e.g. KG-175, KIV-19)
 - d. Satellite communications systems (e.g. BGAN)
 - e. Internet related services (e.g. MWR, Commercial Service)
 - f. Radios (e.g. Hand-held, vehicle mounted)
 - g. Modified table of organization and equipment items (e.g. AN/PRC-150, RT-1523)
 - h. VTC suite equipment (> \$25K)
 - i. Cisco call managers (software and hardware)
 - j. Modems that extend the LAN (pair gains)
 - k. Equipment and services which require IT service contracts

NOTE: SEL = Standardized Equipment List; SEL is maintained by J6 and is located at USFOR-A SharePoint site – see *Boards/JARB/SOP/References;file name "SEL"*

5. All NTVs (Non-Tactical Vehicles) require board validation
6. LOGCAP services > \$50K require board validation



7. All non-construction contracted services and leases require board validation
8. Appliances such as washers, dryers, microwaves and refrigerators are not authorized purchases unless specifically designated for medicines or, in certain circumstances, common areas. Do not purchase these items without SJA/J8 endorsement.
9. Furniture Replacement > \$20K requires board validation
10. Electrical Generation Equipment requires verification from appropriate engineering authority for safety and compatibility for intended use.
11. For Official Representation Funds (ORF), COMISAF is the approval authority
12. For CERP and Rewards requirements - See specific sections of the MAAWS
13. Equipment to provide capability not currently authorized (MTO&E, CTA, ONS etc.) - require an ONS/JUONS

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

Thresholds Values

See Table – Next Page

Note: See MAAWS CERP SOP for CERP requirements



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

Statutory Thresholds		
Investment Items	\$250,000 or higher	Requires "Other Procurement, Army" (OPA) funds
Construction	\$750,000 or higher	Requires "Military Construction" (MILCON) funds; exception for Life, Health, Safety

Document Approval Authority - via Validation Board		
Organization	Title	Threshold
ARCENT	CARB/Super CARB	\$10M or Higher
HQ USFOR-A	JARB/JFUB	Up to \$10M; DCG <\$10M; CoS <=\$7.5M
USFOR-A (S)	JARB/JFUB	Up to \$5M; CoS
CJTF/RC-E	JARB/JFUB	Up to \$5M; DCG
MEF	HARB	Up to \$5M; DCG
CSTC-A	Title X Board	Up to \$1M; DCG; CoS <= \$500K; 0-6 Designated Staff Lead <=\$200K

Document Approval Authority - via Signature *	
Authority	Threshold
CFSOCC Cdr	Up to \$100K
TF Cdr	Up to \$100K
O-6 Cdr	Up to \$100K
O-5 Deputy Cdr	Up to \$50K
HQ USFOR-A;/CSTC-A Staff Lead	Up to \$100K
HQ USFOR-A/CSTC-A Staff Lead - O-5 Deputy	Up to \$50K
O-4	Up to \$20K

*** Signature authority does not override ROE requirements**

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

This Table Updated 2 May 10



JOINT ACQUISITION REVIEW BOARD (JARB)

1. PURPOSE:

- A. This appendix outlines the policies and procedures for the conduct of the USFOR-A JARB. The policies apply to the U.S. Forces - Afghanistan Headquarters, subordinate units and other units requiring USFOR-A Title 10 appropriated Operations and Maintenance Army (OMA) funds.
- B. The process described here is a part of the overall command requirements validation process. The USFOR-A JARB recommends approval or disapproval of specified projects, purchases, services, and leases. Final approval authority resides with the USFOR-A Deputy Commanding General or Chief of Staff depending upon the dollar threshold of the requirement. Requirements equal to, or greater than, \$10M will be processed through the USFOR-A JARB after which the USFOR-A JARB POC will forward it to the ARCENT Super Coalition Acquisition Review Board (SuperCARB) for validation.

2. PROGRAM OVERVIEW:

- A. The JARB encompasses Service Contracts, Leases, Commodities purchases, Automation/COMMS purchases, LOGCAP and other requirements.
- B. Currently USFOR-A hosts a JARB weekly at the USFOR-A HQs building on the New Kabul Compound (NKC). External participants may attend in person or participate by Adobe Connect. J4 Chairs the JARB. The USFOR-A J3, J6, ENG, and J8 are voting members and are responsible for the overall administration and impartiality of the process. Details of the JARB process are available on the JARB portal. To reach the JARB portal from the USFOR-A main page, highlight the "Boards" tab and select "JARB" from the menu. There is a high and a low side JARB page. The low side only has the blank forms, templates and some limited reference material.
- C. There is a separate page to submit your JARB Packet. The Upload page is only located on SIPR. Submit all requirements for validation through the "JARB Upload" web portal located at the following SIPR link:
<http://intranet.oneteam.centcom.smil.mil/sites/USAFORA/JARBUPLOAD/default.aspx>
- D. The JARB administrator receives completed packages from USFOR-A staff sections, subordinate units and other USFOR-A funded units. The administrator



assigns a JARB number to each requirement. The JARB number is cross referenced to the document number on the funding document (block 1 of the PR&C or on the MIPR). When emailing or calling the JARB section the customer should always have the JARB number of the packet they are inquiring about. After assigning a document number the JARB administrator uploads the packet to a SharePoint folder named with the date of the pending board and forwards the packet to the board members for their comments, if any, and their vote. If the board members have a question about the packet they will send a request for Information (RFI) will be sent to the submitter of the packet or the point of contact identified in the letter of justification. Any packet with an unacknowledged RFI will be cancelled after ten days. Following the weekly board, packets recommended for approval by the board are prepared for the USFOR-A Chief of Staff's signature. After signature they complete packet is rescanned with all changes and uploaded to the JARB site in the completed packet folder. Customers will be notified by email when their packet is signed by the CofS and uploaded back to the JARB site.

- E. In addition to the voting members, other functional experts will be called upon to review packages as needed; this may include J1 for MWR requirements, J2 for intelligence related acquisitions, Surgeon's office for medical requirements, Information Operations (IO) Effects for CMO/PSYOP initiatives or JCC-A for PCO review of specifications or minimum requirements needed in the Statement of Work (SOW) for contracts they service. The Board members and functional experts review initiatives from both a functional perspective and an overall benefit to the command. Members are expected to apply seasoned military judgment in making a recommendation to the Deputy Commanding General or Chief of Staff.
- F. The Staff Judge Advocate (SJA) and the Joint Contracting Command-A (JCC-A) serve as a non-voting technical advisors to the JARB. All JARB packages require an SJA legal review.
- G. The board members provide their recommendation to the administrator who consolidates the inputs and the board administrator presents all processed board packages to the Deputy Commanding General or Chief of Staff (depending on threshold of the requirement) for final decision. Packages with unfavorable legal opinions may be submitted to the Deputy Commanding General or Chief of Staff for consideration although every effort to resolve the unfavorable opinion should be made first. Packages may be approved, deferred or disapproved. Those that are disapproved can be adjusted by the unit and resubmitted for reconsideration. Deferred packages require some additional information or the occurrence of some future event in order to be considered. **Approval of a submission does**



not mean funding had been approved, only that the requirement has been validated.

- H. Revalidation. Requirements that have been previously approved by the Deputy Commanding General or Chief of Staff must be revalidated when:
1. Required funding exceeds approved funding by 25% or more.
 2. There is a change in approved scope.
 3. Approved period of performance will expire and the requirement is still needed. No approved period of performance will exceed 12 months.
 4. For items that originally required ARCENT SuperCARB approval, any cost increase from the **original SuperCARB amount requires new SuperCARB approval.**
- I. **The process requires board members to complete their review of packages prior to** the package going to the board for approval. If a package is considered an emergency that cannot wait for the normal cycle, USFOR-A will conduct an out-of-cycle JARB. Emergency JARB packages are defined as those requirements that must be expedited by all parties involved, as their delay would constitute an unacceptable level of risk to the mission or safety of USFOR-A personnel. These packages require an O-7 letter of justification explaining why the packet is an emergency.
- J. The JARB administrator will forward all approved requirements with an annualized cost equal to or greater than \$10 million to ARCENT for Super Coalition Acquisition Review Board (Super-CARB) approval. ARCENT holds a SuperCARB board every Friday. Requests generally require two weeks to complete the staffing process prior to being boarded at ARCENT. After the ARCENT board approves a SuperCARB they staff it for signature by the ARCENT DCG. The overall process takes approximately 2-3 weeks. The USFOR-A JARB administrator forwards the package to ARCENT after approval, All SuperCARBs must be briefed to the USFOR-A CofS prior to forwarding to ARCENT. **Again, approval of a submission does not mean funding had been approved, only that the requirement has been validated.**



- K. If project location changes after a package is submitted, a new location map, environmental review, and mayor's endorsement must be submitted with a memo explaining why the change was made. If project location changes after validation, the requirement must be revalidated.
- L. Any project requiring funds validated through the process may **NOT** begin prior to validation and funding. This includes troop labor construction of facilities that will later require O&M.

3. **RESPONSIBILITIES:**

A. **Customers:**

1. Commands with acquisition approval thresholds above \$100,000.

- a) Establishing a JARB. Units wishing to establish an Acquisition Review Board for requirements over \$100,000 or special interest items regardless of cost must submit a request through the chain of command to the USFOR-A DCG-S. Subordinate commands must have a delegation of authority memo signed by the USFOR-A DCG-S to run their own JARB. Forward requests for delegations of authority memos through command channels along with supporting documentation. The supporting documents will include, but is not limited to: appointment orders from Commander as the JARB Administrator, unit SOP, appointment orders for the subordinate unit's JARB Administrator, List of board members and the board member training briefing, documentation on the JARB administrator training (two days right seat ride at USFOR-A or MSC JARB and attend a minimum of two USFOR-A JARBs in person, COR training certificate for JARB Administrator). The JARB Administrator will be their sole duty. The JARB Administrator cannot hold another primary staff job or have other than minor additional duties. The board members will be the primary staff member for their section. In addition, units must conduct two mock JARBs prior to being authorized their own JARB board. The JARB board must include a legal advisor and a contracting advisor. Units with an existing JARB will have two months from the date of publication of this MAAWS update to comply with these requirements and receive their memo of delegation from the DCG-S.
- b) Subordinate Units with an operation JARB: Requirements within approval thresholds can be added to spend plans with an



accompanying approval document signed by the ARB approval authority. Packages submitted for USFOR-A approval will be approved first by the lower threshold ARB where such a board exists. Subordinate commands will transmit all JARB packets from customers to the JARB board and back to the customer via SIPR. Customers will be responsible for scrubbing their packets and removing classified and sensitive information prior to submitting them to the supporting resource management (RM) office for funding. Subordinate JARBs must archive all packets submitted to the board whether approved or not. All approved packets will be rescanned in their entirety and archived for a period of no less than three years. Copies of all approved packets will be forwarded to the USFOR-A JARB Cell. The USFOR-A JARB cell will review subordinate packets monthly on a random basis. The USFOR-A JARB administrator will notify the subordinate unit JARB administrator immediately of any discrepancies in the subordinates approved packets. Subordinate units will take action immediately to correct any errors in their process. Failure to correct errors in the packet or the subordinate units process will result in the USFOR-A J4 recommending to the USFOR-A DCG-S that the subordinate units JARB board be suspended. The USFOR-A J4 will maintain a copy of the subordinate unit's approved JARBs for a minimum of three years.

2. Subordinate Commands without their own JARB.

- a) Unit Commander. Prior to a unit receiving JARB support they must establish a JARB account and the unit S4/Unit Supply Officer and S4 NCOIC/Supply Senior Enlisted person must be appointed by the unit commander by memorandum or DD form 577 as the primary and alternate unit JARB POC. This duty may be delegated to the O1/E7 level respectively at the battalion level and CPT/E8 at higher levels of command. To establish a JARB account submit and email to the USFOR-A JARB Cell with the following information. Unit higher HQs Unit name, DODAAC, Location, Supporting Resource Management (RM) Office, Supporting Contracting Office, supporting Theater Property Book Equipment Office (TPE) and the unit JARB POC contact information. The JARB POC will need to receive training on how the JARB process works prior to submitting a packet. Also send a copy of the appointment orders. This is a new requirement. Units who have already submitted a JARB packet previously will have two weeks to comply with these requirements after the MAAWS update is published which includes these changes.



- b) Unit JARB Administrator. All packets for a unit will be submitted to the JARB by their Unit POC. Once they are trained the unit JARB administrator will:

- Process all JARB packets and submit them to higher.
- Assign a document number to all PR&Cs and MIPRs.
- Keep a document register of all document numbers.

3. USFOR-A HQs Staff Sections.

- a) The primary staff leads, J1, J2, etc., will assign a section JARB representative using an email or memorandum to the USFOR-A JARB administrator.
- b) Section JARB Representative.
 - i. Attend USFOR-A JARB training prior to submitting a packet.
 - ii. Obtain a document number for all PR&Cs and MIPRs from the J4 JARB Cell
 - iii. Process all JARB packets and submit them to the J4 USFOR-A JARB Administrator.
 - iv. Keep a document register of all document numbers for their section.

4. All.

- a) Using the criteria outlined above, develop packages for initiatives as required. Forms, templates, examples and checklists are provided on the JARB portal.
- b) Confirm that requirements cannot be filled through Standard Army Retail Supply System (SARSS), internally, or through other USFOR-A resources.
- c) Submit all requirements for validation through the S4 channels to appropriate administrator. The S4 will place a document number for tracking purposes on the funding documents i.e. PR&C or MIPR). The document number will be in the following format: DODAAC, Julian date, and sequence number. The Unit may also use a document number consisting of the DODAAC the year and sequential numbers if desired. The S4/Supply Section will obtain a theater property book office document number for all purchased items requiring property book accountability. Units must first establish a TPE account prior to requesting a document number. This includes vehicles with leases of over 6 months. Units



permanently assigned to Afghanistan that do not rotate out of the theater as a unit and have their own property book will ensure that all purchased items are properly accounted for on the unit property book and that a PBO document number is assigned to applicable PR&Cs.

- d) All units will use the servicing SSA as their delivery address for all JARB purchased items with the exception of bulk deliveries like gravel. All purchased not delivered to the SSA will require a contracting officer representative be appointed and trained.
- e) PR&Cs and MIPRs for construction (CL IV, HESCOs, Concrete Barriers, etc.) and services do not need to go to the TPE office for a document number. Equipment and NTVs leased over six months must be put on the TPE property book.
- f) Units should allow for validation time, funding time, and time for contracting to award the requirement. **Typically, the unit should start the process at least 90 days prior to need.**
- g) For requirements with annualized cost equal to or greater than \$10 million, the Letter of Justification (LOJ) must be signed by the first 07 in the chain of command. Units without an 07 in theater may include a memo to that effect. USFOR-A HQs sections and support elements will have the LOJ signed by the DCG-S prior to submitting their packet to the JARB. Units will include a briefing with their packet for any requirement of \$10M or more along with the ARCENT SuperCARB staffing sheet. The ARCENT Staffing sheet must be emailed as a word document to the JARB cell when the packet is uploaded. The JARB Web site has the latest guidelines on JARB requirements and will be governed by the JARB SOP signed by the USFOR-A J4 upon publication.

B. Board Members (J3, J4, J6, J8, ENG):

1. Provide a field grade officer to review requirement documents and be a voting JARB member. Voting members must be prepared to review requirements from both a functional perspective, as well as provide the Deputy Commanding General or Chief of Staff an overall recommendation based on well-reasoned military judgment.
2. Serve as a functional expert to review requirements from an overall perspective. This includes not only the validity of the requirement, but whether another alternative might provide the same capability with more efficiency, or at a lower cost.



C. J3.

1. Ensure J3 AT/FP reviews all anti-terrorism and force protection requests.
2. Specifically, lead the staffing of requirements for force protection items (non-construction).

D. J4.

1. As secretary/administrator of the JARB; presents requirements to the USFOR-A Deputy Commanding General or Chief of Staff for approval. Act together with J3, ENG, J6 and J8 as USFOR-A staff lead and administrator of JARB policies and procedures.
2. Provide JARB administrator to manage all JARB requirement files; accepting, processing, recording Deputy Commanding General or Chief of Staff decisions and disseminating the results of the JARB process to stakeholders.
3. Serve as a functional expert to review requirements for:
 - a. Non-Tactical Vehicles (NTV) and utility vehicles (lease vs. purchase).
 - b. Logistics Civil Augmentation Program (LOGCAP) requests for expansion of current services and all new services equal to or greater than \$250K.
 - c. Lease of Centrally managed Material Handling Equipment (MHE) and mobile Reefers or the purchase of non-centrally managed MHE and stationary Reefers.
 - d. Cross leveling of Container Housing Units (CHU) and other Relocatable Buildings (RLB).
4. Specifically, lead the staffing of JARB requirements for:
 - a. LOGCAP services (except construction/repair and generators)



- b. Leased equipment (MHE, Reefers, etc)
- c. All non-tactical vehicles (NTVs) or utility vehicle requests, including Gators and Polaris.

E. J6.

1. Act together with ENG, J4 and J8 as an USFOR-A staff lead and administrator of JARB/JFUB policies and procedures.
2. Provide an action officer to serve as the automation support coordinator of the JARB.
3. Serve as a functional expert to review requirements including, but not limited to, communications equipment, communications security equipment, computers, printers, data storage devices, network-related equipment or services, software, or other information technology support.
4. Develop and maintain USFOR-A J6 Standardized Equipment List (SEL). The SEL lists those automation/COMMS items specifically authorized for purchase without JARB approval after being approved for funding on the organization's monthly spend plan. Unit S/G/J6 must provide memo certifying that the items being purchased are on the current SEL. All other automation/COMMS requirements must be approved through the JARB process prior to approval on monthly spend plans and subsequent purchase.
5. All submissions for requirements relevant to USFOR-A J6 will be properly staffed and endorsed through the chain of command up ARB approval level. In addition, the S6/G6/CJ6 must endorse the requirement.

F. ENG.

1. Act together with J4, J6 and J8 as USFOR-A staff lead and administrator of JARB policies and procedures.
2. Specifically, lead the processing of requirements for:



- a. Force protection construction items (e.g. sidewalls, overhead cover and barriers).
 - b. Electrical power generation equipment (including LOGCAP) equal to or greater than 10KW.
 - c. Renewal of existing generator leases.
 - d. All relocatable buildings (RLBs), trailers, and Containerized Housing Units (CHU) (including LOGCAP).
 - e. Construction/repair projects (including LOGCAP). See MILCON section for the definitions of construction and maintenance and repair projects.
 - f. As the subject matter expert the ENG Real Estate Section assists the JARB process by reviewing all Land leases and other packets that require access to land/right-of-entry such as demining packets.
- G. **J8.** Act together with J4, J6 and ENG as the USFOR-A staff lead and administrator of JARB policies and procedures.
- H. **SJA.**
1. Provide a Legal Advisor to the JARB as a non-voting member.
 2. Review proposed initiatives from an overall legal and fiscal perspective.
- I. **JCC-A.**
1. Provide a KO to the JARB as a nonvoting member.
 2. Serves as a functional expert to review acquisition packages (SOW and COR nomination packages) for completeness and thoroughness from an overall contract award perspective.



4. **JARB PACKAGE REQUIREMENTS:** The contents of the JARB packets are governed by the USFOR-A J4 JARB SOP. The USFOR-A J4 is the signature authority on the SOP in coordination with J3, J6, J8, USFOR-A JAG and the JCC LNO, All subordinate units in the SJOA will follow the requirements of the USFOR-A SOP upon publication. Subordinate units may make stricter standards than outlined in the USFOR-A JARB SOP if desired, but will not relax the requirements in their SOP(s) or other policies.

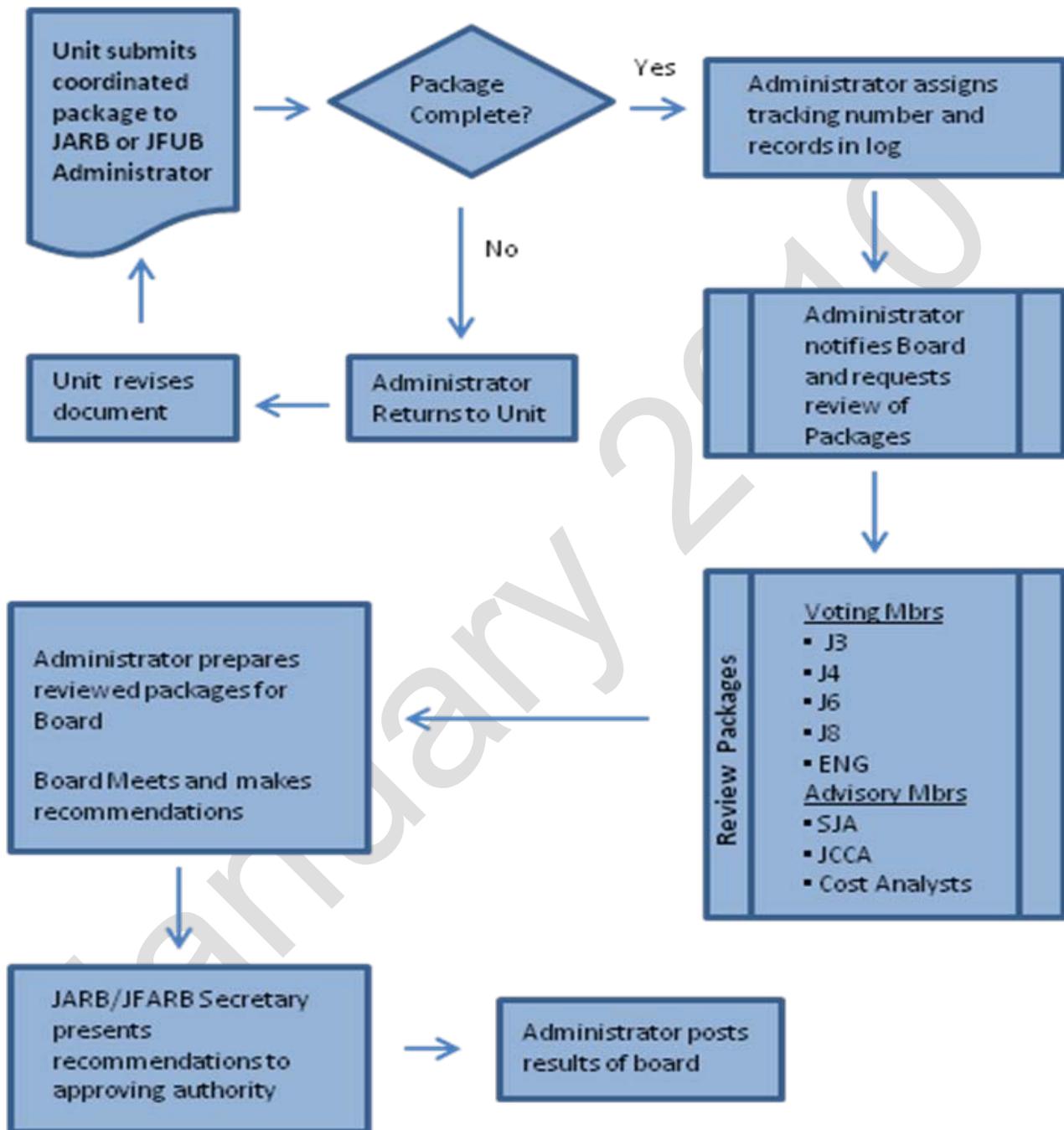
5. **POINTS OF CONTACT:** The JARB POC are listed on the JARB Portal.

6. **ATTACHMENTS:**
USFOR-A JARB Flow

January 2010



USFOR-A Validation Flow Chart





Joint Facilities Utilization Board (JFUB)

PURPOSE:

- A. This appendix outlines the policies and procedures for the conduct of the USFOR-A JFUB. The policies apply to all U.S. Forces - Afghanistan Headquarters, subordinate units and other units requiring USFOR-A Title 10 appropriated Operations and Maintenance Army (OMA) and Other Procurement Army (OPA) funds. Approval authorities can delegate down to the O-6 level in their chain of command. The approval authority can set the policy for conducting review and project validation for construction/repair projects at their designated authority thresholds.
- B. The process described here is a part of the overall command requirements validation process. Final approval authority resides with the USFOR-A Deputy Commanding General, Chief of Staff, or other authority specifically delegated in a Delegation of Approval memorandum, depending upon the threshold of the requirement. Approval authorities can delegate down to an O-6 level in their chain of command. The approval authority can set the policy for conducting review and project validation for construction/repair projects at their designated authority thresholds.

PROGRAM OVERVIEW:

- A. The Joint Facilities Utilization Board evaluates and reconciles component requirements for real estate, the use of existing facilities, inter-service support, and construction/repair projects when conflicting or competing requirements materialize. The USFOR-A Engineer, with assistance from other selected JFUB members, handles the JFUB's work and issues.
- B. Currently, USFOR-A hosts a JFUB on Saturday of each week. External participants may attend in person, or participate by VTC or teleconference. The JFUB's composition varies depending on the nature of the contingency and the forces, the organizations, and the agencies involved.
- C. The board is chaired by the USFOR-A Engineer in the rank of O-6 and may be delegated to an O-5. Its members may consist of any required special staff (for example, legal and civil affairs). The senior ranking individual (O-6) of each organization listed below is the voting member, but he/she may delegate his/her vote to an individual no lower in rank than O-5. Voting Board Members are: J3,



J4, J6 & J8. USFOR-A Engineer will vote only in case of a tie. Non-Voting Members are: SJA, Force Protection Officer (FPO), Joint Contracting Command (JCC) and other organizations as requirements dictate.

- D. The JFUB cell receives completed packets from USFOR-A East and South staff sections, subordinate units and other USFOR-A funded units by the units assigning the next available tracking number to each requirement submitted and posting the packets to the Project Information Management Portal (PIMP). The completed packages are due to the JFUB cell 5 days before the next scheduled JFUB board. The JFUB Program Manager will review the packets no later than 48 hours after posting and will provide comments for correction or will forward an e-mail to each board member with a link to each packet requiring review. Board members may indicate that they have reviewed each packet or provide comments on any concerns they have about a packet. Comments on each packet will be consolidated for consideration/discussion at the JFUB meeting. Only the pre-coordinated JFUB packets will be discussed at the JFUB.
- E. The JFUB process requires board members to complete their review of packages prior to the package going to the board for approval. If a package is considered an emergency that cannot wait for the normal JFUB cycle, USFOR-A will conduct an out-of-cycle JFUB. Emergency packages are defined as those requirements that must be expedited by all parties involved, as their delay would constitute an unacceptable level of risk to the mission. The LOJ in the packet should state that the project is an emergency and why. Packages that are not emergency requirements will be processed at the next available board.
- F. Following the JFUB meeting the USFOR-A Engineer presents the requirements to the Chief of Staff or Deputy Commanding General for a decision depending on the dollar value.
- G. **Approval of a submission does not mean funding had been approved or made available for obligation, just that the requirement has been validated.** Once a package is approved it must be funded through the budget process by submitting the requirement on the unit spend plan. Any project requiring funds validated through the process may **NOT** begin prior to validation and funding.

RESPONSIBILITIES:

- A. J3. Ensure the requirement meets operational needs of the mission and that the project does not impede the needs of other ongoing missions.



B. J4.

1. Serve as a functional expert to review requirements from an overall logistics perspective. This includes not only the validity of the requirement, but whether another alternative might provide the same capability with more efficiency, or at a lower cost, and is the requirement logistically supportable within the theater.
2. Serve as a functional expert to review requirements for:
 - a. Logistics Civil Augmentation Program (LOGCAP) requests for expansion of current services and all new services equal to or greater than \$250K (i.e. new DFAC's being built)
 - b. Cross leveling of Container Housing Units (CHU) and other Relocatable Buildings (RLB).

C. J6.

1. Provides an action officer to serve as the automation support coordinator.
2. Serve as a functional expert to review requirements including, but not limited to, communications equipment, communications security equipment, computers, printers, data storage devices, network-related equipment or services, software, or other information technology support.
3. Serve as a functional expert to review requirements from an overall IT perspective. This includes not only the validity of the requirement, but whether another alternative might provide the same capability with more efficiency; the request meets the theater standard for that facility type or provides solution at a lower cost.

D. Joint Force Engineer Command (JFEC) Rep

1. Presents requirements to the USFOR-A Deputy Commanding General or Chief of Staff for approval. Act together with J3, J4, J6, and J8 as USFOR-A staff lead and manager of JFUB policies and procedures.



2. Serve as a functional expert to review requirements from an overall engineering perspective. This includes not only the validity of the requirement, but whether another alternative might provide the same capability with more efficiency, or at a lower cost.
 3. Verify that MILCON threshold is not exceeded. Ensure work classifications are in accordance with Army regulations.
 4. Run the JFUB.
- E. J8. Serve as a functional expert to review requirements from an overall fiscal and budgetary perspective. This includes not only the validity of the requirement, but whether another alternative might provide the same capability with more efficiency or at a lower cost.
- F. SJA. Review proposed initiatives from an overall legal and fiscal perspective and provide a legal opinion.
- G. Force Protection Office (FPO). Upon request, reviews all anti-terrorism and force protection requests and all other requests with respect to force protection considerations.
- H. Joint Contracting Command – Iraq/Afghanistan (JCC-I/A). Reviews and advises on the recommended contract method and availability of contractor skills sets available in theater.
- I. Other Organization. Discuss projects submitted, as appropriate, so the board can make an informed decision to approve or disapprove the package.

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

- A. Operational Needs Statement (ONS)/Letter of Justification (LOJ) should include (A signed DD Form 1391 with this information can be substituted for the ONS/LOJ if all the information is included): project title, location of project, name and contact information of person(s) who prepared the document, and detailed project justification included the need for the project, how this need is currently met, if at all, impact if not provided, expected start date of construction, need by date; see Attachment 1. Include details that will help determine the bona-fide



need for your project. Don't just tell us your mission will be negatively impacted; tell us HOW the mission will be impacted.

- B. Independent Government Estimate (IGE) - minimum standard includes: must be submitted in excel, include between 10%-25% contingency, cost breakouts for electrical, communications, and personnel property, and any government furnished materials: see Attachment 2
- C. Site Map and Location Map: The site must be approved by the Installation Facilities Utilization Board (IFUB), base planning board or FOB Mayor if a siting board does not exist. The location plan will consist of a map in either CADD, Power Point format, or a satellite/aerial photo showing the exact layout of the camp, with the project location denoted. We must be able to tell where on base this project is located. The site map is a close-up of the site to show the project footprint in relation to its surroundings
- D. JFUB Quad Chart to use during the JFUB; see Attachment 3
- E. Legal Opinion: Include legal opinion from requesting unit if available.
- F. The following items are submitted with the JFUB on an as-required basis (if applicable):
 - 1. RLB Worksheet: Relocatable Building (RLB) includes any living, shower, latrine, or laundry containers; see Attachment 4 for RLB guidance.
 - 2. Life, Health Safety (LHS) memorandum; see Attachment 5
 - 3. Repair versus Replacement Ratio; see Attachment 6
- G. A funding summary is included at Attachment 7 and a checklist style summary of all these requirement is at Attachment 8.

POINTS OF CONTACT: The overall point of contact for this document is the USFOR-A J8 and the USFOR-A JFEC JFUB Program Manager.



ATTACHMENTS:

1. LOJ example
2. IGE example
3. JFUB Quad Chart
4. RLB Worksheet example
5. LHS example
6. Repair/Replacement Ratio example
7. Funding Thresholds
8. Sample JFUB Smart Card

January 2010



Attachment 1: Letter of Justification

Unit Letterhead

Unit Office Symbol

Date

MEMORANDUM FOR DEPUTY COMMANDING GENERAL, USFOR-A

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

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

2. DISCUSSION:

a. The five Ws must be answered - who, what, when, where, why. **Who** is the project for, **what** is their mission, **when** do you need it, **why** do you need it, **how often** will it be used (frequency), is climate, dust, sand, rain, or terrain a factor?

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

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

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

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

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



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

SIGNATURE BLOCK

NOTE: O-6 OR HIGHER (NATO OF O5) or if signed by a US O-5 a separate US O-6/NATO O-5 endorsement is required

January 2010



Attachment 2: Independent Government Estiment (IGE)

NOTES: This is a good example of a cost estimate because it has the following attributes: 1) the work class is identified as construction or personal property, 2) the funds column states the work source (RCC, Troop, LOGCAP or CLIV) 3) the costs are totalled seperately for const and personal property, 4) there is atleast 10% contingency, 5) there is a good level of detail

J2010-XXXX Project TITLE						
PROJECT DESCRIPTION	U/M	QTY	Unit COST	Total Cost	TYPE	FUNDS
Site Prep						
Scarify/Compaction	SM	2,000	\$11.50	\$23,000.00	Construction	RCC
Gravel	CM	200	\$31.50	\$6,300.00	Construction	RCC
BLDG TOTAL:				\$29,300.00		
Pre-fabricated metal structure						
Buildings 60ft by 100 ft (18.29 m by 30.49 m)	LS	1	\$575,000.00	\$575,000.00	Construction	RCC
Building Quote includes: concrete for foundation, metal frame and exterior shell of facility, buildout of interior office spaces/rooms, AC units (half ton), flourescent balast lights, conference room, cipher lock doors, smoke alarms, electrical outlets, labor						
BLDG TOTAL:				\$575,000.00		
Force Protection						
T Wall	EA	64	\$1,000.00	\$64,000.00	Personal Property	RCC
Bunker Tops	EA	8	\$900.00	\$7,200.00	Personal Property	RCC
Fire Extinguishers	EA	6	\$250.00	\$1,500.00	Personal Property	RCC
Force Protection TOTAL:				\$72,700.00		
Communication						
GLC-LH-SM Gigabit Fiber Card	EA	3	\$1,560.16	\$4,680.48	Personal Property	RCC
LC/SC Duplex 9/125 Multi-Mode Fiber patch	EA	3	\$145.81	\$437.42	Construction	RCC
WS-3750G-24TS-SIU Cisco Switch	EA	2	\$10,968.16	\$21,936.32	Personal Property	RCC
SIPR (red) cat 5 cable (1,000 feet per box)	EA	3	\$784.00	\$2,352.00	Construction	RCC
NIPR (green) cat 5 cable (1,000 feet per box)	EA	3	\$784.00	\$2,352.00	Construction	RCC
CENTRIX (blue) cat 5 cable (1,000 feet per box)	EA	3	\$784.00	\$2,352.00	Construction	RCC
RG 45's (1,000 box)	EA	2	\$117.60	\$235.20	Construction	RCC
Wall boxes and outlet combination	EA	325	\$9.41	\$3,057.60	Construction	RCC
Panduit (installed by unit)	LS	8000	\$1.57	\$12,544.00	Construction	RCC
Communication TOTAL:				\$49,947.02		
Exterior Electrical						
Labor to perform exterior electrical install	LS	1	\$10,000.00	\$10,000.00	Construction	CLIV
Generator (150KW)	EA	1	\$32,000.00	\$32,000.00	Personal Property	CLIV
225A Breaker Panel	EA	1	\$2,508.00	\$2,508.00	Construction	RCC
3/0 4-conductor cable	FT	100	\$12.54	\$1,254.00	Construction	RCC
3/0 lugs	EA	4	\$15.68	\$62.72	Construction	RCC
Grounding rods & clamps (8"x5/8") 6 grounding wire - 500 ft	EA	1	\$122.26	\$122.26	Construction	RCC
60A breakers	EA	2	\$431.20	\$862.40	Construction	RCC
225A circuit breakers	EA	1	\$479.72	\$479.72	Construction	RCC
#2 THHN wire	FT	100	\$3.61	\$361.00	Construction	RCC
30A breakers	EA	4	\$78.40	\$313.60	Construction	RCC
20A breakers	EA	4	\$53.31	\$213.24	Construction	RCC
Exterior Electrical TOTAL:				\$48,176.94		
PROJECT TOTALS						
				\$1,316.72	Class IV	
				\$733,123.96	RCC	
				\$643,807.16	Construction Costs	
				\$64,380.72	10% Contingency	
				\$708,187.88	Construction TOTAL	
				\$131,316.80	Personal Property Costs	
				\$13,131.68	10% Contingency	
				\$144,448.48	TOTAL Personal Property	
				Project Total: \$852,636.36	(Personal Property Included)	
				<i>Final Project Total: \$708,187.88</i>	<i>(Personal Property NOT Included)</i>	



Attachment 3: JFUB Quad Chart

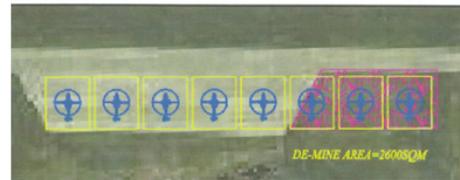
JFUB# 10-XXXX – PROJECT TITLE

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

Cost: Total:
Construction:
Pers. Prop:

Method:
- Contract All Work (RCC), LOGCAP, Troop, etc....

Project Layout (insert schematic of project layout, show buildings in relation to surroundings)



Justification:
Provide brief justification of project need

Comments/Issues:
- Site Approved By:
- Interrelated Projects:
- Comms Required?

SITE (where is the site located on base?)



FOB Location
(move red dot to FOB location)



Janu



Attachment 4: RLB Guidance

Relocatable Building Validation								
Discussion: To qualify as a relocatable building, certain associated costs (Columns "B" through "F") must not exceed 20% of the purchase cost of the structure (Column "G"). The relocatable building percentage (Column "H") for each facility type must be less than or equal to 20%. If the percentage is greater than 20%, the facility must be classified as real property (Construction Cost) and obtained using minor construction rules in AR 415-15. A Relocatable Building Validation must be completed for each building type.								
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)
Facility Type. Ablution, Admin, Arms Room, Barracks, CHU, Classroom, Latrine, Laundry, Maintenance, Office, Shower, Storage	Building Disassembly (\$) (Disconnection and removal from foundation)	Repackaging (\$) (Including normal repair and refurbishment of components)	Non-Recoverable Building Components (\$) (Fasteners, seals, skirting, anchors, etc.)	to the structure after it is placed on site (\$). (Electrical wiring, walls, fire suppression system, exterior finishes, flooring, lighting, wall)	Foundation (\$)	Purchase Cost of Structure (\$) (Including delivery and set up)	Relocatable Building Percentage (%)	Facility is relocatable? (Column "H")
<p>Directions:</p> <ol style="list-style-type: none"> 1. Select the facility type from the blue drop-down box. 2. Enter the respective costs in ALL green boxes (See description of cost in the cell above). 3. Enter the total purchase cost of the structure, including set up and delivery, in the yellow box. 4. <i>The orange box will display the relocatable building percentage.</i> 5. <i>The red box will display whether or not this structure is considered a relocatable building.</i> 6. Print, sign, convert to PDF, insert in package, and submit for JFARB approval. 								
Prepared By: _____ Signature: _____								



Attachment 5: Life, Health, Safety Example



REPLY TO
ATTENTION OF:

DEPARTMENT OF DEFENSE
HEADQUARTERS COMBINED/JOINT TASK FORCE (CJTF)-82
BAGRAM AIRFIELD, AFGHANISTAN
APO AE 09354

USFOR-A-DCG

7 March 2007

MEMORANDUM FOR DEPUTY COMMANDING GENERAL (SUPPORT), COMBINED JOINT TASK FORCE-101, BAGRAM AIRFIELD, AFGHANISTAN, APO, AE 09345-3005

SUBJECT: Life, Health, and Safety for **FOB Sharana Perimeter Fence**

1. The purpose of this memorandum is to obtain the Life, Health, and Safety waiver of a perimeter fence at FOB Sharana and to establish grounds for exceeding the \$750K minor construction threshold.

2. **Background:** A vulnerability assessment report was received at FOB Sharana in March 2008 and July 2008 by the Theatre of Operations Vulnerability Assessment Team. According to the March 2008 report, the deficiencies in the current perimeter fence represent FOB Sharana's number one vulnerability. The report recommended a layering of perimeter fencing in order to mitigate the vulnerability. The report recommended redesign of the perimeter to ensure compliance with the Joint Contingency Operations Base Force Protection handbook chap. four.

3. The following requirements must be addressed when exercising the authority to waive the \$750,000 spending cap based on a Life, Health, and Safety requirement.

(a) **This requirement did not exist during the previous fiscal year.** The Vulnerability Assessment Team identified the requirement in March 2008; this was within the fiscal year.

(b) **Deferral of the requirement is not acceptable.** This Force Protection system must be provided immediately. Deferral would mean exposing troops stationed at FOB Sharana to an unacceptable level of risk.

(c) **There are no work-arounds to mitigate risks.** Due to the size of the perimeter of the FOB, there is no work around that would provide the necessary standoff and protection as an additional layer of perimeter fence. Due to the size and length of the fence, the project will exceed the Minor Construction limit of \$750,000.

(d) **The deficiency cannot be otherwise corrected.** From TF Castle S2, the additional layer of perimeter fencing is essential to improve FOB's security. It is the most effective means to provide additional stand off capability for the FOB and decrease response time for the QRF.

(e) **The primary purposes of this LHS waiver is to correct an immediate threat to life, health, or safety.** Purpose of this project is to protect personnel assigned to FOB Sharana.

4. Point of contact for this memorandum is **XXXXXX** and may be reached at **XXXXXX@swa.army.mil** or DSN: 318-**XXX-XXXX**.

Name, Rank, Military
TF Name, Installation Engineer

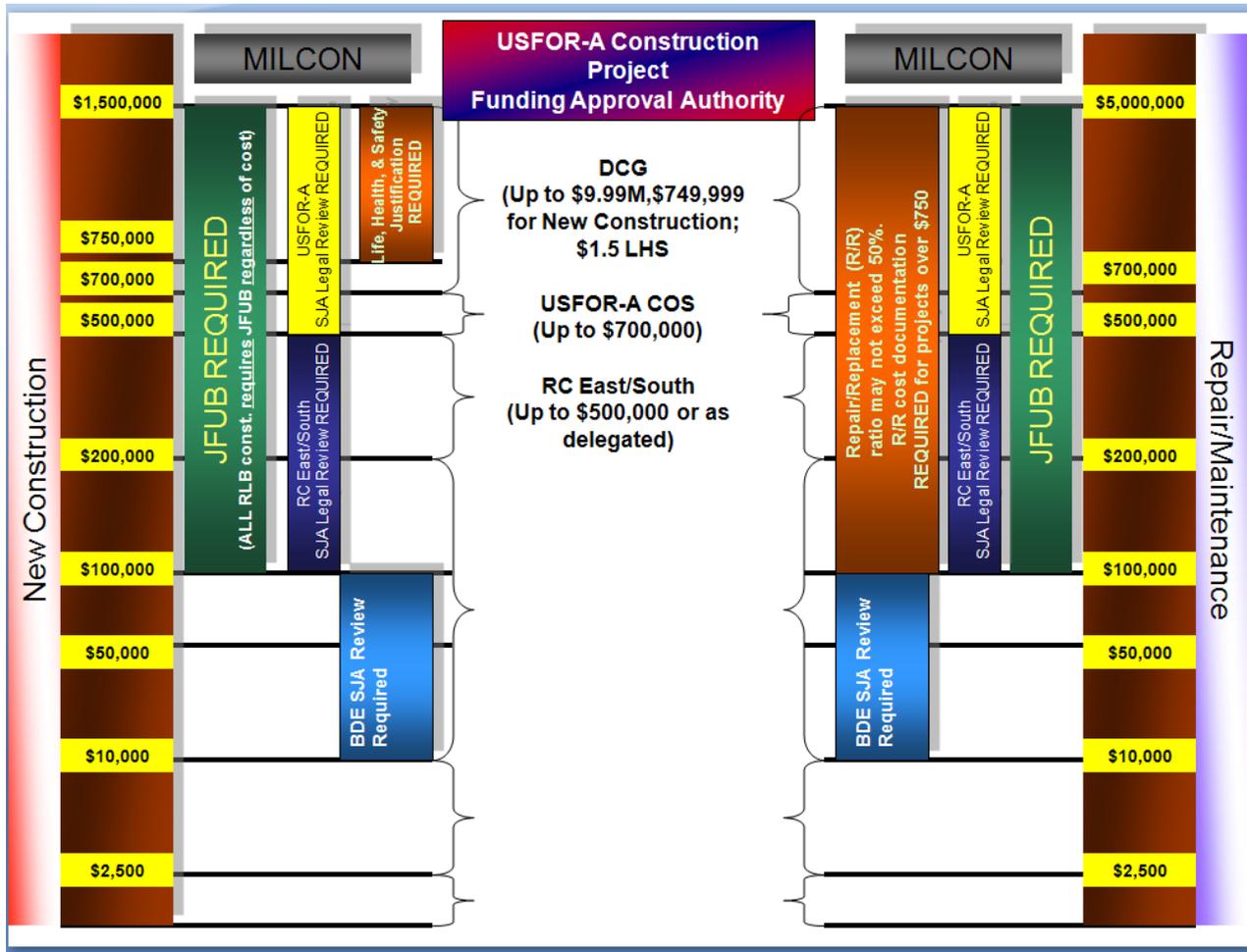


Attachment 6: Repair vs. Replace Example

JAF/Fenty Runway Repair V. Replacement Calculation						
			Units	QTY	Cost	Total
Replacement of Existing Runway Surface			m ²	6208 6	\$122.40	\$7,599,326.4 0
Demolition of Existing Runway			m ³	46,45 0	\$15.30	\$710,685.00
Base Course			m ³	23,88 6	\$20.40	\$487,274.40
Concrete Work			m ³	5840	\$93.84	\$548,025.60
Construction Work			Lump sum		\$261,800. 00	\$261,800.00
Pavement Marking			Lump sum		\$15,000.0 0	\$15,000.00
Mobilization			Lump sum		\$20,000.0 0	\$20,000.00
Supervision, Inspection, Overhead (7.7%)						\$742,442.58
Design/build (4%)						\$385,684.46
Total Replacement Cost						\$10,770,238. 43
Repair Cost						\$4,202,517
Repair vs Replacement Ratio						39.02%



Attachment 7 Approval Thresholds





Attachment 8 Smart Card

JFUB#: 10-XXXX Project Title:	JFUB Package Smart Card As of 1 Dec 09
<p>Purpose: This smart card provides the necessary information to create a complete JFUB Package that will meet all USFOR-A requirements. This smart card should be used as a checklist to use before sending a package to USFOR-A. ALL JFUB PACKETS MUST BE SUBMITTED ON SIPR.</p>	
<p>Minimum Requirements:</p> <ul style="list-style-type: none"> • Letter of Justification • Cost Estimate 	<ul style="list-style-type: none"> • Location Plan and Site Layout • Quad Chart • Other Docs, As Required
<p><input type="checkbox"/> Letter of Justification: The Letter of Justification (LOJ) is extremely important. It gives us the justification needed to determine the project's Bona-Fide need. In the LOJ, give a brief background of the project and tell us why you need, what it will be used for, who will use it, when it is needed, and what will happen if the project is not approved. Be detailed! Stating "if not funded, the mission will be negatively impacted" is not adequate. Tell us HOW the mission will be impacted. The LOJ must be signed by an O-6 (preferably the TF Commander, if you have one) in your chain of command. Submit the signed scanned document only.</p>	
<p><input type="checkbox"/> Cost Estimate: The cost estimate should be as detailed as <i>practically</i> possible; at minimum, it must provide enough detail to justify the amount of OMA funds requested for the project. We need enough detail to be able to classify the construction and personal property items. Clearly itemize on the cost summary sheet the breakout costs for Repair, Maintenance and New Construction.</p> <p>NOTE1: This is the ONLY place where a dollar amount will be denoted, not in the LOJ, not in the SOW, etc.</p> <p>NOTE2: Be sure to identify in a separate BOM for material not available in the CLIV yard.</p> <p>NOTE3: Do not use an estimate from a contractor, it must be an independent government estimate.</p>	
<p><input type="checkbox"/> Location Plan and Site Layout: Include the approved site location from the Base Planning Board approval (i.e. IFUB, KAF Base Planning Board, etc) or similar function. We cannot approve a JFUB project without an approved site. The location plan will consist of a map in either CADD, Power Point, or PDF format showing the layout of the camp, with the project location denoted. We must be able to tell where the project is on the base from the site plan. Also include a site layout, which is a close-up, detailed map of facilities placement in relation to the surrounding buildings.</p>	
<p><input type="checkbox"/> Quad Chart: To be used to brief your project to the board. There is a template, ask the JFUB PM for a copy. The quad chart should contain the project number, a brief scope of work, project costs, brief justification, along with the site and location plans.</p>	
<p><input type="checkbox"/> Relocatable Buildings (RLBs): If using these facilities, include in your LOJ why you chose RLB vs. another type of construction (wood, brick and mortar, etc). Also specify if you will be purchasing new RLBs or using pre-purchased RLBs that are on hand. There are many specific rules involved with RLBs (systems analysis and 80/20) rule. Contact the JFUB PM for templates and assistance.</p>	
<p><input type="checkbox"/> Project Approvals that have met another JFUB: Projects meeting a JFUB at a location other than USFOR-A may have other requirements for submittals (i.e. DD Fm 1391, etc.) Those documents will be accepted at the USFOR-A JFUB in lieu of the LOJ, Site Plan, and Cost Estimate as long as they contain the required information. Supplemental information may be required for a complete USFOR-A JFUB packet</p>	
<p><input type="checkbox"/> Project Re-Approvals: Once a project is approved, if there are is a change to the cost estimate that exceeds 25% of the approved amount without breaching an approval threshold or a significant scope revision, a re-approval will be required. Documentation for a re-approval includes an updated LOJ with the reason for the change, revised cost estimate, and updated Quad Chart.</p>	
<p><input type="checkbox"/> As Required:</p> <ul style="list-style-type: none"> • Life, Health, and Safety Memorandum (for minor construction over \$750,000) – must be in specific format, ask JFUB PM for template • Completed Relocatable Building Request 80/20 calcs • Land documentation (ACA, Right of Entry, Land Use Agreement, etc) for new locations or FOB expansion 	
<p><input type="checkbox"/> Supplemental Inclusions: (not necessary, but include if available)</p> <ul style="list-style-type: none"> • References to a FRAGO that directs completion of the project. • Any assessments that identify a shortfall or problem that the project will solve. • Any/all other documents that may be important to the project. 	



LOGISTICS CIVIL AUGMENTATION PROGRAM (LOGCAP)

LOGCAP: To increase the tooth-to-tail ratio, U.S. forces shifted from completely organic Combat Support/Combat Service Support to a logistics plan predicated upon civilian support.

Guidance for requirements generation can be provided by the MSC LOGCAP Planner and the LOGCAP Support Officer (LSO) serving the location in question. J4 and/or Engineers are generally the first stop for LOGCAP issues on the USFOR-A staff. LOGCAP is the support of last resort. Order of support is: internal unit assets; contract via JCC-I/A; and then LOGCAP. Only after JCC-I/A is unable to contract for support will LOGCAP be utilized.

PURPOSE: LOGCAP was developed in 1985 to assist the Army with logistics, engineering, and construction projects during contingency operations. The current LOGCAP contract used in Afghanistan provides contracted life support services to U.S. Forward Operating Bases (FOBs). Typical services provided by the contractor include dining facilities, MWR operations, laundry service, water works, billeting, vector control, repair services, and power generation/distribution. The current contract is a cost-plus-award-fee contract with six Task Orders (TO) that cover all of Afghanistan. The contract utilizes OMA funds because LOGCAP in Afghanistan is a service contract. Thus, LOGCAP requirements are always subject to funds availability and appropriate color of money issues. Finally, although LOGCAP is a service contract that uses OMA funds, the LOGCAP Contractor may purchase certain equipment and perform minor construction when the total cost falls beneath expense and investment thresholds. Acquisition of equipment or construction that exceeds these thresholds will be funded with the appropriate authority and/or funding source (e.g. OPA, MILCON, CCA, etc).

GENERAL GUIDANCE: Basic LOGCAP service is provided to bases and LOGCAP level of service depends on the number of personnel assigned to the location. Conditions vary from base to base, and not all LOGCAP services are available at every base/location. CENTCOM Sand Book standards (Proponent is USFOR-A Engineers) provide more detail on level of services. Keep in mind that Sand Book standards are the "ceiling" not the "floor."

LOGCAP services are dependent upon location. All units should have close and detailed communications with their respective LOGCAP Support Officer, who is able to provide up to date information regarding LOGCAP requirements. LOGCAP may provide base life support satellite services (to outlying stations) in coordination with the USFOR-A J4, LOGCAP Support Officer (LSO), Base Camp Mayor, and Responsible HQ, and at the direction of the Administrative Contracting Officer (ACO); however, these requests will be assessed on a case-by-case basis. This would be an exception only



approved under extreme circumstances. LOGCAP services include, but are not limited to:

- Mermite/MKT food service
- MWR kits (sports, games, etc.)
- Satellite/direct contract laundry
- Electrical inspection and repair
- Chemical toilets (port-a-john)
- Potable water delivered to site
- Tents/pre-existing hardened facilities
- DFACs (4 meals)
- MWR (Gym, internet café)
- On-site laundry
- Facility repairs
- Water works
- Latrine/ablution units
- Billeting
- Waste management
- Vector control
- Power generation/distribution

PROCESS/LIMITING FACTORS:

- LOGCAP is centrally funded, which tends to result in contract growth—therefore all units must continuously scrub requirements to differentiate between “must haves”, “nice to have”, and “still needed” services.
- In order to create ownership of increasing LOGCAP costs, beginning in FY09, Regional and Separate Commands received LOGCAP funding targets. It is their responsibility to ensure these targets, designed to source LOGCAP requirements, are allocated to meet mission requirements. Regional and Separate Commands are able to monitor execution and identify savings by de-scoping work that is no longer required. This geographical and operational command empowerment will require more scrutiny during the validation process, since all increases in services will require an offset or bill-payer.
- Any new work meeting thresholds listed in Validation of Requirements section must be staffed and approved by the JARB
- JARB approved LOGCAP funding requests must be submitted to the LOGCAP Budget Officer for funding. They will not automatically be processed for funding, as the unit’s transfer of authority (TOA), basing decision, schedule and resource availability will determine when the project can begin and when funding is required.



OFFICIAL REPRESENTATION FUNDS (ORF)

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

REFERENCES:

1. Department of Defense Directive (DoDD) 7250.13, Official Representation Funds.
2. AR 37-47, Representation Funds of the Secretary of the Army, 12 March 2004.
3. USFOR-A RM Policy Memo, Proper Execution of Official Representation Funds (ORF), dated 15 Apr 2009.

GENERAL. The following procedures will be utilized regarding ORF.

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



- C. The Commander, USFOR-A will review and approve all requests for ORF. Before each event, the requestor will provide a packet requesting the use of ORF funds to the USFOR-A J-8 for approval by the USFOR-A Commander. Once approved, USFOR-A J-8 will provide funding to the appropriate Resource Management Area Support Team.
- D. ORF request packets will consist of the following:

Activities and Functions:

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

Gifts and Mementos:

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

3. Limitations.

- A. The minimum ratio of authorized guests to DoD personnel must be met before ORF funds can finance the total cost of the official courtesy. For parties of less than 30 total persons, a ratio of 1 authorized guest to 4 DoD personnel (20 percent) is required. For parties of 30 or more persons, a ratio of 1 authorized guest to 1 DoD person (50) percent is required. If these minimum ratios are not met, see AR 37-47, para 2-5b for additional guidance.
- B. Funds cannot be used solely for the entertainment of, or in honor of, DoD personnel except as specifically authorized by AR 37-47.
- C. Funds will not be used for the presentation to or acceptance by, DoD personnel of mementos/gifts of any kind except as provided by AR 37-47.
- D. Total value of gifts presented during official courtesies will not exceed \$335 per authorized guest. Mementos, such as coins, paperweights, lapel pins, and plaques, should cost less than \$50. Individual meals will not exceed \$25 for breakfast, \$35 for lunch, and \$50 for dinner.
- E. Funds cannot be used to purchase items not authorized in AR 37-47 unless an exception to policy is requested and approved by the Administrative Assistant to



the Secretary of the Army prior to purchasing the gift. AR 37-47, paragraph 2-10b lists items for which no exception will be made.

1. **Funding.** The USFOR-A J-8 office will:

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

2. **Custodian and Inventory Control.**

- A. Subordinate commands requesting ORF will appoint, in writing, a Representation Funds Custodian (RFC).
- B. The RFC is responsible for maintaining central files for all purchases and functions utilizing ORF within their command. The SCJS/SGS will ensure the RFC maintains an ORF item inventory log and guest/attendance sheets.
- C. The RFC will conduct a monthly reconciliation of all ORF items and submit to USFOR-A J-8 QTRLY.

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

- A. Property of the US Government (GORTEX jackets, boots, uniforms, or other equipment and supplies) may not be presented as a gift or memento to DoD personnel or foreign government officials.
- B. Gifts may not be purchased with appropriated funds unless authorized by statute.
- C. Presentation of a gift or memento to DoD personnel is strictly prohibited.
- D. Total gift cost includes the basic purchase price, plus preparation costs for presentation (e.g. affixing logos, engraving, mounting in shadow boxes, gift-wrap, etc).
- E. The RFC is responsible for maintaining accountability of gifts. The RFC will conduct an inventory on a monthly basis and when the RFC is replaced. The results of each inventory will be annotated in an inventory log book. This log will



also account for each gift purchased, and when and to whom it was presented. Inventory log must be submitted to the USFOR-A J-8 QTRLY. The outgoing RFC will conduct a 100% inventory prior to relinquishing responsibilities to a new RFC. Official Representation Fund gifts and refreshments will be stored in a secure location with access only by the RFC. Biannually, the CAO and a non-interested officer will conduct an inventory of these items.

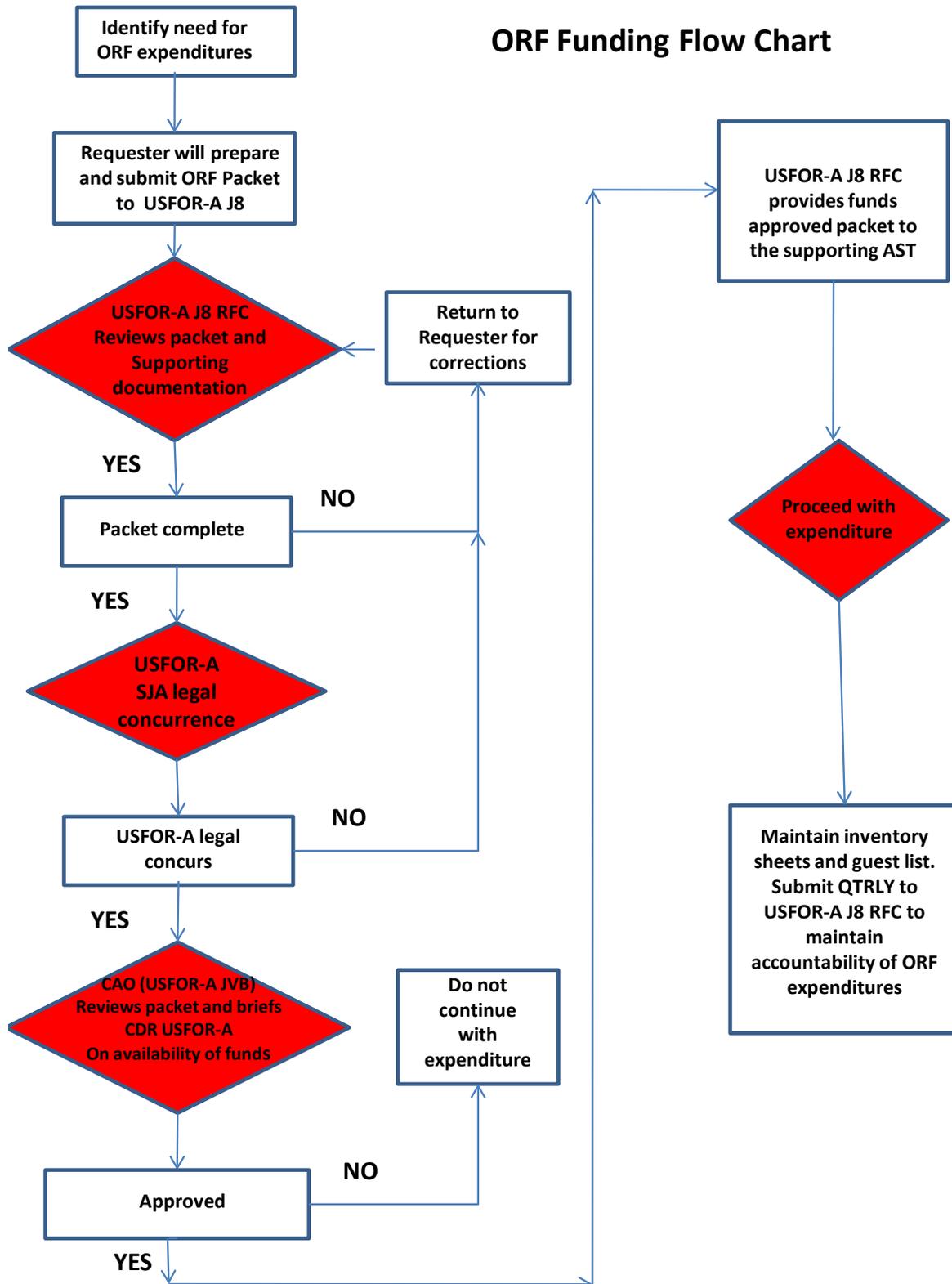
- F. Giving gifts, mementos, souvenirs or tokens of appreciation not covered by reference b is considered to be a personal expense.

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

January 2010



ORF Funding Flow Chart





SPEND PLANS

PURPOSE: To provide guidance and procedures in submitting a prioritized unit spend plan for validation. USFOR-A operates on a monthly funding cycle. Units submit a spend plan to their servicing Area Support Team for the next month's anticipated requirements.

REFERENCES:

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

RESPONSIBILITIES:

- A. Commanders and Staff Agencies (J1, J2, etc.) determine requirements for their units.
- B. Unit must determine if the requirement requires Acquisition Review Board, approval (see [Validation of Requirements](#) section of MAAWS).
- C. If the requirement needs validation board approval, a packet is submitted for validation. Once validated, you may place the requirement on the unit spend plan and compete for funding. **Keep in mind that VALIDATION DOES NOT EQUAL FUNDING.** You should also place known requirements pending validation on your spend plan to provide visibility for planning. However these requirements will not be considered for funding until validated.
- D. If the requirement does not require board approval, it is placed on the unit spend plan for submission to your Resource Management Office for funding approval.
- E. Spend plans are generally submitted the first part of each month for the following month requirements. Follow local instructions for specifics. Spend plans are for the month of planned funding execution; i.e. a spend plan submitted in May would be for funds to be spent in the month of June. AST/RMs will roll up spend plans to USFOR-A. USFOR-A J8 will schedule Working and Senior Program Budget Advisory Committee (PBAC) meetings to advise leadership and submission to ARCENT.
- F. Based on funding availability and changes in operating conditions the J8 may have additional cyclical spend plan data calls. This will provide units an opportunity to submit unforeseen requirements based on evolving missions.
- G. If approved by the USFOR-A CoS, spend plans and Resource Distribution Documents (RDD) are provided to the requesting units between the 1st and 5th day of the month of funding execution. Funds in the amount approved will be made available in the Resource Management Tool system for application by respective resource Management Offices.



SPEND PLAN CHECKLIST:

A. Spend Plan General Guidance

1. Use the Spend Plan Template provided by supporting USFOR-A AST RM office.
2. Ensure that your organization's submission has been prioritized by appropriate level of leadership. All requirements may not be funded depending upon availability of funds. Your prioritization must be reflected in the priority column of your spend plan. Funding will follow your prioritization to the greatest extent possible. Priority will begin at 1 and will end at the total number of requirements e.g. 1,2,3,4,5,...27.
3. Requirements will be separated into only two categories; Fixed Costs on one tab, and Non-fixed Costs on the other. Requirements will be presented in order of priority. Fixed Costs (including recurring NAMSA) are those that must be paid on a monthly or other periodic basis regardless of other factors. Commander's Emergency Response Program (CERP), Small Rewards, LOGCAP, Intelligence Contingency Funds (ICF), Official Representation Funds (ORF) and other special programs will not be included.
4. Provide amplification and justification in the justification and impact sections for all requirements. Do not assume that J8 or the CoS understands your requirements as well as you do. Add whatever information you feel is necessary to justify funding your requirement. If a contract is of special tactical or strategic importance, please do not assume that we know this. Provide Period of Performance for your contracts by timeframe and number of months. As an example: POP – OCT 08-APR 09 (6 months). Be explicit as to how a contract is phased for funding (monthly/quarterly/yearly). Specify whether the amount you are requesting is a month's worth, quarter's worth or year's worth. Specify the minimum amount you need to continue execution of the contract or to start it up. If your contract is incrementally funded, provide the amount that has been funded to date as well as how much can be funded (ceiling) based on your acquisition board validation.
5. Include the validation number (JARB or JFUB Number). Add validation information into the Approve SuperCARB/JARB/JFUB column. Requirements not yet board approved will normally be deferred until approved and will not receive funding until approved by the requisite acquisition Review Board.

B. Emergency Requests/Walk through Validation (JARB/JFUB) Requests.

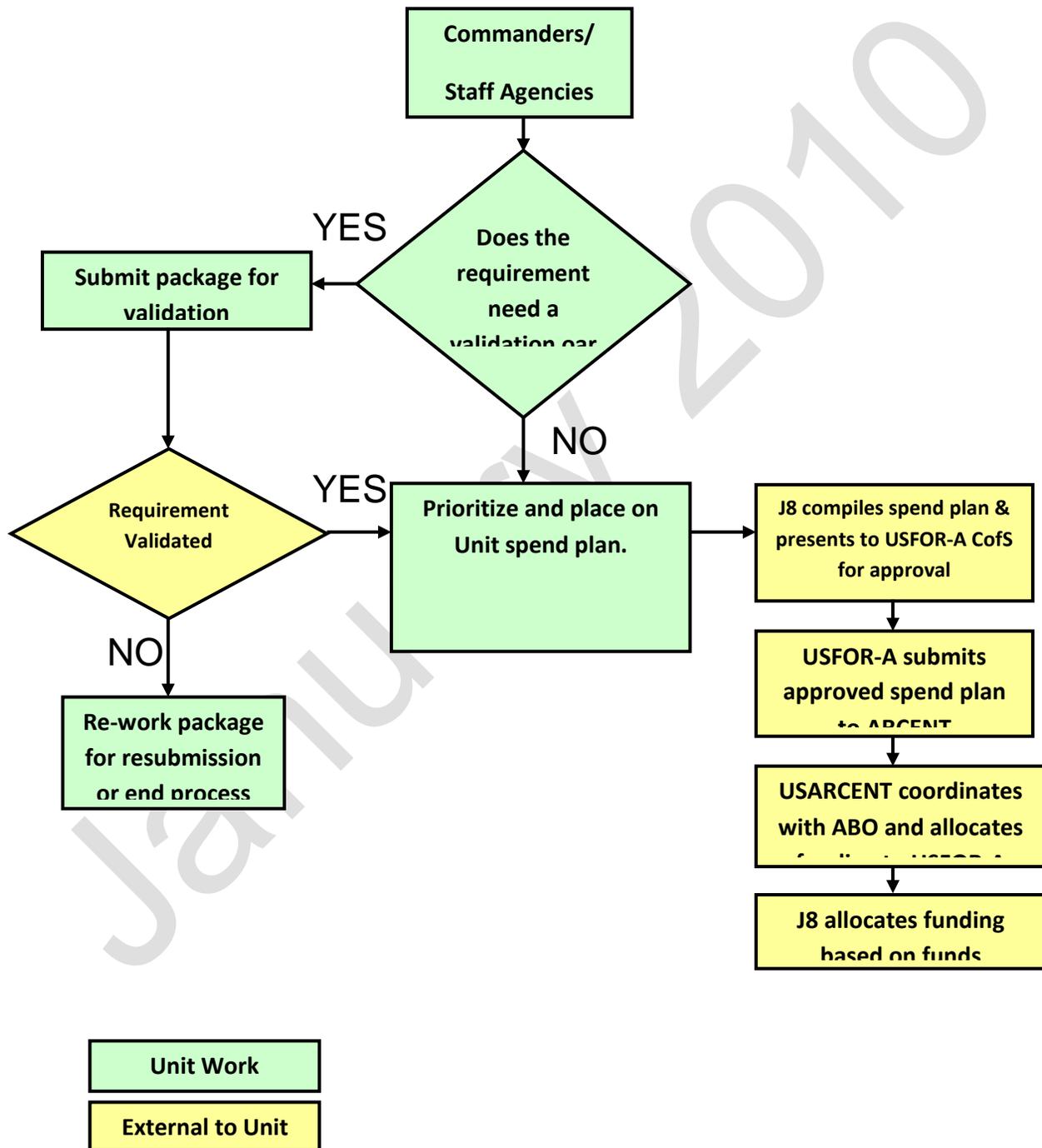
1. These requests occur when a unit has an emergency requirement that was not submitted on the current spend plan and/or it cannot wait until the next spend plan cycle or validation board.



2. Because the request was not on the spend plan, funding must be offset by existing, validated, unit requirements or sourced by USFOR-A J8. Therefore an out-of-cycle request must actually be a time sensitive, emergency requirement. Do not submit routine items that can wait until the next spend plan. Those requests that do not warrant emergency funding will be returned to the unit without action.
 3. A justification memo should be submitted to the USFOR-A J4 or ENG and signed by the first O-7 in the chain-of-command. Units should include all pertinent documentation with the request—validation paperwork, legal review, obligating document, etc. The memorandum should include a no later than date for funding if applicable.
 4. Units will first attempt to re-prioritize current requirements to accommodate emergent requests. The requirements owner will have to work with J8 to rebalance priorities on their current spend plan to fund their emergency requirement. Newly arriving units without an approved spend plan can use an Emergency request to secure funds if needed.
- E. Funds Increases (Letters of Increase): When funding, in excess of what was initially validated, is required, an LOI or Letter of increase is generally required. Please see [LOI section](#) of the MAAWS for details.



USFOR-A Spend Plan Flow Process





Letters of Increase (LOI)

Purpose: Letters of Increase are occasionally required due to unforeseen price increases. The mechanism to receive the additional funding is called a Letter of Increase (LOI). LOIs can be processed, without revalidation of the requirement, as long as the increase is not greater than 25% of the original approved amount or does not cause the entire requirement cost to exceed a specified threshold or restriction.

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

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

January



LOI Example (Follow local procedures when available)

16 OCT 09

Your Unit Symbol

MEMORANDUM FOR Servicing AST Office

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

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

From: \$ 999,999.99 (Amount of initial funding document)

Increased by: \$ 99,999.99 (Amount of increase)

To: \$ 999,999.99 (New Total)

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

219 2020 0000 0 8A-2084 P135197.0000 2540 833MRG MIPR9M3MRG0072 3MRG83 S09076

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

IMA LEADER, Col, USA

Title

Organization

COMPTROLLER ACKNOWLEDGEMENT



STATEMENT OF WORK (SOW)

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

STATEMENT OF WORK

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

1.0 Background

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

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

2.0 Scope

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



3.0 Objectives

This section should provide a concise overview of:

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

4.0 Tasks

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

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

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

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

5.0 Delivery

This section should clearly state:



- What the contractor must deliver (e.g. service, reports, items). If different tasks have different delivery requirements, they must be clearly identified.
- When the contractor must deliver. This may be stated using actual dates, days after contract award, or using some other method that clearly marks the required delivery date.
- Where the contractor must deliver the service. This may be stated as a location, an organization, a person identified by position (e.g., Contracting Officer's Representative, a person identified by name or using some other description.
- What documentation (if any) the contractor must obtain from the government to verify government receipt of the delivery.

6.0 Government-Furnished Property

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

7.0 Security

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

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

8.0 Place of Performance

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

9.0 Period of Performance

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



SOW Language Tips:

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

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

- Use simple words, phrases, and sentences whenever practical.
- Be concise, precise, and consistent. Keep sentences short and to the point. Normally the longer the sentence, the harder it is to understand.
- Use verbs in the active voice. A verb is in the active voice when it expresses an action performed by its subject. For example, "The contractor shall report contract progress quarterly."
- Avoid using verbs in the passive voice. A verb is in the passive voice when it expresses an action performed upon its subject or when the subject is the result of the action. For example, "Contract progress shall be reported quarterly by the contractor."
- Use "shall" or "must" when writing a requirement binding on the contractor. Avoid "should" or "may" because they leave the decision on appropriate action up to the contractor.
- Use "will" to indicate actions by the government.
- Be consistent when using terminology. Use the same word to mean the same thing throughout your SOW. Avoid using different words to indicate the same type of action.
- Avoid redundancy. At best, requiring the contractor to do the same thing in different parts of the SOW will add needless words to the SOW. At worst, there may be subtle differences in the requirements that will lead to a dispute during contract performance.
- Avoid vague or inexact phrases and generalizations.
- Avoid catchall and open-ended phrases, such as, "is common practice in the industry," "as directed," or "subject to approval." If you want to give the contractor an opportunity to use their standard commercial practices, require each offeror to identify its commercial practices in a proposal and then include that proposal as part of the order/contract.
- Define technical terms.
- Avoid using government jargon. Assure that it is clearly defined whenever jargon must be used.
- Only use "any," "either," "and/or," "etc." when allowing the contractor to select an alternative.
- Use abbreviations or acronyms only after spelling them out the first time they are used (e.g., National Aeronautics and Space Administration (NASA)). Spell them



out even if they are commonly used by the user's agency because a commercial contractor may not be familiar with them.

- Identify the date or version of any document referenced in your SOW.

January 2010



TEMPORARY DUTY (TDY) TRAVEL

CONTENTS

1. Purpose
2. References
3. General
4. Overview
5. Guidelines
6. Responsibility
7. Submitting a Travel Settlement Voucher

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

2. REFERENCES.

- A. Joint Federal Travel Regulation (JFTR)
- B. Joint Travel Regulation (JTR).

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

3. GENERAL.

- A. Reimbursable travel should be mission essential to the Global War on Terrorism. TDY should be a last resort and every effort should be made to accomplish the mission without requiring reimbursable travel.

B. Official Travel:

1. All USFOR-A and International Security Assistance Forces (ISAF) Coalition Invitational TDY requests will be routed and approved by the USFOR-A Chief of Staff (CoS). All ISAF Joint Command (IJC) U.S. only TDY requests will be routed and approved by the IJC Deputy CoS. This excludes TDY in conjunction with (ICW) R&R leave. IJC TDY ICW R&R must be routed and approved by USFOR-A. All Combined Security Transition Command-Afghanistan (CSTC-A) will be routed and approved by the CSTC-A CoS.



Combined Forces Special Operations Component Command (CFSOCC) will be routed and approved by the CFSOCC Deputy CDR.

2. The delegated approving official is limited to the amount authorized in the current USFOR-A requirements approval and funding thresholds/authority guidance (See Appendix I). All TDY requests above delegated approving official's thresholds will be approved by the USFOR-A CoS.
3. All Regional Command East (RC-E)/CJTF TDY (includes assigned, attached, OPCON and ADCON) requests will be routed and approved by the appropriate chain of command. All subordinate units TDY requests above delegated approving official's thresholds will be approved by the USFOR-A CoS (See Appendix I).
4. Inside the USCENTCOM AOR (outside of the Afghan Theater of Operations (ATO)):
 - a. All Travelers within the USCENTCOM AOR (outside ATO) will need locally issued TDY orders approved by the delegated approving official (as described in paragraph 3.B.1-3.).
5. Inside the ATO:

If travel will incur a reimbursable cost, individuals will need locally issued TDY orders approved by the delegated approving official delegated approving official (as described in paragraph 3.B.1-3.). If travel will incur no cost, individual's Temporary Change of Station (TCS) or Permanent Change of Station (PCS) orders will suffice
- C. Travel entitlements will be computed based on the orders directing travel and provisions of DoD financial management policies and procedures governing travel administration for travelers performing official government business at those installations to which the Defense Travel System has not yet been deployed.
- D. **Use of Rest and Relaxation (R&R) Flights.** R&R flights are the mode of transportation for TDY travel to and from CENTCOM AOR. The USFOR-A CofS approves all exceptions. Requests for exceptions must include a cost comparison which demonstrates the use of a commercial flight is more advantageous to the government. The R&R flights are chartered flights that the Government has already contracted. Regardless if there is 1 person on the plane or 500, the cost of the flight is the same and has already been incurred by the government. With this in mind, the cost of the R&R flight should not be a factor in favor of the individual's cost comparison.
- F. The TDY submission must include a complete itinerary to include travel days. Ensure that the cost estimate section is completed (Block 14 on DD1610). The



websites to determine Per Diem is:

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

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

Organizations requesting TDY approval from the USFOR-A CoS will route TDY request through local J8/Resource Management Office to ensure funds are available and proper documentation is present. The J8/Resource Management Office will forward packet to USFOR-A J8 Travel Section for CoS signature. The request must include a completed USFOR-A Staff Action Cover Sheet; and a day-to-day itinerary for conference and training TDYs. If applicable, the request must also include estimates for rental car, air fair, excess baggage, and conference fees. USFOR-A J8 will then forward the TDY request package to the USFOR-A CoS for approval consideration. After the USFOR-A CoS signs/approves the travel request, it will be returned to the USFOR-A J8 Travel Section for proper distribution or funds certification. After the USFOR-A J8 Travel Section certifies the funds the section or unit will be notified the TDY request is ready for pick-up. (See process flow chart, FIGURE 1-1)

4. OVERVIEW.

- A. Requests for TDY approval will be submitted on a DD Form 1610 (Request and Authorization for TDY Travel of DoD Personnel). (See FIGURE 1-2)
- B. At a minimum, block #16 of the DD Form 1610 should include statements about the following:
 1. The availability of government meals. Are they provided at no cost to the service member?
 2. The availability of government billeting.
 4. If government billeting is not available, a statement of non-availability is required for reimbursement.
 5. Is a rental car authorized? If so, the general rule is 1 rental car per 3 travelers.
 6. Member will complete a travel settlement voucher (DD 1351-2) within 5 days of travel completion. Member will send approved voucher to:
THEATER.TRAVEL@AFGHAN.SWA.ARMY.MIL
 7. Other statements regarding phone calls, laundry service, excess baggage, etc. can be added as needed.
 8. Be very specific about what requirements are/are not reimbursable for this travel. For example, incidentals will be paid at the end of a Soldier's tour (settlement voucher) – therefore incidentals should not be paid on interim travel vouchers.



9. R&R leave in conjunction with TDY requires the USFOR-A CoS to to approve the request by signing the request for exception memorandum. The approved request will be routed through the USFOR-A J1 Programs Leave and Passes Section. Memorandum requesting TDY ICW R&R must be received by USARCENT NLT 30 days prior to the start of the travel for final approval. AR 600-8-10 Section IV states that commanders must ensure TDY orders reflect the official travel and leave dates. Soldiers who report to TDY earlier than the date specified on the DD Form 1610 normally will not be paid any additional PerDiem.
10. Personnel deployed will not leave the area of operations to attend any professional military education (PME) schools. Requests for exceptions must have the concurrence of Commander U.S. Forces – Afghanistan (USFOR-A). Officers scheduled for OES training will attend prior to, or post deployment.
11. The authorization of travel variations should not be used in place of adequate advance planning, nor shall they be used to grant an open travel authorization. Variations shall be authorized in the order and are permitted only when considered mission essential in accordance with JFTR, par. U2135 and JTR, par. C4425.

“Variations Authorized” permit:

1. Omission of travel to a place, or places, stated in the travel order.
2. Change in the order of travel to places shown.
3. Travel to places not shown.

C. Invitational Travel Authorizations (ITAs) – Ref: Appendix E of the Joint Travel Regulation (JTR). ITAs are prepared for use by Non-DoD personnel (Host Nation Civilians, Foreign personnel, subject matter experts/consultants). The cost of travel must provide some benefit to the U.S. Government. ITA is prepared in memorandum format and is approved by the delegated approving official (as described in paragraph 3.B.1-3.). Many foreign officers/officials do not have credit cards so authorizing a cash advance may be required.

1. Restrictions. Invitational travel must **not** be authorized for:

1. A non-appropriated fund (NAF) official or employee traveling on NAF business.
2. Transportation of dependents and/or HHG (including freight and parcel post mail) or other property of an individual to whom an ITA is issued.
3. A Federal Government employee or Uniformed Service member (A Federal employee and a Uniformed member on active duty are given regular TDY travel authorizations/orders) unless the individual is:



1. A retired Federal Government employee or Uniformed Services member (may include retired military personnel from foreign countries)
 2. Authorized pre-employment interview travel under JTR, par. C7150 and the employee/member is in a leave status during such travel (B-219046, 29 September 1986))
 3. An employee/member, traveling as a non-medical attendant, included on an ITA issued to a patient
4. Contractors – (See JTR Appendix E Part III for more details) Travel costs of Gov't contractors and contractor employees are governed by the rules in the Federal Acquisition Regulations (FAR) §31.205-46, available at <http://www.arnet.gov/far/pdf/frame.html>. For these reasons, contractors are not eligible for Invitational Travel Authorizations (ITAs) in the execution of their contracts. See DODI 3020.41 for information regarding contractors at <http://www.dtic.mil/whs/directives/corres/html/302041.htm>.
2. A standardized format is available from your local Resource Management office (CJ8/J8), See Figure 1-4 and Figure 1-4b. The ITA must contain the following as a minimum:
- a. Traveler's full name, Last 4 digits of SSN (if applicable)
 - b. Passport number & issuing country
 - c. Address originating TDY from
 - d. Nationality (if non-US)
 - e. Purpose for travel
 - f. Locations authorized
 - g. Total period of request (both travel and TDY)
 - h. Authorized modes of travel
 - i. Estimated travel costs (expenses that are reimbursable)
 - j. Member will complete a travel settlement voucher (DD 1351-2) within 5 days of travel completion. Member will send approved voucher to:
THEATER.TRAVEL@AFGHAN.SWA.ARMY.MIL
- D. Group Travel Orders (GTOs) are authorized for three or more individuals traveling in a group for which transportation will be furnished by government conveyance or Transportation Request (TR). All individuals will travel from the same point of origin and return to the same destination under one order.
- E. Blanket Travel Orders (BTOs) are issued to those who regularly make trips away from their duty station to perform regularly assigned duties that are mission essential to the operation of their command or agency. Blanket TDY is limited to



the command group (including aides, drivers, security, etc.) and those designated by the USFOR-A CoS. All BTOs are approved by the USFOR-A CoS.

- F. Actual Expense Allowance (AEA) requests will only be approved in cases where it is demonstrated as essential for accomplishment of the mission. Normally, this is to maintain integrity of the travel group for security purposes. Situations may arise where normal per diem (lodging only) is not sufficient for TDY. AEA may be requested to recoup cost over the published maximum lodging rates listed in the Joint Federal Travel Regulations (JFTR), Appendix B (OCONUS) and Appendix D (CONUS). This situation should be a rare event: travelers need to plan trips in advance to keep expenses within the established JFTR limits. AEA will not be used as a blanket authority. **AEA request must be made prior to travel (see figure 1-4).**
1. The delegated approving official, normally the chief of staff, in their chain of command is the approval authority and can approve AEA up to 300% by signing DD Form 1610 in block #18. USFOR-A, CSTC-A, and ISAF will be approved by the USFOR-A CoS.
 2. Requests above 300% must be submitted to the Director, Per Diem, Travel, and Transportation Allowance Committee (PDTATAC) for approval. Approval must be in advance of the travel. Route request for approval of AEA above 300%, through USFOR-A J8. **NOTE: Do not send AEA requests over 300% directly to the PDTATAC.**
 3. Before the approving official signs the travel orders the requestor of travel must note in block #16 on the DD Form 1610 the statement, "Actual Expense Authorized not to exceed 300 percent of authorized lodging rate".
 4. Attached with the DD Form 1610, a letter of justification on official letterhead must be submitted to the approving official when requesting AEA.
 - a. The letter will be signed by the Brigade Commander or Staff Principal (O-5 minimum).
 - b. Letters of justification will state:
 - What efforts have been made to stay within the JFTR allowances.
 - What circumstances require AEA.
 - The breakout of requested lodging showing cost versus the authorized lodging rate.
 - What the effect on mission is if AEA is not approved.
 5. Request for AEA after travel completion will only be processed on an exception basis. The DD Form 1610 amendment must be submitted to the USFOR-A CoS for approval and signature in block #18.



G. Funding TDY into the Afghanistan Theater of Operations (ATO). There are instances when a unit has a requirement to bring a service member from outside the ATO into the ATO on TDY. In order to fund these TDYs (either on DD Form 1610 or by fund cite memorandum) the delegated approving official (as described in paragraph 3.B.1-3.) must approve.

5. GUIDELINES.

- A. Travel must be mission essential.
- B. Use of commercial travel must be approved by the USFOR-A CoS. Commercial travel is authorized when government conveyance is unavailable or when it is advantageous to the government.
- C. **DD Form 1610 will be submitted to the Resource Management Office at least 10 days prior to travel for funds certification.**
- D. Approving officials will ensure mission cannot be accomplished by other means (for example, correspondence, telephone, VTC).
- E. Only the minimum number of travelers required to accomplish the mission will be authorized.
- F. Exact TDY location and interim stops must be shown.
- G. Use of government transportation, quarters and mess are required when available.
- H. Rotator flights will be used for flights out of AOR to the fullest extent possible.
- I. Minimize use of rental cars (3 travelers per car).
- J. Combine visits within same geographical area.
- K. Ensure travel is performed economically.
- L. Ensure amendments and revocations are processed quickly.
- M. Entitlements must be stated and justified.
- N. Travelers will file settlement voucher within 5 days after completion of TDY.

6. RESPONSIBILITY.

- A. The traveler's supervisor is responsible for maintaining TDY accountability and minimizing instances of fraud, waste and abuse. .
- B. The requesting official will be a supervisor or someone familiar with the reason and necessity for the travel (not the traveler) and will sign block 17 of DD form 1610.
- C. The approving official will be the delegated approving official, normally the chief of staff in the chain of command and will sign block 18 of DD form 1610 unless it is an in-theater no cost TDY (O-6 signature).



- D. The Resource Management Office supporting your organization will review the travel orders for completeness and accuracy and complete blocks 19, 20, 21, and 22.

7. SUBMITTING A TRAVEL SETTLEMENT VOUCHER

- A. All travelers are responsible for completing a DD Form 1351-2 Travel Settlement Voucher (MAR 2008 Version) within 5 days of completion of travel. A DD Form 1351-2C can be used for continuation. See figure 1-6.
- B. Travelers must complete blocks 1-9, 11, and 14-20a. Travelers must also ensure all stops are listed in the itinerary portion of the travel voucher including return to theater travel plans. The commander/supervisor will review; sign and date block 20. d&f prior to submitting the travel voucher. The traveler's supervisor will review the voucher for accuracy, completeness, and to ensure all claims are proper.
- C. In order to receive reimbursement for any expenses incurred during travel they must be claimed on the travel settlement voucher.
- D. The following documents are required and must accompany the travel voucher for payment.
 - 1. Travel orders, including amendments.
 - 2. Leave form (DA Form 31), if applicable.
 - 3. Lodging and rental car receipts, regardless of the amount (receipt must show payment and a zero balance).
 - 4. Receipts for miscellaneous expenses (gas, taxi, parking, registration fee, etc.) costing \$75 or more.
 - 5. A non-availability statement or control number when government meals and/or lodging were not available.
- E. For travelers who used the Government Travel Card, use of split disbursement payment is mandatory. Supervisors should carefully review travel receipts and ensure sufficient funds are split disbursed in order to prevent Travel Card delinquencies.
 - a. F Once the travel voucher has been completed and has the required signatures and supporting documents it is then submitted to THEATER.TRAVEL@AFGHAN.SWA.ARMY.MIL



FIGURE 1-1 DD FORM 1610 (TDY) Process

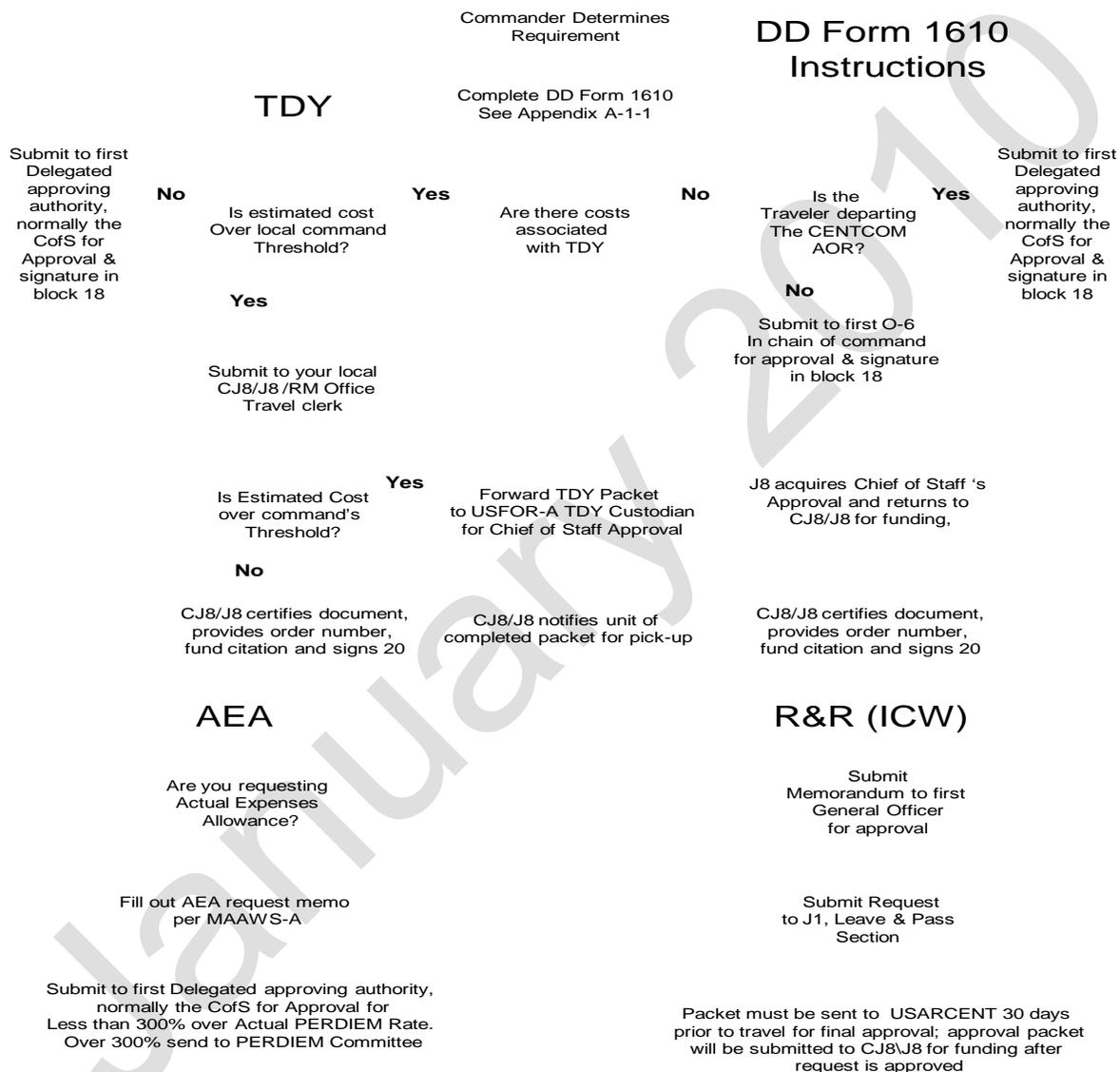




FIGURE 1-2
DD Form 1610 (Instructions)

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

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

Block #1 – DATE OF REQUEST: Current date.

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

Block #3 – SOCIAL SECURITY NUMBER

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

Block #5 – LOCATION OF PERMANENT DUTY STATION (PDS) OFFICIAL STATION: Enter unit assignment (KABUL, AFGHANISTAN APO AE 09356) and be sure to include the location and zip code.

Block #6 – ORGANIZATIONAL ELEMENT: Example: USFOR-A J_

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



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

- a. Amendments are used to reflect changes to the original travel order. Amendment orders must reflect the original travel order requiring the amendment and all previous amendments, in block #16 (i.e. “ TRAVEL ORDER NUMBER 01-010, DATED 23 JAN 99 IS AMENDED TO AUTHORIZE RENTAL CAR.”)
- b. Confirmatory Orders - When travel occurs prior to orders being issued, confirmatory orders must state “VOCO, date when order was given and the name of the approving authority” in Block 7. This implies the traveler received a verbal approval to perform the travel from the approving authority, prior to conducting travel.
- c. Revocations cancel an order. For revocations or rescissions to travel orders, block #7 will be completed, respectively. When a revocation is processed, reference in block #16 the original travel order being revoked and all previous amendments must be also be referenced (i.e. TRAVEL ORDER NUMBER 02-015, DATED 25 FEB 99, and amendment travel order number #02-031 dated 28 FEB 99 ARE REVOKED DUE TO CANCELLATION OF TDY). Revocation completely nullifies the travel order.

Block #9 – PURPOSE OF TDY: Complete explanation of TDY mission. Examples: To attend Force Protection Unit Advisor Course 14 Jan 2000, Set-up New Account Structure and closeout for FY-99 year-end closeout. Data should be complete and self-explanatory since it is the requesting unit or activity’s justification to commit DCA/CONOPS or HQs travel funds. Requests must specify exactly which military installations are to be visited unless there is no military installation involved.

0. Site Visit	Personally perform operational/managerial activities (e.g., to oversee program activities, grant operations, or manage activities for internal control purposes; carry out an audit, inspection, or repair activity; conduct negotiations; provide technical assistance) at a particular location.
1. Information Meeting	To attend meeting(s) to discuss general agency operations, review status reports, or discuss topics of general interest. If a site visit was conducted as part of the same trip, the entire trip is for a site visit (See 0 above.).
2. Training Attendance	To receive training.
3. Speech or	To make a speech or a presentation, deliver a paper, or otherwise



Presentation	take part in a formal program other than a training course.
4. Conference Attendance	To attend a conference, convention, seminar, or symposium for purposes of observation or education only with no formal role in the proceedings.
5. Relocation	Transfer from one PDS to another (same as a PCS move.) This includes new appointees/persons ordered to active duty when authorized relocation allowances for reporting to the first duty station.
6. Between Tours Travel	Travel and transportation authorizations for which an employee/uniformed member and/or dependent(s) may be eligible while serving at an OCONUS duty station; e.g., RAT or COT/IPCOT travel for the purpose of taking leave between OCONUS tours of duty; educational travel, etc. This travel is ordinarily performed in conjunction with travel resulting from a permanent change of station assignment or renewal of a tour of duty at OCONUS duty stations.
7. Special Mission Travel	To carry out a special agency mission (e.g., non-combat military units); provide security to a person or shipment (such as diplomatic pouch); move witnesses between locations; travel by Federal beneficiaries and other non-employees.

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

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



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

Block #11 – ITINERARY: Enter the Headquarters or unit with geographical location of each at which TDY is to be performed including starting and ending points. Example: You are to proceed from Fort McPherson, to ***** and return back to Fort McPherson, APO AE 09889-9900. **“Variation Authorized” should not be checked unless mission required.**

Example TDY:

Kabul, Afghanistan 12 Aug 2009
Fort Jackson, SC 24 Aug -02 Sep 2009
TDY)
Kabul, Afghanistan 04 Sep 2009
depart)

Example TDY ICW R&R:

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

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

- (1) First priority – Military vehicle or military aircraft or military charter aircraft (i.e. R&R).
- (2) Second priority – Commercial carrier. Comparative cost factors to be considered include:
 - (a) Cost to the US Army for rail fare to TDY points plus usual reimbursement expenses for taxi.
 - (b) Accessibility of TDY stations to each mode of transportation.
 - (c) Savings in the traveler’s productive time resulting from selected mode (workdays only).



- (3) Commanders and activity chiefs are responsible for providing local transportation, if available, to TDY personnel.

- (4) If a specific mode is directed, justification must be attached and Resource Management office will add applicable remarks in Block #16.

Block #13 – Have Per Diem marked

Block #14 – ESTIMATED COST: Input cost of airfare, per diem, and rental vehicle (if authorized). Per Diem rates can be found at <http://www.defensetravel.dod.mil/perdiem/perdiemrates.html>. Additionally, if attending conferences requiring conference fee, indicate cost and specify in the remarks section.

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

For example, a CONUS traveler attending 3 days of training in Raleigh, NC:

Per Diem rate for Raleigh, NC is \$158.00per day.

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

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

\$474.00 + \$ 118.00 = \$ 592.00

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

Block #16 – REMARKS: Should include any special requirements i.e. conference fees of \$10 authorized, Government lodging and meals not available etc. Official phone, internet, excess baggage any additional expenses specifically requested should be identified in this block.

Block #17 – REQUESTING OFFICAL: The requesting official is the first supervisor authorizing travel. The requesting official normally does not also sign as the approving



official. However, if the requesting official is also the approval official, he/she will also sign item 18.

Block #18 - APPROVING OFFICIAL: Reference [threshold](#) section

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

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

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

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

January 2010



FIGURE1-3

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



FIGURE 1-4

Invitational Travel Order

NAME: SSN:
TRAVEL ORDER # USARCENT
DATE: CLEARANCE:
GRADE/RANK: PASSWORD#

First paragraph is all the pertinent information that would go on a DD1610: TDY Purpose, proceed date, Itinerary, number of TDY days, etc...

Paragraphs 2-5 are generic remarks. The ITO will always have the same statements.

1. You are invited to proceed o/a 23 February 2006, from Iraq to Atlanta, GA to Washington, D.C. and return to Iraq. For the purpose of participating in the Land Forces Symposium. Your anticipated return date is 6 March 2006, a total of approximately 13 days. Upon completion of the mission you will return to the point of origin.
2. Travel by rail, commercial or military aircraft, bus, and privately owned automobile is authorized. You are advised that the Department of Defense policy requires that in using regularly scheduled air transportation; accommodations selected will be the least costly service, which will permit satisfactory accomplishment of the mission of the traveler.
3. If practicable, you will be provided a Government transportation request to exchange for carrier tickets. If a transportation request is not used and travel is performed by common carrier at personal expense, reimbursement for the cost of transportation will be limited to the least costly regularly scheduled air service between the points involved, or the lowest cost class of accommodations available at the time reservations were made.
4. The total reimbursement will be limited to the cost of travel by the usual mode of common carrier, including per diem. Receipts and ticket stubs will be required to substantiate your claim for the cost of transportation and subsistence for items in excess of \$75.00. You are entitled to a per diem allowance to cover your expenses for lodging, meals, and incidentals. Receipts are required for lodging. This per diem allowance is called lodging plus. Current travel regulations designate caps on expenses allowable in certain cities throughout the United States. The per diem allowance for travel overseas is based on rates established by the Department of State or by the Department of Defense. Accordingly, you will be authorized the amount specified for the particular overseas area involved.
5. An actual expense allowance (AEA) request must be signed by the staff principal then sent to Comptroller for approval (reference memo dated 18 Aug 97, subject: Actual



FIGURE 1-4b.

TRAVELER:

TRAVEL ORDER #

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

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

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

FOR THE COMMANDER:

USFOR-A CHIEF OF STAFF



FIGURE 1-5

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

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

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

3. The maximum government lodging rate in LOCATION HERE is: \$210.00. The lowest lodging rate available for the conference is \$225.00. Request reimbursement of actual expenses. The \$15 (\$225 minus \$210) per day increased cost is within 150% of the authorized daily lodging rate (\$310).

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

NAME

RANK, BRANCH

OFFICE

Enclosure



//ENCLOSURE EXAMPLE//

All units in US Dollars (\$)

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

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



FIGURE 1-6

TRAVEL VOUCHER OR SUBVOUCHER				Read Privacy Act Statement, Penalty Statement, and Instructions on back before completing form. Use typewriter, ink, or ball point pen. PRESS HARD. DO NOT use pencil. If more space is needed, continue in remarks.			
1. PAYMENT <input type="checkbox"/> Electronic Fund Transfer (EFT) <input type="checkbox"/> Payment by Check		SPLIT DISBURSEMENT: The Paying Office will pay directly to the Government Travel Charge Card (GTCC) contractor the portion of your reimbursement representing travel charges for transportation, lodging, and rental car if you are a civilian employee, unless you elect a different amount. Military personnel are required to designate a payment that equals the total of their outstanding government travel card balance to the GTCC contractor.					
<input type="checkbox"/> Pay the following amount of this reimbursement directly to the Government Travel Charge Card contractor: \$ _____		2. NAME (Last, First, Middle Initial) (Print or type)		3. GRADE	4. SSN	5. TYPE OF PAYMENT (X as applicable) <input type="checkbox"/> TDY <input type="checkbox"/> PCS <input type="checkbox"/> Dependent(s)	
6. ADDRESS a. NUMBER AND STREET		b. CITY		c. STATE		d. ZIP CODE	
e. E-MAIL ADDRESS				10. FOR D.O. USE ONLY			
7. DAYTIME TELEPHONE NUMBER & AREA CODE		8. TRAVEL ORDER/AUTHORIZATION NUMBER		9. PREVIOUS GOVERNMENT PAYMENTS/ADVANCES		a. D.O. VOUCHER NUMBER	
11. ORGANIZATION AND STATION				13. DEPENDENTS' ADDRESS ON RECEIPT OF ORDERS (Include Zip Code)		b. SUBVOUCHER NUMBER	
12. DEPENDENT(S) (X and complete as applicable)				<input type="checkbox"/> ACCOMPANIED <input type="checkbox"/> UNACCOMPANIED		c. PAID BY	
a. NAME (Last, First, Middle Initial)		b. RELATIONSHIP		c. DATE OF BIRTH OR MARRIAGE		14. HAVE HOUSEHOLD GOODS BEEN SHIPPED? (X one) <input type="checkbox"/> YES <input type="checkbox"/> NO (Explain in Remarks)	
15. ITINERARY				c. MEANS/ MODE OF TRAVEL		d. REASON FOR STOP	
a. DATE		b. PLACE (Home, Office, Base, Activity, City and State; City and Country, etc.)		e. LODGING COST		f. POC MILES	
DEP							
ARR							
DEP							
ARR							
DEP							
ARR							
DEP							
ARR							
DEP							
ARR							
DEP							
ARR							
DEP							
ARR							
16. POC TRAVEL (X one) <input type="checkbox"/> OWN/OPERATE <input type="checkbox"/> PASSENGER				17. DURATION OF TRAVEL		e. SUMMARY OF PAYMENT	
18. REIMBURSABLE EXPENSES				12 HOURS OR LESS		(1) Per Diem	
a. DATE	b. NATURE OF EXPENSE	c. AMOUNT	d. ALLOWED	MORE THAN 12 HOURS BUT 24 HOURS OR LESS		(2) Actual Expense Allowance	
				MORE THAN 24 HOURS		(3) Mileage	
						(4) Dependent Travel	
						(5) DLA	
						(6) Reimbursable Expenses	
						(7) Total 0.00	
						(8) Less Advance	
						(9) Amount Owed	
						(10) Amount Due	
19. GOVERNMENT/DEDUCTIBLE MEALS				a. DATE		b. NO. OF MEALS	
				a. DATE		b. NO. OF MEALS	
20.a. CLAIMANT SIGNATURE						b. DATE	
c. REVIEWER'S PRINTED NAME		d. REVIEWER SIGNATURE		e. TELEPHONE NUMBER		f. DATE	
21.a. APPROVING OFFICIAL'S PRINTED NAME		b. SIGNATURE		c. TELEPHONE NUMBER		d. DATE	
22. ACCOUNTING CLASSIFICATION							
23. COLLECTION DATA							
24. COMPUTED BY		25. AUDITED BY		26. TRAVEL ORDER/AUTHORIZATION POSTED BY		27. RECEIVED (Payee Signature and Date or Check No.)	
						28. AMOUNT PAID	

DD FORM 1351-2, MAR 2008

PREVIOUS EDITION MAY BE USED UNTIL SUPPLY IS EXHAUSTED.

Exception to SF 1012 approved by GSA/IRMS 12-01, Adobe Designer 7.0

Reset



PURCHASE REQUEST AND COMMITMENT (PR&C)

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

Completing a DA Form 3953 Purchase Request and Commitment (PR&C)

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

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

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

- a. Block 1 - PURCHASE INSTRUMENT NUMBER. Leave blank. This will be completed by the servicing Area Support Team (AST)
- b. Block 2 - REQUISITION NUMBER. Document number from requiring element which includes is made up of the unit DODAAC, Fiscal Year + Julian date, and serial number. This number varies depending on unit. J4 typically provides this number.
- c. Block 3 - DATE. Date Prepared
- d. PAGE ____ OF ____ PAGES. Fill in the blanks
- e. Block 4 - TO. Name/address of the Contracting Office making the purchase. Be careful if you are using templates provided by others. Identify the specific Contracting office you intend to accomplish the procurement action.
- f. Block 5 – Complete according to local procedures
- g. Block 6 - FROM. Name/address of the unit of the individual submitting this form.
- h. Block 7 - PURCHASED FOR. Specific name of organization for which supplies/services are being purchased. "OEF" is not acceptable
- i. Block 8 - DELIVERED TO. Complete Organization/address of the Central Receiving Point. Should include building number; pad number, etc. of actual location. Where do you want this delivered. Include correct organizational DODAAC (See J4)
- j. Block 9 - NOT LATER THAN (Date). Latest date when delivery / performance is required. Must be realistic in order to have credibility.
- k. Block 10 and 11 – NAME, EMAIL ADDRESS AND TELEPHONE NO. OF PERSON TO CALL FOR ADDITIONAL INFORMATION. Point of contact concerning the requirements. This person must be knowledgeable and have the ability to provide clarification on the PR&C



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

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



Example PR&C

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

APD PE v2.02ES

EDITION OF AUG 76 IS OBSOLETE

DA FORM 3953, MAR 1991



Military Interdepartmental Purchase Request (MIPR)

PURPOSE: The DD Form 448 - Military Interdepartmental Purchase Request (Example Below) is used to transfer funds to other federal agencies and departments. A MIPR may be received as either direct or reimbursable, or both. If accepting as a DIRECT CITATION, the resource manager will cite the MIPR's fund cite on all obligating documents. Accepting a MIPR as reimbursable requires the resource manager to set up a reimbursable account and customer number and use his own or reimbursable fund cite on all obligating documents.

Accepting reimbursable MIPRs. USFOR-A units cannot establish reimbursable accounts without assistance from USARCENT. When USFOR-A units accept MIPRs from other organizations, USFOR-A J8 must forward both the MIPR and the Acceptance to USARCENT to establish the account. The J8 must tell USARCENT what the reimbursement is for and what APC should be reimbursed.

MIPRs sent under the authority of the Economy Act must have a "D&F" (Determination and Findings) statement. These statements are completed by your servicing Regional Contracting Center (RCC).

REFERENCE:

- ARCENT Publication 1-06 Financial Management Operations in the CENTCOM AOR, 16 May 2007.
- DoD Financial Management Regulation 7000.14-R, FEB 2009, CH 11A, REIMBURSABLE OPERATIONS, POLICY AND PROCEDURES, FEB 2009

Completing a DD Form 448, Military Interdepartmental Purchase Request (MIPR)

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



Preparation.

Block 1 – Page ___ of ___

Block 2 – FSC – Leave Blank

Block 3 – CONTROL SYMBOL NO. – Leave Blank

Block 4. – DATE PREPARED – Self explanatory

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

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

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

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

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

Block 9

- 9. ITEMS – Leave blank unless you know these are applicable
- 9.a. ITEM NO – Number 1-N the items being procured.
- 9.b. DESCRIPTION - Detail should be sufficient for each line item to ensure proper execution of your requirement
- 9.c. QTY – Number of items being procured.
- 9.d. UNIT – Unit of measure if applicable. (i.e. pounds, dozen)
- 9.e. ESTIMATED PRICE – Estimated price of each unit from 9.d.
- 9.f. ESTIMATED TOTAL PRICE - Multiply 9.c. by 9.e

Block 10 – Attach supporting documentation as necessary

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

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



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

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

January 2010



MIPR (DD Form 448)

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

DD Form 448, JUN 72

PREVIOUS EDITION IS OBSOLETE.

Adobe Designer 7.0



Acceptance of MIPR (DD Form 448-2)

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



BULK FUND-FIELD ORDERING **OFFICER/PAYING AGENT**

PURPOSE: To outline general guidelines issuance of Bulk Funds for USFOR-A Field Ordering Officer's (FOO) and Paying Agents (PA)

GENERAL INFORMATION

Bulk Funds are cash provided to support a FOO/PA Team. Bulk funds are subject to the same restrictions associated with OMA funds (or CERP as applicable) detailed throughout this document. In fact, use of these funds is more restrictive. They are not "Slush Funds". Their issuance is to simply expedite certain types of approved purchases.

- A. **Field Ordering Officers (FOOs)** are an extension of the contracting office. FOOs must be USG employees. Contractors and non-US nationals cannot perform FOO duties. A contracting officer delegates the authority to obligate the government to the FOO.

- C. **Paying Agents (PA)** are extensions of the Finance/Disbursing office and are authorized to receive and disburse cash for official business. They are pecuniarily liable for any cash, negotiable instrument, and/or paid vouchers entrusted to them. PAs must be USG employees. Paying agents are only authorized to make payment for purchases approved by the FOO.

GUIDELINES.

- A. The maximum authorized advance to a PA is \$200,000. The actual amount advanced will be determined by the servicing Area Support Team Resource Manager and is dependent on availability of funds as well as mission/historical need.

- B. A FOO and PA should only have one account at a time and must only have one open OMA PR&C at a time. If a PA must draw funds from multiple PR&Cs (e.g. OMA and ORF) at any one time, a separate DD Form 1081 will be used for each PR&C.

- C. Approval Authorities: The bulk funding approval levels are an exception to the normal DA 3953 (PR&C) approval threshold described in the Threshold section of the MAAWS. For Bulk Funds, approving officer (blocks 34 & 35) will be signed by the requesting unit's commander (or staff principle at Division or higher).



Signature Authorities are: O-3, up to \$25,000; O-5, up to \$100,000; O-6, up to \$200,000. Above \$200,000 requires a General Officer approval.

- D. FOO/PAs should settle their accounts every 30 days. They must settle NLT every 90 days, prior to the FOO/PA's scheduled departure from theater, or prior to end of year close out. The PA has to reconcile with the supporting finance office and the FOO has to reconcile with the Regional Contracting Center. Either the FOO or the PA can reconcile with the Resource Management office. FOO and Paying Agent accounts may be replenished as often as necessary as deemed by the commander and in accordance with unit spend plans.
- E. Detainee Release Payments. This is applicable when detainees are released from Internment Facilities. These payments are similar to FOO and PA transactions. Some differences are that a Certifying Officer is used instead of a FOO; an Accountable Officer is required; there is no requirement to clear through contracting and PBO prior to coming to the finance office; and payments are certified on DD Form 1351-6s by the unit responsible for the detainees. For specific requirements see 18th Financial Management Center Memorandum SUBJECT: Disbursing SOP # 19 - Policy for Paying Agents Making Disbursements for Detainee Labor.
- F. Solatia Payments. These payments are made when the death of an Afghan was caused by a member of an insurgent group or suffered in the scope of performing Afghan duties pursuant to a valid CERP security contract. These payments are similar to FOO and PA transactions. Some differences are that the PA is appointed as a Solatia Paying Agent (SPA); Certifying Officers are used instead of a FOO; and witnesses are appointed in writing. Payments may be made up to \$2,500.
- G. All FOO/PA accounts must be closed with Property Book Office, Contracting, Finance and the Resource Management office prior to individual's departure from the AOR regardless of reason for departure (PCS, TDY, R&R, etc.)
- H. Commanders will ensure funds are properly handled, stored and accounted for IAW governing regulations. Storage of cash up to \$50K requires a class one or class five tool resistant safe (TL 15) and greater than \$50K requires a TL30 with 1R combination lock.



Field Ordering Officer Program

Field Ordering Officers provide their commands the ability to make quick, local purchases for mission-critical requirements. Contracting Officers appoint FOOs to make over-the counter purchases up to the micro-purchase threshold in accordance with DFARs (currently \$25,000). All purchases over \$10K requires a legal review IAW USARCENT policy. The Resource Manager (RM) determines the unit's monthly funding amount and is contingent upon availability of funds.

Nomination, Training, and Appointment

Commanding Officers (O-5 or above) nominate FOOs (E-7 or above, waiverable to E-6) in writing. The applicable RCC will conduct FOO training; the Finance Office will conduct Paying Agent training. The PA and the FOO will attend both training sessions. RCC Chiefs will appoint FOOs in writing upon successfully completing FOO and PA training. The FOO Manager will have oversight of appointed FOOs.

Termination

The RCC terminates a FOO when:

- 1) The unit that nominated the appointed FOO leaves the Area of Operations
- 2) The FOOs duties change
- 3) The FOOs appointment term expires (appointments normal expire after one year)

The RCC Chief may terminate a FOOs appointment:

- 1) Upon recommendation of the FOOs unit commander
- 2) If the FOO fails to properly execute his/her duties

The FOO shall submit the following documents to the RCC upon termination:

- 1) Copy of the appointment letter
- 2) SF 44s in their possession
- 3) Copy of the termination letter
- 4) DD Form 577, Appointment/Termination of Record

The RCC shall issue a letter of clearance, termination , or both. The RCC does not have to issue a Letter of Clearance if an outstanding matter is unresolved, regardless of redeployment, or relocation within theater.



FOO Operations

General conditions for the use of FOO funds:

- 1) Transactions may not exceed \$25,000 and all purchases exceeding \$10,000 require a legal review. The price may include delivery charges for supplies.
- 2) Funds must be available at the time of purchase.
- 3) Supplies or services shall be immediately available. If the supplies are not immediately available, use normal contracting procedures.
- 4) The purchase does not require detailed technical specifications or technical inspection.
- 5) The purchase must be in support of a contingency operation
- 6) FOOs may execute approved ASFF Quick Response Fund (QRF) and ORF requirements costing less than the \$25,000 micro-purchase threshold.
- 7) As a general rule, life support and logistics supplies for the ASFF are a Ministry of Defense (MoD) and/or Ministry of Interior's (MoI) responsibility. The expenditure of QRF should be the absolute last resort, and only when the mission will fail without direct intervention. This intervention should be limited to essential support in order to prevent a collapse of operational effectiveness during the conduct of kinetic operations. Support of a training event is not considered "essential support" as the MoD/MoI should plan for and fund these events. All QRF requests must be for short-notice and emergent requirements.
- 8) May not be used for foreseeable or recurring requirements
- 9) ASFF QRF cannot be used in conjunction with or commingled with OMA or any other appropriated or non-appropriated funds. Conversely, OMA funds may not be used for the purpose of supporting the Afghanistan National Security Forces (ANSF).

Procedures/Purchasing Process

- 1) All requirements for purchase must be documented in writing using a DA Form 3953 or locally produced request memorandum. The document shall state operational funds, or "OPFUND" and contain a clear and understandable item description, specific quantity, and cost estimate.
- 2) The FOO shall determine whether he/she is authorized to purchase the requested item. Authorizations or limitations may be found in the FOO SOP, FOOs letter of appointment and/or special instructions. The FOO is not authorized to make a purchase if the item is available through Government supply channels or Government sources. Additionally, the FOO is not authorized to make a purchase if the items is available on a contract.
- 3) The FOO is authorized to procure items only after a requisition has been submitted through the normal Army supply channels, which has been annotated as not available, or not available in a timely manner. A copy of the supply requisition document or MoI/MoD-14 must be attached as proof that the item was first ordered through the supply system.



- 4) The FOO and the PA will locate a local vendor capable of filling the requirement. If the price exceeds the FOO's authority, the FOO shall forward the requirement to CJ4 and follow the correct procedures to process a PR&C.
- 5) The FOO may not purchase an item unless the FOO determines the price to be fair and reasonable. The FOO should consider the market environment and use sound business decisions when obligating government funds. Rotate vendors to the maximum extent practicable.
- 6) The FOO should ask the vendor if an on-the-spot prompt payment will result in a discounted price. The FOO may also ask if any Afghan tax has been imposed on the transaction. Purchases for US Forces in Afghanistan are exempt from the payment of taxes. If the vendor identifies a tax as part of the sales price and refuses to exclude the tax from the transaction, complete the transaction, document the circumstances, and forward the information to the RCC Chief for evaluation.
- 7) If the FOO considers the price fair and reasonable, the FOO completes the buyer and vendor's portion of the SF 44 and purchases the item. If the goods and services are acceptable, the FOO annotates the receiver's sales document "received and accepted," dates the document, and signs the document. The requestor, supply OIC/NCOIC, or technical person will sign as the receiver. The PA completes the SF 44 after he/she pays the vendor. Completing the SF 44 includes adding a statement that cash payment was received in full, the amount paid, the date of the payment, and the signature and title of the vendor.
- 8) The FOO distributes 4 copies of the SF 44 as follows:
 - a. Copy 1 is submitted to the Finance Office
 - b. Copy 2 is provided to the vendor
 - c. Copy 3 is submitted to the Contracting Officer
 - d. Copy 4 is retained in the SF 44 book
- 9) The FOO shall obtain a purchase receipt from the seller and maintain it with the FOO's records as proof of purchase. If the seller will not or cannot provide a purchase receipt, the FOO shall create a receipt and both the FOO and PA will sign.
- 10) The FOO shall maintain a record of purchases including the purchase order number, the date of transaction, the description of the supply/service purchases, amount of obligation, and the balance of un-obligated funds. An electronic form is preferred and may be in the form of a spreadsheet.
- 11) If FOOs make purchases under unusual circumstances, special circumstances, or as a regulated purchase, the FOO shall document his/her file with the date, description of the circumstances, and any other relevant information.
 - a. Prohibited Purchases – In general, FOOs should not use funds to pay for equipment or services already provided by another source. RCCs will provide FOOs a list of items that may be purchased. The Master FOO Purchase Authorization List may be accessed at <https://cstca.oneteam.centcom.mil/sites/PARC>. See *FOO Management Tab*. Prior to making any purchase, the FOO should check for availability



of the requirement from existing sources, such as within the unit, the Installation Property Book Office (IPBO), LOGCAP Contractor, Self Service Supply Center (SSSC), and the RCC. When in doubt, call your respective RCC. Violations of the below guidance will result in immediate termination unless an exception to policy is granted by the supporting RCC, as recommended by the Resource Management Office.

- b. Other Prohibited Actions
 - i. Stockpiling – Since the FOOs responsibility is to purchase urgently needed items, purchasing items for stockpiling or to have on hand “just-in-case” in not authorized
 - ii. “Getting well” – A unit deploying with equipment which in non-mission capable and using the deployment as a reason to obtain the parts necessary to repair the equipment is not authorized. This is an attempt to circumvent the supply system and is known as “getting well.”
 - iii. Split purchases – When a requirement exceeds the FOOs single purchase authorization, the request shall be forwarded to the RCC for procurement. Splitting the requirement into two or more purchases to maintain each purchase amount under the single purchase authorization is not authorized and is considered fraud for which the FOO may be held personally liable.
- c. Special Situations
 - i. There may be special situations whereby regulated or prohibited purchases may be authorized. FOOs should check their special instructions regarding these purchases or contact the RCC if there are any questions.
 - ii. It is prevalent in many countries to conclude an agreement or contractual understanding with nothing more than a handshake. This may occur at the outset of the contingency, but the agreement should be quickly followed by completing an SF 44. Official looking documents written in English may be viewed with suspicion and sometimes anger due to a lack of trust with other governments. Obtaining signatures can be challenging. If a local business person or vendor refuses to sign the SF 44, annotate the seller’s signature block on the SF 44 “refused to sign” and continue with the transaction.

BOTTOM LINE: If in doubt of your actions, before expending funds, first seek guidance from the RCC. In some cases, the RCC may have already established a Blanket Purchase Agreement (BPA) or contract for what you are about to purchase. The general rule is that FOOs should not purchase commodities or services already under contract or BPA by the supporting RCC. In all cases document the circumstances and reasons for your actions.



Clearing

If the FOO spend the funds entrusted to the PA, the FOO must clear his/her records before making more purchases. The FOO contacts the RCC Chief designee/FOO Manager and reconciles the transactions. Once the records have been reconciled and the FOO has cleared the RCC, the FOO and PA shall clear with RM, Finance Office, or both, before drawing more funds.

FOOS may clear electronically by submitting the required documentation to the FOO Manager. The RCC Chief or designee shall physically inspect or review FOO activity at least once a month.

Inspection or review findings shall be written and shall include specific comments as to whether the FOO is:

- 1) Operating within the scope and limitations of authority
- 2) Maintaining the standards of conduct as prescribed in DoDD 5500.7R, Joint Ethics Regulation
- 3) Not exceeding funding authorization
- 4) Not delegating authority to others
- 5) Submitting correct and timely information for procurement reporting purposes
- 6) Not making unauthorized or prohibited purchases of items
- 7) Maintaining adequate documentation for each purchase

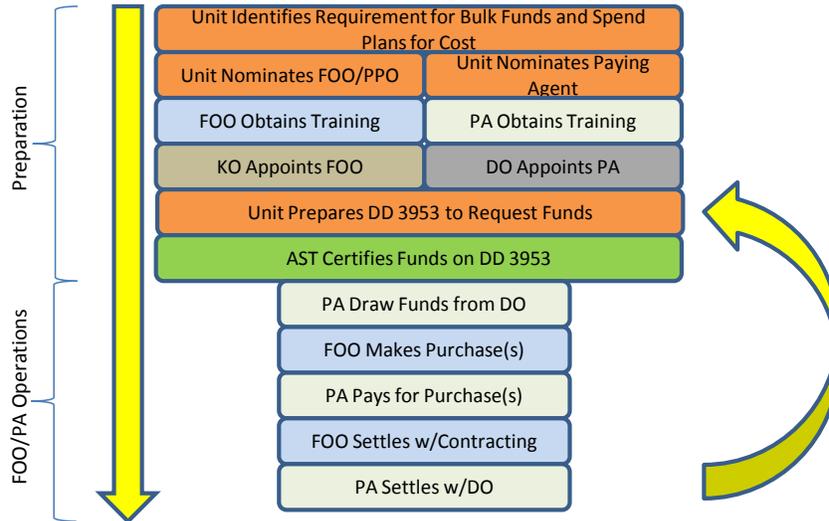
The RCC office and the FOO shall retain copies of inspections and review findings for 3 years



General Bulk Funds Process Flow

General Bulk Funds Process Flow

(For CERP – please see Separate MAAWS CERP SOP)



Abbreviations

- FOO = Field Ordering Officer
- PA = Paying Agent
- DO = Disbursing Officer (at Finance)
- KO = Contracting Officer/Contracting
- AST = Area Support Team (aka RM)

Funds Certification at AST RM

- FOO or PA provides completed DD 3953 (PR&C)
- FOO or PA provide signed DD577

Appointment

FOO

1. E-7 or above; waiverable to E6
2. Appointment Nomination Memo
3. Training from Contracting Officer
4. Signed DD 577

PA

1. E-7 or above; waiverable to E6
2. Appointment Order
3. Training from Disbursing Officer (Finance)
4. Signed DD577
5. Photo Copy of ID (Front and Back)
6. Copy of FOOs DD577/Appt Order
7. Memo from KO for FOO/Cert Officer signed and stamped
8. Memo Requesting Policy Exemptions if applicable

PA to DRAW funds from DO

Non-Contract Specific Draw

- **Certified** DD3953 (PR&C)

Contract Specific Draw

1. **Certified** DD3953 (PR&C)
2. Original & Copy of invoice certified by contracting
3. Receiving Report (DD250) signed
4. Copy of signed contract

Note: CVS will produce an SF1034 which you will use to draw funds from the DO

PA to CLEAR funds with DO

Non-Contract Specific

1. Clearance/Validation memo signed by KO
2. Original SF 44s used for purchases w/all required signatures and Accounting Classification info completed
3. Unused Funds

Contract Specific

1. Original SF44s or SF1034 used for purchases w/signatures & fund cite
2. **Certified** DD3953 (PR&C)
3. Original and copy of invoice certified by contracting
4. Receiving Report (DD250) signed
5. Copy of signed contract
6. Unused funds

FOO to CLEAR w/KO

- Reconcile all transactions

FOO to TERMINATE w/KO

1. Copy of Appointment Letter
2. SF 44s in possession
3. Copy of Termination Letter
4. DD 577, Appointment/Termination of Record

Solatia Payments: PA to DRAW funds

1. **Certified** DD3953 (PR&C)
2. Witness Appointment Orders
3. Witness DD577

Solatia Payments: CLEAR Funds

1. Copy of signed Solatia Request Form
2. Copy of signed witness statement
3. Original SF 1034 (w/signatures)
4. Copy of DD 3953 (PR&C)
5. Unused funds

Note: Local Procedures will vary slightly; Follow instruction provided at FOO/PA Training.



ONS & JUONS

1. USFOR-A subordinate commanders use an Operational Needs Statement (ONS) or a Joint Urgent Operational Needs Statement (JUONS) to document capability shortfalls within their commands and the need for a material solution to correct that shortfall or to improve an existing capability. An ONS is a request for HQDA validation/authorization and sourcing of a perceived requirement. A JUONS is an ONS that is Joint in nature. USFOR-A J3 Force Mod is the POC for ONS and JUONS submissions
 - A. ONS Categories:
 1. Above Modified Table of Organization and Equipment (MTOE) Authorized Equipment.
 2. Other than MTOE Authorized Equipment.
 3. Commercial/Government off-the-shelf (COTs/GOTs) equipment not type classified.
 - B. Submit an ONS if:
 1. Commercial Off The Shelf (COTS) equipment not authorized by regulation, Army type classified, or found in one of the standard Army supply channels.
 2. Equipment on MTOE – Additional Quantity Needed above MTOE/TDA/MEEL (i.e., It's NOT an MTOE authorization shortage)
 3. Item not on MTOE in any Quantity.
 4. HQDA controlled equipment that your unit does not have authorization/validation for (e.g. Force Feasibility Review (FFR)).
 5. Any AMC, DLA, GSA, or program manager (PM) managed equipment requiring additional authorization (e.g. above CTA-50-900 authorization).
 6. Equipment listed in a validated MTOE/TDA/MEEL, but the specific item requested is either in lieu of the validated item or is a newer version not specified in the MTOE/TDA/MEEL.



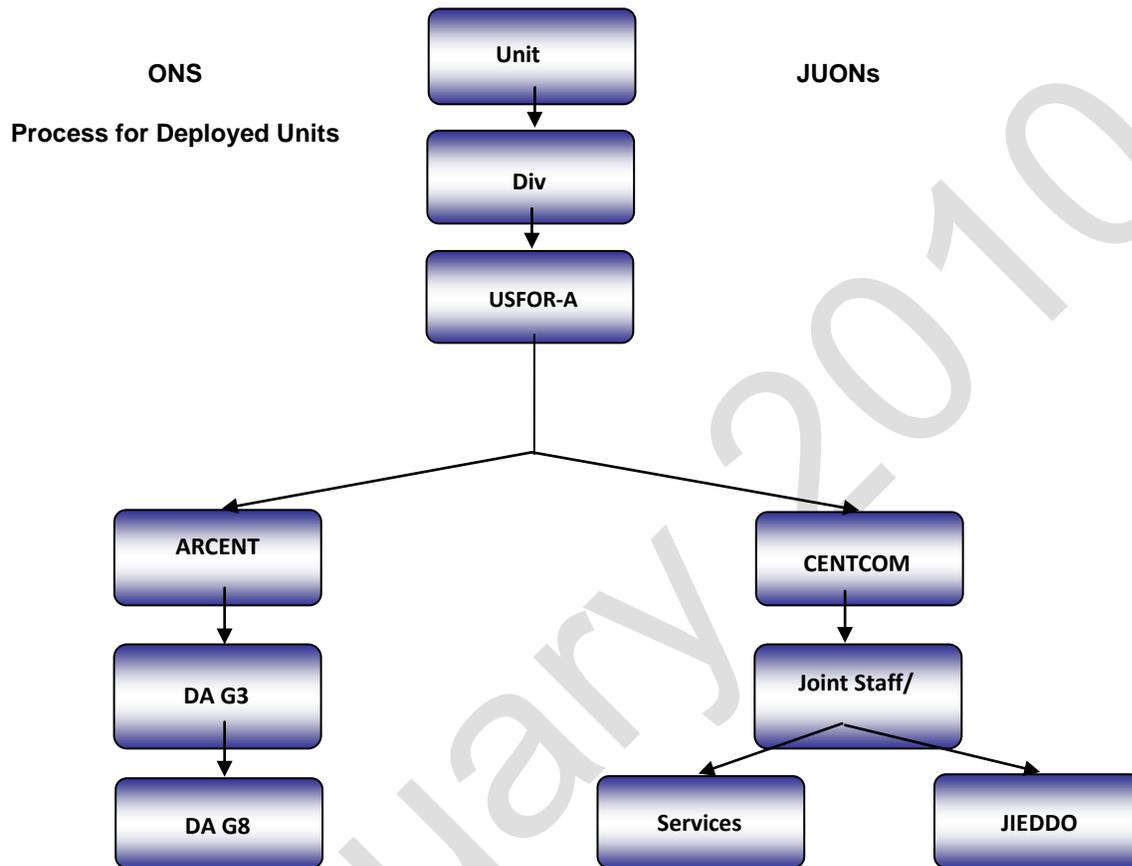
7. A request for Validation / Authorization / and Sourcing of a described capability gap and the requesting unit has no available solution to fill the gap.
 8. If your request is to meet an urgent need for a materiel solution to correct a deficiency, improve a capability, or request HQDA to procure a new/emerging capability that enhances mission accomplishment. An ONS is a request for HQDA validation/authorization and sourcing of a perceived requirement. [Excerpt from 7 APR 05 HQDA MEMO, SUBJ: Interim Policy on Capabilities Requests Submissions to HQDA]
 9. An ONS is NOT used to request equipment already having an HQDA authorization document.
- C. Submit an ESD (Equipment Sourcing Document) if it is:
1. An MTOE/TDA/MEEL, BCT BOIP Shortage (already HQDA Validated, Pre-Approved, and Authorization equipment)
 2. An HQDA Pre-Validated Equipment Shortage
 3. A request for Sourcing Only (Authorization and Validation not required)
- D. If it is NOT an ONS or an ESD...Do NOT submit an ECOP request if it is:
1. A routine request for Class I thru Class VI and Class IX, or other equipment
 - a. that can be purchased in the normal supply process.
 2. A request for Foreign Military Sales.
 3. A request for contractual services or support or for additional personnel.
 4. Automation Equipment.
 5. IT infrastructure or permanent Power Generators that need to be added to a FOB. These are not considered an ONS/ESD because the equipment is to going to be added to the MOTE or unit / TPE Property Book, but will be left behind.
 6. A Battle Loss. For example: DO NOT submit a request to replace authorized vehicles and equipment that are damaged by accident or destroyed in battle since battle loss replacements are submitted through the normal operations and logistics channels.
 7. AVAILABILITY: If known, indicate whether commercial or other Service equipment, foreign or domestic, is available for off-the-shelf procurement.
 8. RECOMMENDATION: Recommend course of action to resolve problem.



2. A Joint Urgent Operational Need Statement is normally identified by a Combatant Command (COCOM) involved in an ongoing named operation.
 - A. Requires rapid resolution in order to prevent combat-related loss-of-life and/or mission failure.
 - B. Must be joint in nature.
 1. Theater-wide COCOM need spanning multiple Services, or
 2. Is a Counter – Improvised Explosive Device (C-IED) requirement.
 - C. Outside of the scope of existing DoD acquisition and Service processes.
3. Funding options that exist for supporting approved JUONS efforts include:
 - A. Using reprogrammed funds from existing Service/Agency/Joint Staff funding lines.
 - B. An annual supplemental appropriation.
 - C. Using some other authority (e.g. Combating Terrorism Readiness Initiatives Fund (CbtRIF), Combatant Commander Initiative Fund (CCIF), CoCOM Command and Control Initiatives Program (C2IP), etc.). All validated JUONS recommendations forwarded to the Budget Officer Director's (BOD) Board will include a recommended funding strategy.
4. Figures:
 - A. ONS/JUONS FLOWCHART.
 - B. JOINT STAFF RAPID VALIDATION AND RESOURCING PROCESS.

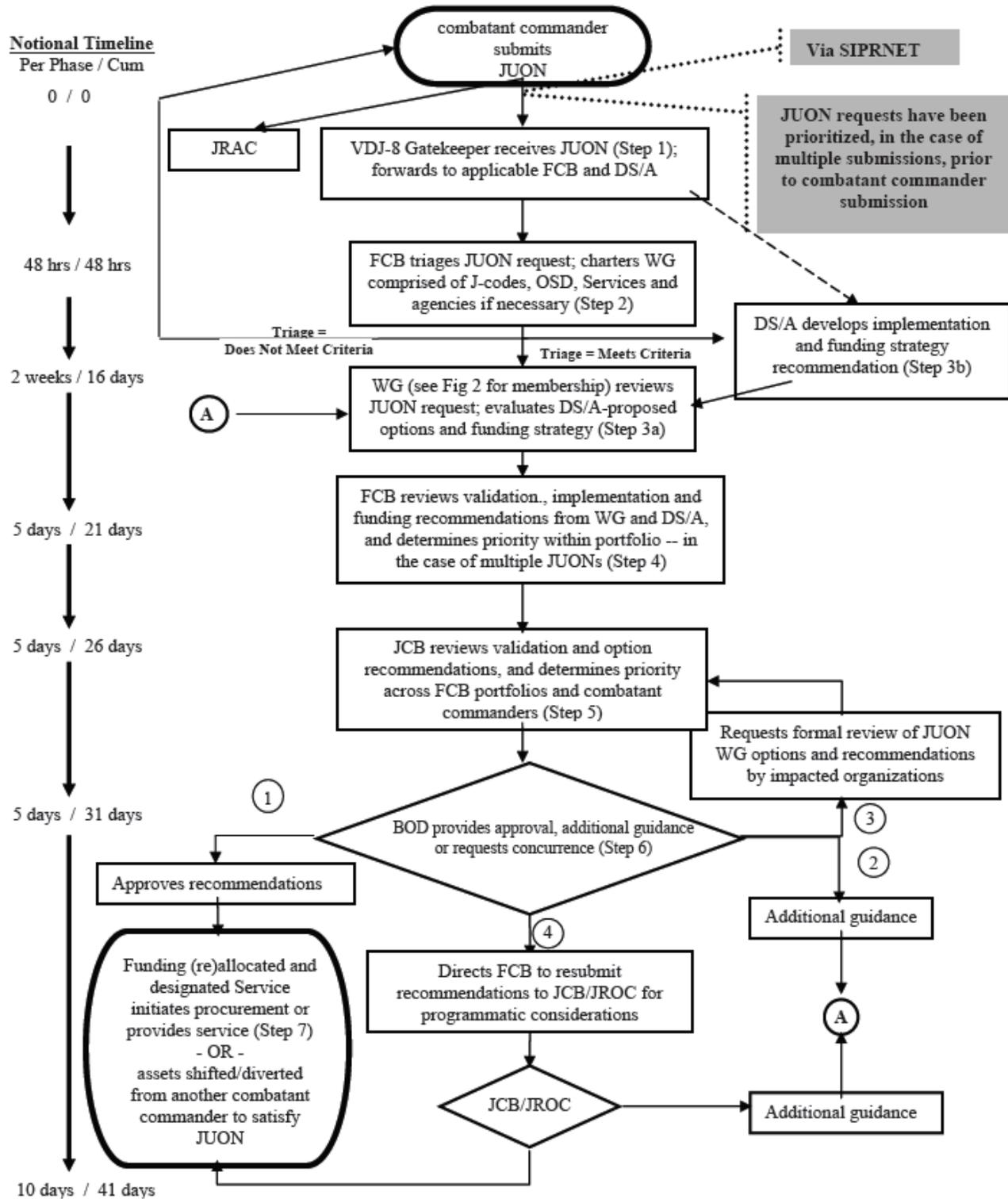


ONS/JUONS FLOWCHART





JOINT STAFF RAPID VALIDATION AND RESOURCING PROCESS





ACQUISITION AND CROSS SERVICING AGREEMENTS (ACSA)

1. **PURPOSE:** This section provides guidance on Acquisition and Cross Servicing Agreements (ACSA).
2. **REFERENCES:**
 - A. 10 U.S.C. Sections 2341-2350
 - B. DoD Directive 2010.9, Acquisition and Cross-Servicing Agreements
 - C. Chairman, Joint Chiefs of Staff (CJCS) Instruction 2120.01, Acquisition and Cross-Servicing Agreements
 - D. Deputy Secretary of Defense Memo SUB: Approval and Delegation of Authority to transfer Personnel Protection Equipment and Other Survivability Significant Military Equipment to Certain Foreign Forces Using Acquisition and Cross-Servicing Agreement Authority, dated 30 April 2009
 - E. Under Secretary of Defense Memo SUB: Sustaining Coalition and Friendly Foreign Forces in Iraq and Afghanistan
 - F. https://www.intelink.gov/wiki/Acquisition_and_Cross-Servicing_Agreements_%28ACSA%29
3. **GENERAL:**
 - A. ACSAs are bilateral international agreements that allow for the provision of cooperative logistics support under the authority granted in [10 U.S.C. Sections 2341-2350](#). They are governed by [DoD Directive 2010.9](#), "Acquisition and Cross-Servicing Agreements" and implemented by [CJCS Instruction 2120.01](#), "Acquisition and Cross-Servicing Agreements." ACSAs are intended to provide an alternative acquisition option for logistics support in support of exercises or exigencies.
 - B. The ACSA statute (formerly known as "NATO Mutual Support Act") was enacted to simplify exchanges of logistic support, supplies, and services between the United States and other NATO forces. It was subsequently amended in 1986, 1992, and 1994: to permit ACSAs with the governments of eligible non-NATO countries; to require equal-value exchanges (EVEs) of logistic support, supplies, and services; to allow ACSAs with United Nations organizations; and to authorize the loan or lease of equipment. Annual reports are required listing all ACSA transactions in the previous fiscal year and projecting requirements for the next fiscal year.
 - C. There is three types of programs generally lumped together when discussing



logistics support for coalition nations

1. Acquisition and Cross-Servicing Agreements

ACSA's are bilateral international agreements that allow for the provision of cooperative logistics support under the authority granted in reference (a). They are governed by reference (b) and implemented by reference (c). ACSA's are intended to provide an alternative acquisition option for logistics support in support of exercises or exigencies.

2. Coalition Loans

An extension of the ACSA program was authorized in section 1202 of the National Defense Authorization Act (NDAA) for FY2007, other public laws and further clarified in reference (d). This extension allows Significant Military Equipment (SME), identified in reference (d), to be loaned to eligible nations for a period of not more than one year. This authority has been delegated to the Commander, US Central Command.

Key Elements of a Coalition Loan

1. Same requirements of ACSA except that Significant Military Equipment (SME) can be loaned for up to one year.
2. Clothing and cold weather gear is provided as loans (except for undergarments or other gear not expected to be reissued).
3. Since these transactions are loans only, the CC Form 35 will be annotated as "replacement in kind".
4. SME provided under this program can be procured from outside the CJOA-A. Since these loans must be approved on a case-by-case basis by US Central Command, they will authorize the procurement or identify the source of the equipment.

Types of Significant Military Equipment that can be loaned

1. Military Vehicles designed to accommodate crew-served weapons for convoy security operations
2. Up Armored HMMWV's
3. Add-on armor kits
4. Command, control and communications systems, including Blue Force Trackers and radios
5. Crew-served weapons (.50 cal and below) for convoy/base camp security operations
6. Protective masks
7. Counter-improvised explosive devices (other than classified systems)



3. Lift and Sustain (L&S)

Section 9008 of the FY2007 Defense Appropriations Act authorizes the DoD to provide airlift and sustainment support at no cost to the coalition partners participating in US military operations in Afghanistan. Reference (e) refers.

Key Elements of Lift and Sustain

1. The L&S program allows the United States to provide LSSS to an eligible nation at no cost to them.
2. The list of eligible L&S countries is different than the list of eligible ACSA countries

Types of Support eligible under Lift and Sustain

1. Transportation
 - a. Airlift – including aero medical evacuation
 - b. Sealift
 - c. Movement of personnel, equipment and petroleum
 - d. Use of general purpose vehicles
2. Sustainment
 - a. Food
 - b. Billeting
3. Base operations and other support
 - a. Maintenance of facilities
 - b. Grounds keeping
 - c. Perimeter security
 - d. Laundry services
 - e. Minor construction
 - f. Storage services
 - g. Use of facilities
4. Individual equipment and operating supplies
 - a. Cold weather clothing items
 - b. Protective clothing
5. Communications services
 - a. Field radio operator support
 - b. Use of equipment
 - c. Access to satellites, translation, interpretation services
 - d. Information technology below the investment threshold
6. Spare parts and components and other similar supplies
7. Minor maintenance for host nation owned equipment
 - a. Preventive maintenance
 - b. Calibration services
8. Petroleum, oil and lubricants



Types of Support NOT eligible under Lift and Sustain

1. Durable end items or systems that exceed the investment-expense threshold
2. Training programs or attendance at formal training schools
3. Significant military equipment (See Coalition Loans for this type of equipment)
4. Medical care outside the United States Central Command AOR (other than that provided by United States personnel during aero medical evacuation from the theater)

4. KEY ELEMENTS OF AN ACSA INCLUDE:

- A. All transactions must be cash reimbursement; equal value exchanges (EVEs) or replacement in kind (RIK).
- B. The logistics supports which may be exchanged are: food, billeting, transportation, POL, communications services, training, ammunition, emergency medical services, and base operations.
- C. Categories of support which may never be exchanged are: guided missiles and kits, major end items, chemical or nuclear munitions, formal course training, official uniforms, or major construction projects.
- D. DoD units may not provide logistic support, supplies, or services without receiving reimbursement.
- E. You cannot use ACSAs to circumvent OMA thresholds (OPA & MILCON).

5. TYPES OF ACQUISITION AND CROSS-SERVICING AGREEMENTS (ACSA)

AUTHORITIES: Title 10 of the United States Code provides two legal authorities for foreign logistic support, supplies, and services: an Acquisition-only Authority and a Cross-Servicing Authority, which includes an acquisition authority and a transfer authority. The following link allows one to view the ACSA Country Agreements: https://www.intelink.gov/wiki/ACSA_Country_Documents.

- A. **Acquisition-Only Authority.** [10 U.S.C. 2341](#), "Authority to acquire logistic support, supplies, and services for elements of the armed forces deployed outside the United States," authorizes elements of the U.S. Armed Forces, when deployed outside the United States, to acquire logistic support, supplies, and services from eligible foreign entities on a reimbursable basis. The authority is not reciprocal and does not require an approved ACSA in place. Acquisition-only authority may be used with the governments of NATO members, NATO and its subsidiary bodies, the United Nations Organization, any regional organization of



which the United States is a member, and any other countries which meet one or more of the following criteria:

1. Has a defense alliance with the United States;
2. Permits the stationing of members of the armed forces in such country or the home porting of naval vessels of the United States in such country;
3. Has agreed to preposition materiel of the United States in such country; or
4. Serves as the host country to military exercises which include elements of the armed forces or permits other military operations by the armed forces in such country.

B. **Cross-Servicing Authority.** [10 U.S.C. 2342](#), "Cross-servicing agreements," authorizes the Department of Defense, upon coordination with the Secretary of State, to conclude reciprocal agreements with foreign countries and regional and international organizations for the provision of logistics, support, supplies and services. A current listing of these agreements and countries and organizations eligible to negotiate them is maintained by the Director for Logistics, The Joint Staff (J-4). [DoD Directive 2010.9](#) provides the official process for nominating countries for eligibility for such agreements as well as for concluding them.

6. **PERMITTED AND PROHIBITED USES OF ACQUISITION AND CROSS-SERVICING AGREEMENTS (ACSA):** ACSA is for the transfer of logistics, support, supplies, and services only. Per [Section 4.5 of DoD Directive 2010.9](#), items that may not be acquired or transferred under ACSA authority include weapons systems; the initial quantities of replacement and spare parts for major end items of equipment covered by tables of organization and equipment, tables of allowances and distribution, or equivalent documents; and major end items of equipment. Specific items that may not be acquired or transferred under ACSA authority include guided missiles; naval mines and torpedoes; nuclear ammunition and included items such as warheads, warhead sections, projectiles, demolition munitions, and training ammunition; cartridge and propellant-actuated devices; chaff and chaff dispensers; guidance kits for bombs or other ammunition; and chemical ammunition (other than riot control agents). General purpose vehicles and other items of non-lethal military equipment not designated as Significant Military Equipment on the United States Munitions List promulgated pursuant to [22 U.S.C. 2778](#), may be leased or loaned for temporary use. Specific questions on the applicability of certain items should be referred to the Combatant Command's legal office for review and approval.

A. **Types of LSSS permitted under the ACSA program:**



ACSA is for the transfer of LSSS only. The following list is intended to give a general overview of the types of LSSS that can be provided or received by US forces. See reference (c) appendix A for additional details.

1. Food
2. Billeting
3. Transportation
4. POL
5. Communications Services
6. Medical Services
7. Ammunition (see restrictions)
8. Base Operations Support
9. Storage Services
10. Use of Facilities
11. Training Services
12. Spare Parts and Components
13. Repair Parts and Components
14. Port Services

B. Types of Logistics Support, Supplies and Services EXCLUDED under the ACSA Program:

1. Weapons Systems
2. Initial Quantities of replacement and spare parts for major end items or equipment covered by tables of organization and equipment, tables of allowance, and distribution or equivalent documents
3. Major end items of equipment (except for the lease or loan of general purpose vehicles and other non lethal items of military equipment that are not designated as significant military equipment in the US Munitions List)
4. Guided missiles
5. Naval Mines and torpedoes
6. Nuclear ammunition and included items, such as warheads, warhead sections and projectiles
7. Guidance kits for bombs or other ammunition
8. Chemical ammunition (other than riot control agents)

7. REPAYMENT OF ACSA OBLIGATIONS: In addition to the use of cash and subject to the agreement of the parties, ACSA obligations may be reconciled by either Replacement-in-Kind or Equal Value Exchange. ACSA obligations not repaid by Replacement-in-Kind or Equal Value Exchange automatically convert to cash obligations after one year.



- A. **Replacement in Kind (RIK).** RIK allows the party receiving supplies or services under the ACSA to reconcile their obligation via the provision of supplies and services of an identical or substantially identical nature to the ones received. As an example, a country may provide extra water to the United States during a training exercise with the condition that the United States will provide the same amount of water during a future exercise.
- B. **Equal Value Exchange (EVE).** EVE enables the party receiving supplies or services under the ACSA to reconcile their obligation via the provision of supplies or services that are considered to by both parties to be of an equal value to those received. As an example, a country may provide extra water to the United States during a training exercise in exchange for the United States providing extra ammunition.
8. **ACSA IMPLEMENTATION:** [DoD Directive 2010.9](#) and [CJCS Instruction 2120.01](#) provide management guidance on initiating ACSA orders, receiving support, reconciling bills, and maintaining records. As this is a Combatant Command-managed program, organizations interested in acquiring logistics, support, supplies and services should work through the applicable logistics branch to receive further guidance on this topic.

A. **ACSA Classes**

Class I	Life Support
Class II	Clothing and Equipment
Class III	Fuels and Lubricants
Class IV	Fortification Material
Class V	Ammunition and Explosives
Class VI	Personal Items
Class VII	Major End Items
Class VIII	Medical Supplies, Minimum Amounts
Class IX	Repair Parts
Class X	Misc Supplies

B. **The most common ACSA requests and reimbursements in Afghanistan:**

1. **Class I:** Water, food, billeting, power, latrines/port-a-potties, waste disposal, MWR, laundry, maintenance on billeting and common facilities, fire fighting, etc...
2. **Class II:** Clothing and Individual Equipment
3. **Class III:** Diesel and Motor Gasoline (MOGAS)



4. **Class IX:** Vehicle parts

9. HOW DOES A COALITION NATION REQUEST SUPPORT THROUGH AN APPROVED CC35 ACSA (SEE FIGURE 1):

- A. Coalition nation ACSA coordinator completes their portion of the CC Form 35 for the requested items. (See Figure 1)
- B. Coalition's ACSA sponsor Coalition's ACSA sponsor S/G 4 validates the requestor is eligible for the support under a current approved, ACSA, and then sponsor S/G 3 approves the requested requirement(s).
- C. Requestor's ACSA sponsoring unit sends request for approval to the Regional ACSA Coordinator, for information contact USFOR-A J4 for the POC at 318-237-1419.
- D. The Regional ACSA coordinator assigns a tracking number to the CC Form 35 in the tracker LOG and provides notification of the approval to USFOR-A J4 and J8 ACSA Coordinators.
- F. The regional coordinator sends approval to the coalition nation ACSA sponsor.
- G. The coalition requestor's sponsor then supports the request, and facilitates execution as required.
- H. The supported nation and sponsoring unit ACSA coordinators complete CC Form 35 after support is provided. Monthly CC 35 reports must be submitted for continuing ACSA support.
- I. The coalition nation ACSA sponsor coordinator sends the completed CC Form 35 to regional ACSA coordinator for processing.
- J. The regional coordinator forwards the CC 35 to USFOR-A J4, the J4 forwards to the J8. USFOR-A J8 will determine the processing based on the FY. All prior FY CC35's (Reimbursement/Reverse) are sent to USARCEN C8, Kuwait for processing. Current year CC35's are handled differently locally depending on the type (Reimbursement/Reverse). All reimbursement (current year) are logged and forward to Kuwait. All reverse (current year) are funded locally. A SF 1034 is prepared for payment, payable to the CN. The voucher



and supporting documentation is ultimately sent to USARCENT C8, Kuwait for final processing. Kuwait will log and fax information to DFAS, who will make the payment. (See ACSA Continuity Book for procedures to complete an SF 1034)

- K. USARCENT C8 then obtains reimbursement and reports to USFOR-A J8 in the weekly Status of Funds Report. (see ledger AA099D, APC QJAE)

Procedures

Determine which program to use

1. Based on the LSSS being requested, determine which program to use. Many times, Lift & Sustain and ACSA will overlap, and if the country has both an ACSA and an L&S agreement, the L&S agreement will usually take precedence.
2. If equipment is to be loaned to a CN, then use the ACSA program instead of the L&S Program.

Coalition Nation requesting LSSS through an approved ACSA

1. The CN will contact the US Sponsor Unit to request LSSS.
2. If the CN and US agree to the availability and price, the CN initiates a CC Form 35 (see enclosure (1)) by filling out blocks 2 through 22. Assistance from the US sponsor unit may be necessary for some blocks.
 - a. Block 14 will be filled out according to the definitions in paragraph IV.E.
3. The sponsor unit S/G-3 reviews the CC Form 35:
 - a. Verifies that sufficient LSSS requested is on hand or in the CJOA-A and can be provided to the CN without negatively impacting US Forces.
 - b. Reviews the Implementing Agreement (IA) found on reference (f) for the specific country making the request. Ensure that block 2 of the form reflects the correct IA.
 - c. Prices for LSSS are the same as that which would be charged to US Units.
 - d. Fills in Blocks 24 and 27 if information is available. Block 25 refers to the US account which is covering the cost of the LSSS. Blocks 26, 28 and 29 will be left blank.

Note: It is a violation of public law to increase inventory levels in the CJOA-A in anticipation of requests from CNs for LSSS



4. The sponsor unit S/G-3 sends the CC Form 35 to the Regional US Command ACSA Coordinator per enclosure (2).
5. The regional US command ACSA coordinator:
 - a. Reviews the request and consults with SJA if necessary.
 - b. For Class V requests, the regional US Command ACSA coordinator must obtain permission from the JSC-A Munitions Department. This can be documented by a signature on the bottom of the CC Form 35, or by an email from the JSC-A Munitions department and attached to the CC Form 35. The ASPs will not issue munitions without this validation.
 - c. When satisfied that the request is legal and sufficient supplies are available to provide to the CN, the ACSA coordinator fills in block 1 per enclosure (1), signs block 23 and returns the CC Form 35 to the sponsor unit. The regional US Command ACSA coordinator enters pertinent tracking data into his/her log.
6. The sponsor unit places the order for the LSSS requested, as long as Blocks 22 and 23 are signed, and informs the CN when and where the LSSS will be provided.
7. Once the LSSS is received, in full, by the CN, the CN signs block 31.
8. Once the CN signs block 31, the US sponsor unit signs block 32 and forwards the form to the Regional US Command ACSA coordinator.
9. The regional US Command ACSA coordinator annotates in his/her log that the ACSA is complete and forwards it to the USFOR-A ACSA coordinator.
10. USFOR-A ACSA Coordinator reviews the completed CC Form 35 for completeness and forwards it to USFOR-A J8 for processing.

United States requesting LSSS through an approved ACSA

1. The US will contact the Coalition Nation Unit to request LSSS.
2. If the CN and US agree to the availability and price:
 - a. Reviews the Implementing Agreement (IA) found on reference (f) for the specific country involved with the request. Ensure that block 2 of the form reflects the correct IA.
 - b. The US initiates a CC Form 35 (see enclosure (1)) by filling out blocks 2 through 22
3. The US unit S/G-3 sends the CC Form 35 to the Regional US Command ACSA Coordinator per enclosure (2).
4. The regional US command ACSA coordinator:
 - a. Will coordinate with the USFOR-A J8 to obtain fund certification for the dollar value of the order. The fund citation with the required certification will be entered in block 25.
 - b. Consult with SJA, if necessary, to determine the scope of the transaction is within the scope of the ACSA program.



- c. Fills in block 1 per enclosure (1), signs block 22 and returns the CC Form 35 to the US Unit making the request
 - d. Enters pertinent tracking data into his/her log.
5. The sponsor unit returns the CC Form 35 to the CN and the CN signs block 23 signifying agreement.
 6. Once the LSSS is received, in full, the US Unit signs block 31.
 7. Once the US signs block 31, the CN signs block 32 and returns a copy to the US Unit.
 8. The US Unit forwards the CC Form 35, along with supporting documentation, to the regional US Command ACSA Coordinator
 9. The regional US Command ACSA coordinator annotates in his/her log that the ACSA is complete and forwards data to the USFOR-A ACSA coordinator.
 10. USFOR-A ACSA Coordinator reviews the completed CC Form 35 for completeness and forwards it to USFOR-A J8 for processing.

Coalition Nation requesting LSSS under Lift and Sustain.

The procedure is the same as paragraph VII.B with the following exceptions

The ACSA Agreement is not applicable and therefore block 2 will be left blank

1. The list of LSSS will be per reference (e)
2. Block 14 will always be "Cash"
3. Block 25 will filled in with "9008 – Lift and Sustain"

10. RESPONSIBILITIES

USFOR-A

1. Provide oversight to all units in the CJOA-A and ensure that the program is administered correctly.
2. Ensure all ACSA coordinators in Afghanistan are appropriately trained.
3. Forward all ACSA forms to ARCENT Kuwait for billing or payment.

Major Task Forces

1. All task forces identified in green in Enclosure (2) will appoint an ACSA coordinator to administer the duties outlined in this policy.
2. Ensure that all subordinate units understand this policy and are appropriately trained
3. For Regional Commands East, West, Central, North, and South:



- a. Track all FOBs/COPs/OPs etc in their AOR to ensure that ACSA transactions are being recorded each month, on a timely basis. This included US bases with coalition nation forces living/eating onboard, and NATO bases with US forces (including civilians and contractors) living/eating onboard.

JSC-A Munitions Section

1. Review all requests for munitions by coalition nations. If sufficient munitions are not available either physically or due to demand by US forces, disapprove the ACSA transaction. This decision shall not be required to be staffed at any higher headquarters.

All U.S. Units

1. Understand that any equipment or service either provided to, or received from, a coalition nation is authorized only by public law and must be strictly controlled by following these procedures.

Instructions for Manual Completion of Standard ACSA Order Form -2006

For manual order, if the ACSA Global Automated Tracking and Recording System (AGATRS) is not available. The numbers on the left refer to the block numbers on the Standard ACSA Order Form

1. Request Number : Enter an Order Identification Number, as follows:
 - a. The number will have 14 characters
 - b. The First Character will be "A"
 - c. The second character will be the last digit of the fiscal year in which the LSSS is provided
 - d. The third and fourth character will be the country code shown in tab A of this enclosure
 - e. The fifth through eight characters correspond to the regional ACSA coordinator
 - i. RC East = "EAST"
 - ii. RC South = "SOTH"
 - iii. RC West = "WEST"
 - iv. RC North = "NRTH"



- v. TF Paladin = "PALX"
- vi. TF Biometrics = "BIOM"
- vii. 30th Med Comm = "MEDX"
- viii. RC Central = "CNTL"
- ix. CFSOCC-A = "SOCA"
- x. 7th Signal BDE = "7SIG"
- xi. TF Odin = "ODIN"

- f. The ninth through eleventh characters will be the Julian Date corresponding to the latest date that LSSS was provided. If LSSS is provided across fiscal years, break the transaction into two forms, one for each fiscal year.
- g. The twelfth through fourteenth characters will be the transaction serial number for the stated country on the stated date at the stated location.

A0POEAST280003 = The third transaction on 7 October for Poland in RC East

Note: Document numbers are unique identification numbers for the document and cannot be duplicated.

- 2. Support Agreement: Enter the ACSA Agreement Number and the number of any associated Implementing Agreements (IA) for the country in question. The agreement and IA(if applicable) can be found on reference (f)
- 3. Operation/Theater: Afghanistan
- 4. Order Date: self-explanatory
- 5. Requesting Unit: Enter the unit/organization receiving the LSSS
- 6. Requesting Nation: Enter the nation making the request
- 7. Providing Unit: Enter the unit/organization providing the LSSS
- 8. Providing Nation: Enter the nation providing the LSSS
- 9. Deliver to Unit: Enter the location of the unit receiving delivery
- 10. Delivery to Country: Enter the nation of the receiving unit
- 11. Deliver Place: Location of delivery (be specific, ie bldg #)
- 12. Deliver Time: Enter the Date-Time group (DTG) of desired delivery date and time (example: 061400Z AUG08)
- 13. Requested Line Item Summary:
 - a. Enter the National Stock Number, if applicable
 - b. Enter a general description of each item requested
 - c. Enter the appropriate or the agreed to unit of measure (unit of issue) for the specific type of LSSS
 - d. Enter the required quantity of the specific item
 - e. Enter the unit price of the specified item
 - f. When LSSS is issued, enter the quantity if items received and then enter the total amount based on unit price and quantity received
- 14. Method of Payment: Mark the appropriate block
- 15. Currency: Enter the currency to be paid in



16. Not to Exceed Amount: Maximum liability, if applicable
17. Line Item Cost: Total cost of items issued in block 13
18. Transportation cost: cost of transportation, if any
19. Other costs: Enter all additional costs (for example: customs, packing fees, etc)
20. Total Claimed: The total amount of the order
21. Agreed Return Date: Enter reurtn date for RIK, EVE transactions, or for coalition loans. This date may not be more than a year after the date in block 12
22. Authorized Requestor: Authorized approving official (must hold office of listed POC organization in the POC Annex of applicable ACSA Agreement or IA) for the requesting party.
23. Authorized Supupler/Approving Official for Supplying Party: Authorized approving official (must hold office of listed POC organization in POC Annex of applicable ACSA Agreement or IA) for supplying party
24. -29 To be filled in by financial authority of supplying nation. This may be filled in after all signatures are complete and the form is routed for payment
 - a. **NOTE: If Lift and Sustain, Block 25 will be annotated with "9008" by the official signing block 23**
30. Remarks: Enter the date range for support or services provided that are continuous in nature (example: Meals for 1-30 April 2009)
31. Receiving Official: Signature of person receiving the LSSS
32. Invoicing Official: Signature of official at the unit providing the LSSS stating the invoice excludes all taxes to which exemption has been granted under provisions of existing agreements and that the invoice is correct



Memorandums of Understanding (MOU) and Memorandums of Agreement (MOA)

USFOR-A FRAGO 09-094 provides policy governing the use of Memorandum of Understanding (MOU)/Memorandum of Agreements (MOA) between USFOR-A sub-commanders and leaders as a mechanism to secure or provide support/services to other DoD/non-DoD federal agencies.

USFOR-A providing policy governing the use of memorandum of understanding (MOU)/memorandum of agreements (MOA)

General. Recently, several unauthorized and potentially illegal Memoranda of Understanding/Memoranda of Agreement (MOU/MOA) have been drafted and/or signed on behalf of USFOR-A, when no authority existed to create or implement these agreements. When completed. These agreements commit USFOR-A to provide reimbursable or non-reimbursable services that were not properly staffed or coordinated within USFOR-A. Only the DGC-S, USFOR-A may approve agreements specific to MOU/MOA that result in financial obligation to USFOR-A units. This authority has not been delegated to any entity. All such agreements require a functional staff proponent, a technical staff proponent and a legal review. Within USFOR-A, the J8 and SJA will review and staff all proposed MOU/MOA's with the appropriate staff functional lead, i.e. the Cmd Surgeon for medical issues, J4 for logistic issues, etc. Agreements signed or entered into that have not been staffed appropriately through USFOR-A J8/SJA and approved/signed by the USFOR-A DCG-S are considered null and void. MOU/MOA's do not supersede command authority or C2 relationships. All such existing MOU/MOA agreements will be identified and forwarded to the USFOR-A J8/SJA for review and correction/cancellation ASAP.

Purpose. Ensure necessary mission essential support is identified in order to provide required support and establish reimbursement mechanisms between requesting and hosting activities.

Method. Upon completion of USFOR-A review and approval of an MOU/MOA, host commanders will provide the requesting activity or agency personnel with applicable support defined in the MOU/MOA and documented on the DD Form 1144. E.g., life support (billeting, mess, medical and mwr services), administrative office space, transportation (ground and air), security etc. As established and approved through a finalized MOU/MOA. Determinations on whether a support service is reimbursable depends on local conditions. All such proposed agreements will be drafted and staffed with sufficient time to meet all contracting, engineering or other identified support requirement timelines.

Endstate. Appropriate supporting/supported agreements properly staffed, funded and approved, clearly establishing expected support and payment mechanism.



Tasks.

All USFOR-A subordinates will determine proper agreement type. Before any agreement is drafted, USFOR-A J8/SJA should first be notified and provided general details such as the requestor/customer and anticipated support requirements. A Memorandum of Understanding (MOU) defines general areas of understanding between two or more parties; however, what each party does is not dependent on what the other party does (e.g., does not require reimbursement or other support from receiver). A Memorandum of Agreement/Support Agreement is an agreement to provide recurring support to another DoD or non-DoD federal activity. MOAs that establish responsibilities for providing reimbursable support should define the support, basis for reimbursement for each category of support, the billing and payment process, and other terms and conditions of the agreement. MOUs/MOAs must identify the two parties, any tasking directive establishing support requirement, all services requested/provided and specific reimbursable arrangements. Other agreements such as Inter-Service Support Agreements (ISSA) require additional technical assistance to draft and approve. These arrangements must be established and spelled out clearly in the agreement, not deferred to a separate document. All MOAs requiring reimbursement or payment for support will be accompanied with an attached support agreement documented on a DD Form 1144 or similar format turned in through normal logistics support channels for processing through established funding channels. The support agreement must define the support to be provided by one supplier to one or more receivers, specifies the basis for calculating reimbursement charges for each service, establish the billing and reimbursement process and specify other terms and conditions of the agreement.

Staff all draft MOU/MOA's to USFOR-A J8/SJA in a timely manner, generally NLT 30 days prior to initiation of requested services, for review, technical analysis and determination of signature authority. The USFOR-A J8/SJA will assist in determining who must sign during the staffing process based on signature delegation of authority. Under no circumstance are subordinate commanders authorized to enter into or sign MOU/MOA agreements unless specifically delegated that authority in writing by the commander, USFOR-A.

Requesting activity/command will submit draft MOA/MOU request NLT 45 days in advance to hosting activity identifying specific support requirements. Any USFOR-A supported activity that determines a requirement for a MOU/MOA will appoint a support agreements manager in writing who will be responsible for preparing and administering support agreements. Preparation of agreements includes collecting, from appropriate sources, all information needed to draft agreements and facilitate related negotiation, coordination, approval, and implementation. Administering agreements includes maintaining a record of all active agreements, ensuring their continued accuracy/relevance, and facilitating agreement on modifications and terminations when appropriate. The support agreements manager POC information will be provided to USFOR-A J8.



USFOR-A subordinate units will first obtain USFOR-A J8 approval to negotiate a draft MOA/MOU proposal. The hosting commands will determine feasibility of support, develop support estimates and reimbursement mechanism and staff draft MOU/MOA through USFOR-A J8/SJA for preliminary review and endorsement. Proposed draft MOU/MOA will be submitted to USFOR-A J8/SJA for review NLT 30 days prior to anticipated implementation date of services/support commencement date. Under no circumstance will services be initiated prior to receipt of a signed MOU/MOA from USFOR-A and appropriate LOGCAP or contracting vehicle in place.

USFOR-A J8 will review draft MOU/MOA proposals to verify funding source, confirm Title 10 support is appropriate and provide any amplifying fiscal guidance necessary. DoD host commands will include support costs in annual budget estimates and monthly spend plans.

USFOR-A SJA will review all draft MOU/MOA proposals to ensure compliance with existing laws and regulations.

Effective immediately, USFOR-A subordinate commands requesting support will submit the request to USFOR-A J8 for approval to negotiate a proposed MOU/MOA. Once approval is granted to negotiate the MOU/MOA, proposals will be submitted from requesting activity to USFOR-A J8/SJA for review, staffing and signature authority from USFOR-A DCG-S

Points of contact.

USFOR-A J8 Interagency/Intl Strategic Budget Plans Officer; DSN: 318-237-4335



MANAGEMENT INTERNAL CONTROL PROGRAM (MICP)

CONTENTS

1. Purpose
2. Responsibilities
3. Manager's Internal Control Plans
4. Annual Statement of Assurance
5. Conclusion

1. **PURPOSE:** The DoD's Managers Internal Control Program (MICP) is designed to ensure that programs operate as they are intended, that areas needing improvement are identified and reported, and that timely corrective action is taken. Management controls are any rule, method, procedure, or device designed to ensure that what should happen does happen. In general, the program is implemented by scheduling conducting and documenting evaluations of management controls. Based on the results of these evaluations, management must identify and correct any material weaknesses, and must submit an Annual Statement of Assurance (ASA) through their chain of command. The USFOR-A Managers Internal Control Program is established to provide reasonable assurances that:

- A. Obligations and expenditures are in compliance with applicable laws;
- B. Funds, property, and other assets are safeguarded against waste, loss, unauthorized use, or misappropriation;
- C. Funding and expenditures are properly recorded and accounted for; and
- D. Programs are efficiently and effectively carried out according to applicable laws and management policies.

2. RESPONSIBILITIES:

- A. **Senior Responsible Officials:** Senior Responsible Officials are designated by the head of the reporting organization; the senior responsible official has overall responsibility for ensuring the implementation of an effective management control process within that organization. In this regard, they will designate a Management Control Administrator (MCA) to administer the



Manager's Internal Control Plan within the reporting organization. The MCA serves as a focal point for all management controls matters, oversee the preparation of an annual statement that accurately describes the status of management controls in the reporting organization and fully discloses any material weaknesses in management controls, along with corrective actions. Supervisors must include an explicit statement of responsibility for management controls in the performance agreements of commanders and managers responsible for the execution and/or oversight of effective management controls, down to assessable unit manager level.

- B. Assessable Unit Managers: USFOR-A Assessable Unit (AU) managers are the commanders or senior managers of units or staff sections of the United States Armed Forces led by an O-6/GS-15 or above. Assessable Unit managers will:
1. Appoint a Management Control Administrator (MCA) by sending an appointment letter to USFOR-A's MCA.
 2. Ensure the unit MCA receives MICP training.
 3. Develop and submit a Manager's Internal Control Plan (MICP) to the USFOR-A MCA.
 4. Conduct appropriate management control evaluations; document and forward the documentation to the USFOR-A MCA.
 5. Prepare and submit a Statement of Material Weakness, for their AU, if required per USFOR-A published date.
 6. Submit an Annual Statement of Assurance (ASA) for your unit; and
 7. Ensure management control is listed as an explicit responsibility under major performance objectives in each assessable unit manager's annual personnel evaluation support form.
- C. Assessable Unit MCAs: Assessable Unit MCAs will administer the managers internal control process and lead all management control activities for their unit. They will also complete USFOR-A priority assessments and forward compiled assessments to the USFOR-A MCA NLT the USFOR-A published dates.

3. **MANAGER'S INTERNAL CONTROL PLAN (MICP)**: MICP is simply a schedule of management control evaluations for each fiscal year. The schedule must communicate clearly to subordinate managers what areas are to be evaluated along with when and who will conduct the evaluation. During a period of turnover in which a transfer of authority will occur, evaluations must be conducted by the redeploying unit. The schedule should reflect the following types of evaluations:

- A. The Army has an inventory of management control evaluations. MCAs can locate this inventory on the Army's Management Control Program website (<http://asafm.army.mil/Documents/OfficeDocuments/FinancialOps/Guidance/s/ic/eval/amcec.xls>). Evaluations listed in this inventory must be conducted



at least once every five years. MCAs should first determine which evaluations from the inventory are applicable to their assessable unit.

- B. Command oversight processes such as staff assistance visits, internal and external audits, command inspections, and internal reviews are considered evaluations of internal controls.
- C. MCAs should seek senior leader involvement to determine which functions need to be evaluated. Managers should focus on unique processes that are critical to their operations and are not already covered by the Army's inventory of evaluations. Keep in mind that all leaders and managers perform management controls. These controls range from the simple to the complex and from locking a door at the end of the day to formal audits of financial records. When these management controls are significant and recurring, managers should document them and place them on the Manager's Internal Control Plan.
- D. The initial determination of whether a weakness in management controls is material can be made at any level of command. If the weakness is considered material and reported, the determination of materiality is then reevaluated at each successive level of command. Material weaknesses are reported to higher headquarters either because that level must be aware of the weakness or because it must take corrective action. In the case of material weaknesses reported for awareness, reporting organizations are responsible for tracking the weakness to ensure that corrective actions are completed and that the weakness is effectively resolved. In the case of material weaknesses reported for corrective action, tracking of the weakness will depend on the higher headquarters' disposition of the issue. The system established to track material weaknesses should not duplicate the normal tracking functions of internal review organizations. Tracking of an audit finding may well meet the requirement for tracking of a reported material weakness.

4. **ANNUAL STATEMENT OF ASSURANCE (ASA)**: An ASA is a report that provides a broad assessment of management controls within the command or agency and identifies any material weaknesses in these management controls. An ASA from reporting organizations consists of the following:

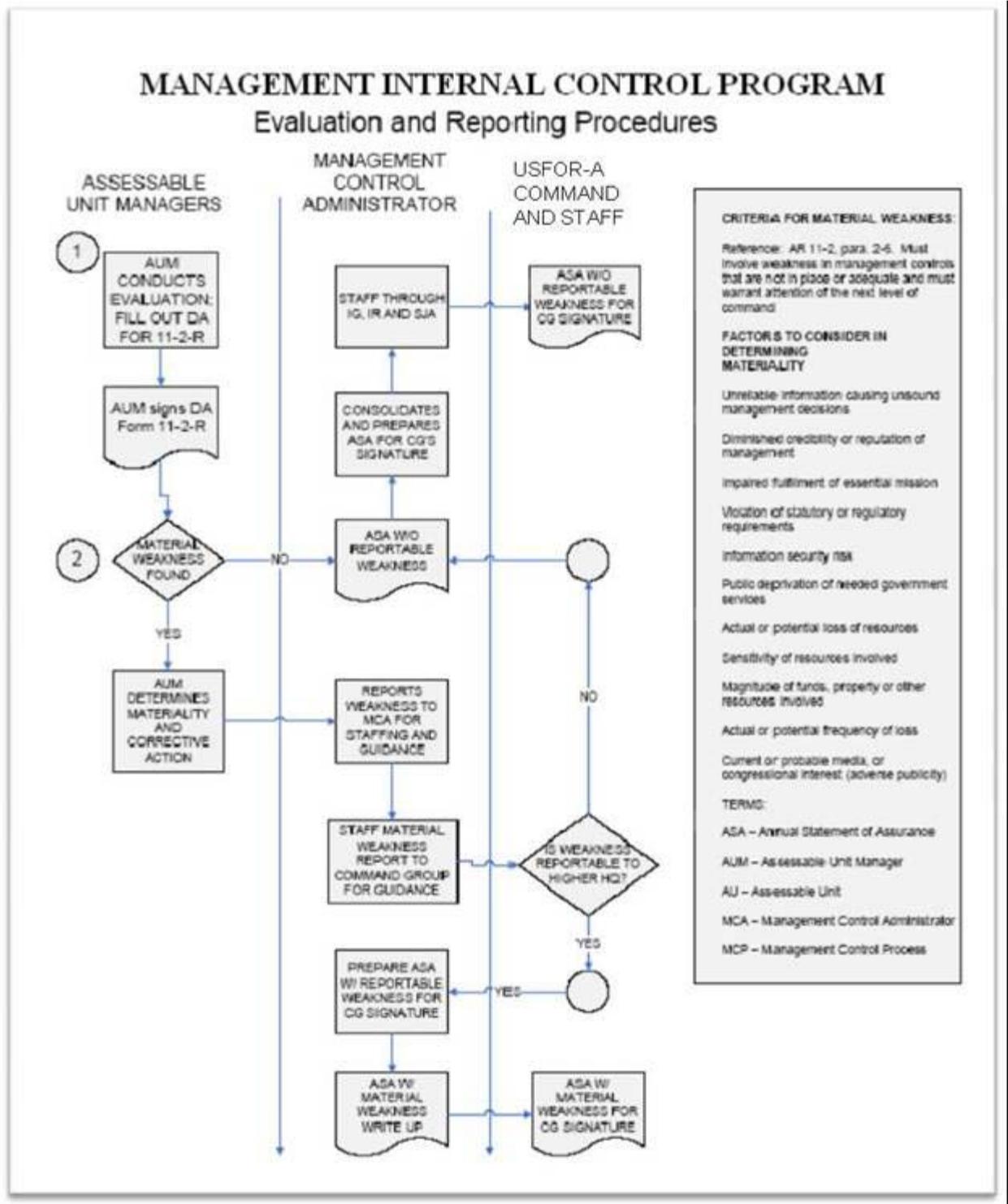
- A. A cover memorandum signed by the head of the reporting organization. This memorandum includes the actual statement of assurance: either an unqualified statement ("I have reasonable assurance") or a qualified statement ("I have reasonable assurance except for"). The cover memorandum may also be used to address significant issues or concerns that relate to the effectiveness of management controls.
- B. DA Form 11-2-R, which will provide a description of how the management control process was conducted in the reporting organization and the basis



for the determination of reasonable assurance. You should describe how your determination of reasonable assurance was reached.

- C. When writing the ASA, units must determine if they have a reasonable assurance, a management control weakness, or a material weakness.
1. Reasonable Assurance: A satisfactory level of confidence that management controls are adequate and are operating as intended. Inherently, a management judgment and reasonable assurance recognizes that there are acceptable levels of risk that cannot be avoided because the cost of absolute control would exceed the benefits derived.
 2. Management Control Weakness: The absence or ineffectiveness of management controls (e.g., management controls are not in place, or are in place but are not being used, or are in place and being used but are not effective).
 3. Material Weakness: A management control weakness that warrants reporting to the next level of command, either for their action or for their awareness. To be considered material, a weakness must meet two conditions: it must involve a deficiency in management controls (i.e., management controls are not in place, are not being used or are inadequate), and it must warrant the attention of the next level of command, either because that next level must take action or because it must be aware of the problem.
5. **CONCLUSION**: USFOR-A MCA will keep in contact with the assessable unit's MCA to ensure that they understand what is required of them throughout the Fiscal Year. For issues or concerns with your unit's MICP, please contact USFOR-A J8 Internal Review Officer at DSN 237-1708. FIGURE 1 depicts Evaluation and Reporting Procedures.

Figure 1





REWARDS PROGRAM

CONTENTS

1. REFERENCES
 2. PURPOSE
 3. GENERAL GUIDANCE
 4. POINTS OF EMPHASIS
 5. TYPES OF REWARDS
 6. RESPONSIBILITIES AND PROCEDURES
 7. SPECIAL CATEGORIES
 8. ADVERTISEMENT
 9. PROPONENT
 10. USFOR-A DOD REWARDS PORTAL
-
1. (U//FOUO) REFERENCES:
 - A. (U) 10 U.S.C. §127b, Assistance in Combating Terrorism.
 - B. (U) USCENTCOM Message, 231721Z MAR 07, Designation of USFOR-A Rewards Authorization and Disbursement Officers.
 - C. (U) Department of Defense Financial Regulation, Volume 12, Chapter 17, August 2008.
 - D. (U) Deputy Secretary of Defense Memorandum, Subject: Implementation Guidance for DOD Rewards Program, 19 August 2008.
 - E. (U) FRAGO 08-506 (USFOR-A Rewards Program Update), dated 09 October 2008.
 - F. (U) CFC DoD Rewards Program in USCENTCOM AOR (revision 3) Operation/Enduring Freedom and Iraqi Freedom, 271906Z Apr 03, UK.



G. (U) USCENTCOM Message, 121351Z JUN 07, Delegation of DoD Rewards Authority to Brigade Commanders.

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

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

4. (U//FOUO) POINTS OF EMPHASIS:



- A. This SOP outlines the responsibilities and procedures for duty positions, payment request, payment approval, actual payment process, reporting, record keeping requirements and advertisement.

- B. This guidance applies to all components and forces assigned to or supporting USFOR-A and operating in the Afghanistan Theater of Operations.

- C. Units may take steps to expedite the rewards nomination, approval, and payment processes, but the following guidelines must be followed regardless of the procedures used:
 - 1. All rewards must be approved at the appropriate level.

 - 2. Units must maintain specific information for each reward payment as outlined in this appendix.

 - 3. Units must meet reporting requirements from their tenant unit through USFOR-A.

- D. All reasonable efforts must be made to protect the reward recipient's confidentiality.

- E. Company/Battery/Troop Commanders must ensure they do not develop an ongoing working relationship with local nationals through any level of the DoD Rewards Program.

- F. The DoD Rewards Program is the primary Rewards Program authorized for use by USFOR-A and its subordinate units. This program should not be confused with any rewards programs offered by other government agencies, such as the Department of State Rewards for Justice Program, or the now terminated Rewards Authorization under the Commander's Emergency Response Program (CERP). Coordination with the Rewards for Justice Program will be handled through USFOR-A and USCENTCOM.

- G. The DoD Rewards Program is not a weapons buyback program; however it does allow payment for information leading to the capture of wanted weapons as outlined by DoD.



- H. Funds from the DoD Rewards Program may be used to exclusively advertise the program. The Rewards Program may also be referenced in other Information Operations (IO) products funded with Operational and Maintenance, Army (OMA). Units will fully advertise the Rewards Program using all means within their capability and authority (must consult other guidance such as PSYOP authorities). Local products may include the National 130 Tip Line, but units must closely coordinate with the IO Tip Line personnel in order to accurately disseminate and act on information. Ultimately, units are responsible for developing their own mechanisms, such as a locally generated tip line, to facilitate Afghanistan nationals contacting the CF. There is no requirement for the advertisement products to have an official U.S. Government/DoD symbol. Advertisement products can, but don't have to, refer to coalition or allied headquarters as the agency offering the reward.
- I. Use of Rewards in Military Source Operations (MSO):
1. The DoD Rewards Program is not an intelligence program and is not intended to replace any existing programs. It provides a tool to be considered by commanders to facilitate the capture of wanted persons or weapons.
 2. Units who have the authority to operate a Source Network (Human Intelligence (HUMINT) Collection Teams (HCTs) or HUMINT Exploitation Teams (HETs)) can use rewards to pay sources for information leading to the capture/seizure of wanted persons and equipment. Previous intent was to limit use of rewards while conducting source operations. However, this was intended to keep units that are not authorized to establish Source Networks from setting up a pseudo-network using rewards funds. Units not authorized or trained to conduct MSO will not create a Source Network via the Rewards Program. These sources should be turned over to a HCT/HET authorized and trained to conduct MSO.
 3. HCTs or other intelligence gathering elements are authorized to use the Rewards Program in accordance with the applicable guidelines and policies. Units authorized to conduct source operations will not use rewards to pay salaries or provide equipment for the purpose of tasking the source to collect information.
- J. Rewards may be paid in cash or in the form of like-kind payments. Like-kind payments include food, local amenities, necessities, vehicles, or communal



rewards whose value is equal to or less than the authorized/approved reward amount. This is one way to limit the possible flow of funds to insurgents. There is no separate procedure for this form of payment. This approach reinforces engagement and reconciliation efforts at the local level, motivating citizens to fight back for safer and more secure neighborhoods. Once funds are procured from Finance, units can simply go to any local facility and purchase items for like-kind payments. While units can purchase such items through LOGCAP, AAFES, etc., the “Afghan First” procurement plan recognizes the economic benefits of supporting Afghan businesses and directs that purchases be made through Afghan vendors if practical.

- K. Rewards may not be paid to: U.S. military members; employees; contractors; citizens of the United States; Allied or CF. Rewards can only be paid to Non-Coalition parties.

- L. Rewards can be paid to detainees for information that assists CF in operations or force protection. There is no statutory prohibition against providing rewards to detainees, nor is there any regulatory prohibition in the SECDEF guidance or AR 190-8/OPNAVINST 3461.6/AFJI 31-304/MCO 3461.1. Local commanders can decide what rewards are appropriate. Information acquired through detainees does not have to be acted upon in order to pay rewards to detainees. Units can pay detainees in Afghani, U.S. Dollars, or like-kind payment (such as cigarettes etc). Like-kind payment is the preferred method for all detainees receiving rewards.

- M. All Afghan National Security Forces (ANSF) are eligible for rewards per OSD waiver, but only for actions significantly beyond their normal duties. The current waiver expires 12 Aug 10. Although normally renewed, the PA needs to ensure a current waiver is in place prior to making rewards payments to ANSF members. Any rewards paid to ANSF members must be documented and annotated in all reports to USFOR-A.

- N. If an individual’s actions qualify for a DoD reward or DoS Man-Portable Air Defense System (MANPADS) reward, that individual may be paid under any one of these two Rewards Programs, but cannot receive payments from more than one of these programs for the same qualifying action.

- O. Rewards will not be paid for information that leads to a person who is found deceased, unless the person is killed during operations based upon information provided, or the request is specifically approved by the SECDEF.



- P. Rewards will not be given for information gathered by methods contrary to DoD policy (e.g., extortion).
- Q. All those eligible for rewards above \$10K must be advised that the payment process may take several weeks due to administrative requirements.

5. (U//FOUO) TYPES OF REWARDS:

A. MICRO-REWARDS are designed for payouts less than or equal to \$500 per incident, with \$1,000.00 a month available per company. This amount can be increased by the BDE/BCT/RCT CDR or other designated Rewards Authorization Officer (RAO) up to his authority (\$10,000). It is not the intent of the policy to provide all company level commanders this amount every month. Funding has not been forecasted to provide ALL company level commanders \$10,000 per month for Micro-Rewards, nor is this the intent of the program. An increase above the \$10K monthly amount must be coordinated and approved at the next authorized RAO level. Payments must be based on pre-determined reward criteria developed by the RAO. It is imperative the GO CDR have full accountability of the micro rewards. Units that are not spending micro rewards need to turn in the funds and request a new funding DA 3953 every 90 days (at a minimum), or at end of the fiscal year (whichever comes first). The guidelines below should be used by the RAO in developing the reward value criteria.

1. The relative importance of the person or cache of weapons captured.
2. The number of intermediate steps required by U.S. forces between receiving the information and making the capture.
3. The number of personnel captured as a result of the information or assistance.
4. If weapons are seized, consider the cache:
 - a. Size.
 - b. Type of weapons (e.g., MANPADS, artillery shells, Improvised Explosive Device (IED)/Explosively Formed Penetrator (EFP) components, caliber of weaponry).



- B. SMALL REWARDS are for payouts greater than \$500 but equal to or less than \$10K. These are intended for High Value Individuals (HVI - i.e. terror cell leaders, terrorist financiers and smugglers) or weapons caches. USFOR-A or DIV/BDE/RCT CMDs or other designated RAOs should follow the same guidelines as the Micro-Rewards for developing the reward value.
- C. LARGE REWARDS are for payouts greater than \$10K and are for the capture of HVI, large weapon caches that significantly reduce the effectiveness of a terror cell and other pre-approved rewards of similar significance (i.e., the capture of foreign fighters or the abductor of a U.S. Service member).

6. (U//FOUO) RESPONSIBILITIES AND PROCEDURES:

A. DUTY POSITIONS AND RESPONSIBILITIES

1. USFOR-A Level

- a. USFOR-A Commander (RAO) or his designee endorses all large reward pre-nominations and payment requests above \$10K before forwarding to USFOR-A, USCENTCOM, or OSD for approval. The commander (RAO) can delegate reward authority, but the delegated individual can only pay out rewards that already have been pre-approved up to the RAOs authority.
- b. USFOR-A J3 is the USFOR-A Rewards Point of Contact (POC) responsible for managing policies, procedures, and training under the DoD Rewards Program for USFOR-A. The USFOR-A Rewards POC also processes all large reward payment requests for USFOR-A, CENTCOM, and OSD; works with USFOR-A J8 to ensure distribution of funding to subordinate units are appropriate; ensures units are complying with fiscal requirements and submission of timely reports; coordinates with CDRs to obtain consolidated payment roll-ups for monthly submission to the USFOR-A Rewards Program Administrator and the quarterly submission to USCENTCOM CCJ8; consolidates subordinate unit nomination packets, reports and submits to USFOR-A as required; works with USFOR-A J8 to ensure CDRs complete audits and internal review of respective programs as required or at least quarterly; ensures compliance with policies, procedures and



guidance from higher headquarters. The monthly reports must balance with the financial system. Failure to ensure accurate reporting will result in the withholding of funds until accountability is achieved.

- c. USFOR-A SJA reviews rewards packets and prepares a legal review memorandum for all large reward packets processed through the USFOR-A Rewards POC. SJA also ensures that policies and procedures comply with applicable laws, regulations, and policies of HHQ.

- d. USFOR-A J8 (Comptroller Office) certifies funds for Corps separate requests and all large rewards; issues funding via Resources Distribution Documents (RDDs) to all Commander levels; tracks execution of rewards funding throughout USFOR-A; pays all large rewards from a centralized fund; reports status of funds to USCENTCOM when requested and notifies USCENTCOM of any shortages of funds; coordinates with the CDR Rewards POCs to ensure payments are completed in a timely manner; ensures CDRs complete audits and internal reviews of respective programs quarterly; requests additional funds as required; certifies funds for USFOR-A units; and assists USFOR-A J3 with reconciliation of the monthly report with the financial systems. USFOR-A J8 will withhold unit level funding if monthly reward reports do not balance with expenditure data in the financial system.

2. General Officer Level

- a. Commanders: Commanders appointed as RAOs are authorized to approve rewards up to \$10K. They endorse all large reward payments above \$10K prior to submission through USFOR-A, to USCENTCOM or OSD for approval. At the discretion of the CDR, Military Transition Teams (MiTT) can implement the Rewards Program. The commander (RAO) can delegate reward authority, but the delegated individual can only pay out rewards that already have been pre-approved.

- b. Commander Rewards POC manages policies, procedures, and training under the DoD Rewards Program for its respective organizations. The CDR Rewards POC can provide



implementation guidance based on the USFOR-A Commander's intent. The CDR Rewards POC is responsible for receiving large reward payment approval requests from subordinate units and submitting them to the USFOR-A Rewards POC. The CDR Rewards POC processes approved large reward payment requests and returns them to subordinate units. The CDR Rewards POC is responsible for consolidating and submitting monthly roll-ups on all subordinate unit reward payouts to the USFOR-A Rewards POC for submission to USCENTCOM. The CDR Rewards POC must verify that these reports are accurate and contain all the required information before they are sent to the USFOR-A Rewards POC. Every monthly report submitted must be reconciled with the J8. Failure to accurately report reward payments by balancing with the financial system will result in funds being withheld until accountability is regained. Reporting requirements are listed in this appendix.

3. O6 Officer Level

- a. Commanders: Currently, USCENTCOM has appointed all O6 level commanders and USFOR-A separate O6 commanders as RAOs for rewards up to \$10K. USFOR-A has also authorized all O6 RAOs to implement the Micro-Rewards Program. USCENTCOM immediate subordinate commanders may nominate Allied Officers as well as U.S. personnel to serve as RAOs. All Allied Force RAOs will validate information and request payment through designated U.S. liaison or a U.S. RAO supporting the Allied Force. The RAO may authorize a monthly Micro-Reward Program for each company commander and must develop pre-determined micro-reward payment criteria authorizing company commanders to pay rewards for each piece of information. Use of the criteria by subordinates should allow immediate payment of most rewards after the information has been verified. The RAO is also responsible for endorsing requests for large rewards over \$10K before forwarding to USFOR-A, USCENTCOM, or OSD for approval.
- b. Other non-traditional units/elements can select an officer to be a USCENTCOM authorized RAO if not already designated. These names are submitted to the USFOR-A Rewards POC for consideration and then submitted to USCENTCOM.



4. The Unit Rewards POC. The Rewards POC is appointed by the RAO to manage the Rewards Program and is responsible for receiving reward payment approval requests, as well as accurate reporting. The Rewards POC and the Rewards Paying Agent (PA) cannot be the same person. The Rewards POC must be appointed on orders and be familiar with duties and responsibilities of this position as prescribed in this SOP. The Rewards POCs are responsible for compiling the small and micro rewards at their level for submission to the next higher element monthly. The Reward POC also prepares the Purchase, Request and Commitment (DA form 3953) to pay rewards; coordinates bulk fund issue under the Micro-Rewards Program; and is responsible for signing out Purchase Order-Invoice-Vouchers (SF44) to company/battery/troop commanders for micro rewards cash issue. The Unit Rewards POC is responsible for compiling the monthly report and forwarding to the next higher echelon. This report must follow the reporting requirements in this section. Funding will be withheld if reporting is not complete or accurate.

5. The Rewards PA is a service member trained by Finance and authorized by the Unit Commander to draw funds in order to pay reward recipients/informants for the Micro, Small Rewards and approved Large Rewards. The unit PA should keep sufficient funds on hand to facilitate same day or next day small rewards payments. There can be multiple PAs throughout the BDE or other non-traditional elements in order to facilitate timely and accurate disbursement of rewards funds. One PA is authorized per DA 3953. The Rewards PA must be appointed on orders and familiar with duties and responsibilities of this position. The PA must be an E7 and above (E6 with waiver).

6. All CDR level RAOs (including: O6 level, Separate Brigades, all Training Teams, and other non-traditional units) will provide the USFOR-A Rewards POC with an electronic list of the personnel in those slots in order to update USCENTCOM's RAO by name list. Units also



need to submit a list of designated rewards POCs and PAs. The list must include contact information such as e-mail addresses and phone numbers. Units can find this excel list on the USFOR-A J3 Portal in order to verify if data is current and accurate.

B. PAYMENT REQUEST AND APPROVAL PROCEDURES.

1. Any service member or unit may submit a reward request for payment to a reward recipient for information that leads to the capture of wanted weapons or individuals as applicable. The requesting unit must tie the information obtained to a "benefit" received for U.S Forces. Under 10 U.S.C. 127B, USFOR-A is only authorized to pay when that information of non-lethal assistance was "beneficial" to an operation of activity against international terrorism or to our force protection. It is understood that units don't need to show the information provided led to the capture of an HVI or Cache, but units still have to articulate some "benefit" that justifies the rewards. Also, the justification cannot be for a source simply providing intelligence that other sources have already passed to CF (i.e., old news). All requests must be processed through the chain of command.
2. Micro Rewards less than or equal to \$500. Company level units/MiTTs or other respective elements request cash from next higher (Rewards) POC. Generally, no more than \$3,000 should be drawn every 90 days per company level. These payments are tracked via the monthly report. Commanders, to include other pre-designated RAOs, develop pre-determined micro-rewards payout criteria in writing that authorizes company commanders to pay rewards of up to \$500 per incident. This payout criterion is not a pre-nomination process, but is a subjective tool established by the commanders based on the AO. Use of the established criteria should allow units to make on the spot payments (after information is verified) up to \$500, or the amount the RAO deems appropriate for the AO. The criteria can be in the form of specific scenarios with the dollar value for each event. Scenarios must be in compliance with the intent of the Rewards Program. Payment amounts should be the minimum market value required in the area of operations in order to efficiently use the program.
3. Small Rewards less than or equal to \$10K. Units will prepare a pre-nomination packet and a follow on payment approval request packet for qualifying information and/or non-lethal assistance and forward



these packets to the respective RAO. Units are authorized to put a system in place to expedite small rewards payments as long as OSD guidance is followed and all reporting requirements are met.

4. Large Rewards. While units can nominate and request funding for an HVI after he/she has been captured/killed, the preferred method is a two step process (nomination before capture/kill and funding request after capture/kill).

- a. Nomination process before capture/kill. Units submit all pre-approval nomination requests (pre-nominations) for HVIs greater than \$10K to the

USFOR-A Rewards POC. This initial step only nominates the target as

eligible for a large reward and puts them on a master pre-nominated list

consolidated at USCENTCOM. Funds are not committed, obligated or dispersed until kill/capture is verified from reward recipient's/informant's information and acted upon by the unit. Pre-approved nominations permit the unit to advertise up to the pre-approved amount. Forms required:

- 1) Request for pre-nomination memorandum endorsed by the GO Commander.
- 2) Target package should include photographs if possible, and all other relevant background information.
- 3) Legal review. SJA review at the unit level is recommended but not required for packets submitted to USFOR-A. USFOR-A SJA recommends that subordinate SJAs/CJAs familiar with the HVI target folder include a legal review summarizing the intelligence/evidence supporting the kill or capture mission. USFOR-A SJA completes a legal review for all large reward nominations.
- 4) DA 3953.



5) PA designation letter and DD 577.

b. During this initial staffing process, USFOR-A Rewards POC will assemble

and process a staffing packet through the USFOR-A staff sections listed

below. Once this is completed, the packet is scanned and sent to the USFOR-A Rewards POC for staffing and approval by USFOR-A CG.

Staffing steps below:

1. SJA
2. Targeting
3. Effects Coordinator
4. J8
5. SJS
 - i. Deputy Chief of Staff
 - ii. Chief of Staff
 - iii. USFOR-A CG

c. Funding request after capture/kill. Once the reward recipient's/informant's information is verified and the target is captured or killed (by CF/ISF), the unit submits a justification and payment request through the chain of command to the USFOR-A Rewards POC. USCENTCOM is responsible for providing additional funding to cover all current and future large reward payouts of pre-nominated targets. Justification payment request approval packets must include:

1. Request for reward payment memorandum endorsed by the unit RAO.
2. All relevant capture data and/or mission story board that led to the capture of pre-nominated target or cache via source information.
3. The original pre-approval letter that was signed by the BCT, DIV, USFOR-A, or USFOR-A commander (as applicable). The legal



review associated with the pre-nomination is required for Large Rewards when clearing Finance.

4. DA3953 – Purchase Request and Commitment (PR&C). An O6 or higher should sign the DA 3953, but since the respective reward nomination would have been already approved through staffing actions and by the respective commanding RAO, any pre-designated RAO below the rank of O-6 can sign in these cases.

- d. USFOR-A J8 certifies the DA 3953. If funds are not available, USFOR-A

J8 will coordinate with USCENTCOM for procurement of additional funding. DA 3953s will be closed out 30 days from issue. Exceptions to

policy must be submitted to USFOR-A J8, Special Programs.

- e. If a unit has already captured an HVI who was not pre-nominated in accordance with the above process and the informant needs to be paid, a

nomination and payment request must be submitted. However, this process takes a few weeks, so units are encouraged to pre-nominate targets before the HVI is captured in order to streamline the payment process.

C. PAYMENT PROCEDURES

1. Drawing funds from Finance

- a. Paying Agent (PA) must be appointed by the Commander and receive a training certificate from the local Finance Office. PA must also have a DD 577 Signature Card and a PA Appointment Letter.



- b. Due to the sensitivity of the Rewards Program, the PA must realize that during the course of being a Rewards PA, the documentation acquired during the process may be classified in nature. The PA must ensure all documents are stored properly and clearly marked.
- c. Each DA 3953 must have the PA's name listed, with no more than one PA per DA 3953. If a PA is rotating out of theater, the fund should be properly closed through the Finance and Comptroller office. A new DA 3953 will be issued to the incoming PA if needed. Internal controls must be in place to ensure monthly thresholds are not broken.
- d. Upon the DA 3953 being fund certified by the GO CDR Comptroller's office, the PA can draw funds from Finance. The PA will receive a DD 1081, Statement of Agent Officer's Accountability. Finance will maintain a copy of DD Form 577 and Appointment Order on file for each PA and each subsequent withdrawal. The PA maintains a copy of the DA 3953 and DD 1081.
- e. The Afghani will be the primary form of cash used to make reward payments. US dollars can be drawn from Finance as a last resort.

2. Making Payment

- a. The Unit Rewards POC prepares an SF 44 for signature by unit PA and payee.
- b. ONLY the PA pays the reward recipient/informant. PAs are strictly liable to the U.S. Government if they lose accountability of any funds, so they must ensure compliance with all DODFMR and local regulations regarding the proper safeguarding, transfer, payment, and accounting of funds entrusted to them. The PA needs to consult his/her Finance office on additional requirements associated with being a Rewards PA; to include guidance on completing an SF44.
- c. The company/battery/troop commanders will maintain cash accountability by maintaining payout reports.
- d. Every reward payout to a local informant will be accounted for by name and source number on a separate SF44.



3. Clearing Rewards POC/RAO/Comptroller/Finance

- a. After disbursing funds in the field the PA will immediately: contact the Unit Rewards POC notifying them of payment details and send supporting documentation (must include SF44 or equivalent) to the Unit Rewards POC and the USFOR-A Comptroller.
 - b. The USFOR-A Comptroller will ONLY obligate the funds upon receipt of the SF44.
 - c. PA must contact the Finance office every 30 days. A PA must clear Finance every 90 days or upon departure from theater (whichever comes first).
 - d. The PA will clear with their Finance Company (where funds were drawn) with the completed SF44, receipts and any remaining currency. The Finance Office will prepare an SF1034 voucher for the total amount of all SF Forms 44 submitted. Finance will issue a DD1081 (return) clearing the PA. The PA will receive the SF1034 and supporting documentation upon final clearance.
1. The PA, PRIOR to coming to finance, will clearly identify and mark any classified documentation, and will remove any unnecessary classified documentation not required by Finance. The PA will notify Finance prior to or immediately upon arrival to clear if he/she has any reason to believe there is a possibility that classified material appears within the clearing documentation.
 2. While Finance is clearing the PA, all documentation will be closely scrutinized to ensure no classified documents are included in the payment file submitted to DFAS.
- e. If PA does not have any funds remaining, he/she may electronically clear through email. The supporting documentation can be sent to the responsible Finance Office and upon approval will clear the agent via a DD1081 (return). The PA needs to ensure no classified documents are improperly submitted electronically.



- f. The PA will provide a copy of the entire SF1034 voucher, with supporting documents, to the USFOR-A J8 Special Programs Office.

NIPR: USFOR-A J8 SpecialPrograms@afghan.swa.army.mil

SIPR: USFOR-A J8 SpecialPrograms@afghan.swa.army.smil.mil

D. REPORTING PROCEDURES

1. Reports are a monthly requirement that is essential to ensure proper stewardship is being exercised within the Rewards Program. The roll-ups allow assessments on the effectiveness of the DoD Rewards Program (results versus dollars spent). Thus, it is imperative that there is some level of analysis of reward payouts to the capture/kill ratio. Improper or insufficient reporting by a unit will result in suspended funds. Funds will not be released until reconciliation is complete and corrective action has been made to ensure accurate reporting.
2. Monthly roll-up reports will follow format required below. All cells that are classified need to have a classification marking in the cell. This report will include Large Rewards, Small Rewards, Micro-Rewards, and Advertising Costs.
3. Required Report Format:
 - a. General CDR Level
 - b. RAO. Name of the RAO
 - c. RAO Command
 - d. Unit Rewards POC
 - e. Unit Executing
 - f. DA 3953 Number: The 14 digit alpha numeric document number found in block number 2 and 19.



- g. Amount of DA 3953
- h. Date Information Provided
- i. Date of Capture for Personnel or Weapons (if applicable)
- j. Date of Payment
- k. Amount of reward paid (cash, like-kind payment). Always report amount paid in US currency.
- l. Monetary or Other Form of Payment. Type of payment made: USD, Afghani, or like-kind payment.
- m. Description of information/assistance. To include, if applicable, the full name of target (HVI) captured and the organization to which they belonged. Language used should be concise and as uniform as possible. If a weapon cache, list each item with quantity first (“(U) 5 X RPGs, 100 x 107mm rockets”). Make sure that all acronyms are defined in the report (except for foreign weapon systems). Special attention will be given to rewards pay-outs that correspond to the capture of a foreign fighter and reconciliation efforts. Highlight all rewards payouts that fall under these two broad based categories.
- n. Reward Recipient. Provide name or generic source number of recipient for tracking purposes. If a source number is used, the classification needs to be (U) not (S/NF). S/NF should be used when a recipient’s actual name is included in the report. Units must be able to provide name of source upon request. Do not confuse this with the names of HVIs or insurgents captured; there need not be any classification for the HVI individuals.
- o. Assessment of the Significance of Information or Assistance. The following Significance Codes will be used: Benefit “OP” = operational and “FP” = force protection; significance “1” = high, “2” = medium and “3”= low. A single reward may have both an OP and an FP benefit (e.g. “OP2/FP2”).



- p. Number of HVI's/Anti-Afghan Forces (AAF) Captured or Weapon/Material found.
 - q. Expenses related to advertising or administration of the program (listed on a separate tab).
4. Report Administration. Upon receipt of a certified DA3953, the Unit Rewards POC will make an entry to the report. This will account for the issuance of the DA3953. For a bulk fund, this line will be a holding line representing the remaining balance of the bulk fund. Each individual payment must be portrayed on the report. The DA 3953 column will represent the commitment being entered in the financial systems.
- a. Upon payment of a Small Reward or Large Reward, the remaining information will be filled in, completing the report entry. For the Micro Reward bulk funds, each payment will have its own unique line on the report. The DA 3953 amount for this payment entry will reflect the amount of that particular payment. As each payment is entered in the report the DA 3953 amount will be decremented on the ORIGINAL report entry for the DA 3953, thus leaving the remaining balance of the fund. The amount paid column will represent the obligations occurring as disbursements are made in the field.
 - b. Closing a DA3953. If a DA 3953 is closed out with less disbursed than the amount certified, the DA 3953 amount will be adjusted to reflect the amount disbursed. If the DA 3953 is cancelled without any payment made then the line will be deleted from the report. For Micro Reward Bulk funds, the original entry can be deleted once the DA 3953 is closed out and the full amount of disbursements is reflected on the report via separate entries.
5. Reporting Process:
- a. The Unit Rewards POCs must submit their reward reports to the USFOR-A IO Rewards POC NLT 1200 on the first of the month. Prior to submission, the Unit Rewards POC will ensure all Reward DA3953's are accounted for on the spread sheet.
 - b. The USFOR-A IO Rewards POC will consolidate the respective roll-ups and will submit them to USFOR-A J8 Rewards POC NLT 1200 on



the second of the month. For each monthly report, USFOR-A IO Rewards POC will reconcile with the USFOR-A J8 to ensure that all Rewards DA 3953s have accurate financial data.

- c. USFOR-A subordinate units will provide monthly and quarterly roll-ups to USFOR-A IO for reporting purposes.
 - d. The USFOR-A IO Rewards POC will reconcile reports with USFOR-A J8 to ensure all rewards DA 3953s are accurately represented.
 - e. The USFOR-A J8 Rewards POC submits a summary of all rewards paid by USFOR-A to the USFOR-A IO Rewards POC by the fourth day of each month.
 - f. Quarterly Reporting Procedures: Quarterly rewards reports are due to USCENTCOM C8 on a quarterly basis in addition to the monthly reports that are due to USFOR-A J8. The reporting format is the same as the monthly requirement and is due on the seventh day of the month following the quarter being reported. USFOR-A IO will submit the quarterly report. Additionally, an annual report is due to CENTCOM on 1 November, which consists of a roll-up of the entire previous fiscal year.
6. The USFOR-A J8 Rewards Resources Manager submits a status of funds report to USCENTCOM'S Resource Management on the 1st of each month.
- E. All Rewards POCs will maintain a file with an individual case number for each reward authorized. The information is essentially the same as required for the monthly roll ups, so there is no additional work. Files will be maintained for one year and will include the following:
- 1. Name of the person authorized to receive award.
 - 2. Name of person or weapon whose capture was aided by the information provided by reward recipient.
 - 3. Date of capture.



4. Brief summary of information or assistance provided by the recipient with an assessment of the significance and benefit of the information or assistance.
5. Amount of reward authorized and whether the reward was provided as a monetary payment or in some other form. If the reward is greater than \$10K, provide the reference that directed payment (pre-nomination packet and request for payment).
6. USCENTCOM Message that authorizes the named RAO.

7. (U//FOUO) SPECIAL CATEGORIES:

A. Coalition Forces (CF).

1. Non-US Forces are not authorized to operate independent Rewards Program using funds derived from the U.S. DoD Rewards Program. By statute, U.S. Armed Forces are only authorized to pay a reward to a coalition partner's informant/source if it is found to be beneficial to U.S. Armed Forces IAW 10 U.S.C.127b. Payments to a coalition partner's informant/source must remain transparent, and properly receipted with prudent internal controls to minimize the potential of fraud, waste, and financial mismanagement by Allied Government personnel.
2. Until 01 Oct 09, rewards payments may be made through Allied Force Governmental Representatives as part of the payment chain. When Allied Force personnel are included in the payment chain, subordinate commands must ensure these personnel are briefed and trained concerning proper receipting procedures, local unit procedures, and on the DoD Rewards Program overall.
3. Nomination will be processed by the RAOs as any other rewards program nomination.
4. Intelligence agencies may request rewards funding by submitting a request through the USFOR-A POC to include a letter of justification and DA 3953. USFOR-A will provide approval to USFOR-A J8 after a legal review.



B. Pre-Approved Target Categories.

1. There are seven broad pre-approved categories established by USCENTCOM and USFOR-A (all pre-nominations can be found on the USFOR-A Portal link). Any level of command is authorized to pay a reward for these categories. The approving commander then requests payment by staffing the request through the respective HQ to USFOR-A J8 for procurement of funds. The payment process for HVIs is just like any other request for payment.
2. Any pre-approved authorization for payment is also authorization to advertise that amount.
3. Units should see an enhanced efficiency of HVI reward payments through the use of the pre-nominated category. Experience with the Rewards Program shows that rapid payment of rewards increases the legitimacy of the program to the Afghan population.
4. All subordinate units that use the DoD Rewards Program can pay rewards up to the designated amounts in dollar currency or like-kind payment. All pre-approved categories will be paid from USFOR-A or DoD reward funds, not from funds held by the units. Once the respective RAO approves a payout, the local comptroller's office will coordinate with USFOR-A J8 for procurement of funds.
5. Subordinate commands may pre-approve categories within their delegated authorities (subordinate command rewards managers will forward all pre-approved categories to USCENTCOM).

8. (U//FOUO) ADVERTISEMENT:

A. GO CDR and Unit Level Information Operations

1. The Afghans or CF do not currently have a fully functioning national mechanism to connect informant information to the local CF for action. As such, units must develop a mechanism to advertise the Rewards Program and receive information. Absent separate guidance or restrictions from



higher headquarters, it is the unit's responsibility to coordinate with their respective IO, PSYOP, Effects, and Public Affairs in order to properly advertise the Rewards Program within the bounds of their PSYOP authority. This approach to advertising will, once established, greatly enhance the Rewards Program within the ATO. All advertising related cost can be paid with DoD reward funds. Advertising and other related expenses must be annotated and calculated into the monthly and quarterly roll-ups. This information must be accurate since it will be reported to Congress.

2. Regional Concept. Unit campaigns should advertise criminals on a regional level by various methods. Generally, units should advertise 10 criminals on a revolving monthly basis to maximize the advertising efforts and provide the flexibility to adjust to target audiences.

B. Requesting Advertisement Funds From the Rewards Program:

1. Requesting advertising money requires a standard justification and cost analysis memo from the Rewards POC. After the SJA review, submit to the appropriate echelon based on amount requested (respective unit J8/CJ8, USFOR-A J8, or USCENTCOM CCJ8) for procurement of funds. Unit comptrollers and USFOR-A J8 generally only have enough on-hand funds to cover local advertising (leaflets, handbills, posters, and radio). Satellite TV is expensive and such requests will generally need to be sent to USCENTCOM for funding. Also, standard PSYOP approval authorities still apply. Thus, all SAT TV, any restricted content messaging, and any products which cross GO CDR boundaries may require approval from Commander, USFOR-A or higher. Consult unit IO, PSYOP, Effects, or Public Affairs for procedures.
2. Once the advertising funding is justified, the unit Comptroller, USFOR-A J8, or USCENTCOM CCJ8 will transfer the necessary funds into the respective accounts for developing products within USFOR-A or the respective unit.
3. Phone Tip Line



- a. A local tip line should be established at the GO CDR level which synchronizes rewards advertising with a mechanism for Afghans to contact CF with information leading to the capture of a respective HVI, weapons cache, or any other information that assists CF. Reward funds can be used to purchase cell phones and any other related items/materials in order to create a mechanism for informants/Afghans to call in their tips. This can be done at any level and is fully supported by USFOR-A.

- b. The Afghanistan Security National Tips 130 Hotline program is not advertised as, nor setup to support, the Rewards Program. However, Tips does have some crossover with the Rewards Program because the 130 number is well known and advertised. There is no established process to coordinate the respective HVI that units have pre-nominated with an appropriate phone number or unit for the Tips facility to contact. Therefore, units should assign a specific cell phone at unit level for lower rewards (i.e. local HVIs). In appropriate cases, the Tips line may be useful, but it is up to the unit to coordinate with National 130 Tips line in order to develop a mechanism for contacting CF within the AO. Note that Tips 130 is established as an Afghanistan run program for good Samaritans to call in anonymous terrorist related tips. Rewards are almost by definition not Afghans, not anonymous, and not necessarily appealing to good Samaritans.

9. (U//FOUO) PROPONENT:

A. The proponent of the SOP is the USFOR-A IO

B. Point of contact for this SOP is at: DSN 318-237-0978

- 10. (U//FOUO) USFOR-A DOD REWARDS PORTAL:** USFOR-A J8 and IO have endeavored to make this program as user friendly as possible, including the creation of the USFOR-A DOD Rewards Portal, which captures relevant laws, briefs, policies, procedures, and SOP's. USFOR-J8 also will hold a Rewards Working Group VTC on the last Saturday of every month at 1500. All are encouraged to attend by coordinating with the USFOR-A Rewards POC.



Coin POLICY

1. **PURPOSE.** This policy governs the purchase and award of unit coin medallions by USFOR-A Commanders and Leaders as a device to recognize personal achievements.
2. **REFERENCES.**
 - A. Third U.S. Army/ARCENT/CFLCC Unit Coin Policy, 07 March 2007.
 - B. Title 5, U.S.C. 4503
 - C. Title 10, U.S.C. 1125
 - D. AR 600-8-22, Military Awards, 11 December 2006.
 - E. DA Pamphlet 672-20, Incentive Awards Handbook, 1 July 1993.
 - F. U.S. Army Forces Command Unit Coin Policy, 04 August 2006.
3. **APPLICABILITY.** This policy applies to all Active Army (AA), US Army Reserve (USAR), Army National Guard (ARNG), US Navy (USN), US Marine Corps (USMC), and US Air Force (USAF) units and personnel utilizing coins procured with USFOR-A funds. This policy does not apply to non-U.S. Forces. This policy does not address the presentation of coins that have been procured by private or personal funds or official representation funds (ORF). Coins purchased with ORF are subject to the statutes, regulations, and policies applicable to the use of ORF. No restrictions apply to coins purchased with private or personal funds. This policy does not apply to coins purchased with home-station funds (other restrictions apply – consult with legal adviser).
4. **GENERAL.**
 - A. Unit coin medallions are custom-minted and emblazoned coins or similar items, typically highlighting the unit's insignia on one side and an inscription on the reverse side. These medallions are generally presented by the Commander or on behalf of the Commander.
 - B. Commanders and Command Sergeant Majors of battalion-sized units and above are authorized to procure and purchase unit coins. Staff officers may not use appropriated funds to purchase coins. Commanders may have only one coin design for their unit.



C. USFOR-A staff sections may request USFOR-A coins from the Commanding General's Aide-De-Camp or Executive Officer for presentation purposes.

D. Subject to the limitations contained in the policy, the USFOR-A Commander delegates the authority for purchasing unit coins to Commanders of battalion-sized units and above.

5. UNAUTHORIZED USES.

A. No coins will be purchased that are "personalized" with the presenter's name inscribed on the coin. The presenter's name may be subsequently engraved on a coin, on a case-by-case basis, for individual presentation.

B. Unit coins will not be given away as mementos and should not be presented merely for an individual's normal performance of regularly assigned duties.

C. Unit coins must be awarded for performance and will not be presented to superiors or peers.

D. Coins purchased with appropriated funds cannot be presented to foreign military or foreign civilian personnel.

6. SUBORDINATE UNIT RESPONSIBILITIES.

A. Chiefs of Staff assigned to subordinate commands have the authority to approve the purchase of military coins within their respective units subject to the limitations set forth in the policy.

B. Commanders have the authority to expend no more than \$2,000 per Battalion / \$5,000 per Brigade in OMA funds for coins during their deployment period. General Officer Commanders above Brigade level and equivalent-level Command Sergeant Majors may each expend coins worth a total of \$10,000 of OMA during their deployment period; i.e. \$10,000 for the commander's coin and \$10,000 for the CSMs coin, for a total of \$20,000. Within these limits, expenditures will not exceed \$7 per coin and the quantity purchased will not exceed 20% of the assigned unit end strength. Unit end strength is defined as the number of personnel that fall under the parent unit, to include its subordinate units, for command and control or are assigned for accountability and support. This 20% end strength ceiling covers the entire deployment. Requests above \$10,000 require USFOR-A CG-S approval.



These limits cover all coins a unit purchases using OMA funds (e.g., if a unit requests “coins for excellence” and “retention coins” the cumulative total cannot exceed \$2,000 for a battalion or \$5,000 for a brigade during their deployment period).

- C. Requests for exception to exceed the above spending limits up to \$5,000 per Battalion and \$7,500 per Brigade during their deployment period must be approved by the USFOR-A CG. Submit requests to USFOR-A Commander (ATTN: J-8, Comptroller) for review and appropriate staffing. Request for authorization to spend more than \$5,000 per Battalion or

\$7,500 per brigade during their deployment period must be approved by USFOR-A CG. Submit requests to USFOR-A Commander (ATTN: J-8, Comptroller) for review and appropriate staffing. See chart below.

	<u>Self approve</u>	<u>USFOR-A DCG approval</u>	<u>USFOR-A CG approval</u>
BN	up to \$2,000	up to \$5,000	over \$5,000
BDE	up to \$5,000	up to \$7,500	over \$7,500

- D. All USFOR-A units and organizations that purchase coins with appropriated funds will track these expenditures and submit a monthly report not later than the third of each month to the USFOR-A Comptroller.

7. ACCOUNTABILITY OF COINS AWARDED. Commanders are responsible for ensuring coins are used as awards only. S1s and aides-de-camp will assist Commanders and Sergeants Major with the accountability for all awards of coins to the fullest extent possible.



YEAR-END CLOSEOUT PROCEDURES

1. **PURPOSE.** To outline the USFOR-A policy and procedures pertaining to conducting Fiscal Year End Closeout
2. **REFERENCES.**
 - A. USARCENT FY09 Year End Guidance (est. publish 1 JUL 09)
 - B. USFOR-A FY09 Year End Guidance (est. publish 5 JUL 09)
3. **GENERAL.** Each fiscal year ends on September 30th. All obligations must be recorded in the financial system by the end of that date. This means all contracts must be awarded prior to this time, reimbursable Military Interdepartmental Purchase Request (MIPR) accepted, and Field Ordering Officer (FOO)/Paying Agent (PA) accounts cleared/closed. Preparation for closeout takes place throughout the year with active management of financial accounts. However detailed planning begins in June and actual year end procedures normally begin in July.
4. **GUIDELINES.**
 - A. Initial guidance will be published by the USFOR-A J8 in June to layout the concept of operations and event timelines.
 - B. Joint Contracting Command-Iraq/Afghanistan (JCC-I/A) will publish a timeline with suspenses for contract submission based on type and dollar threshold. It is important that this timeline be adhered to. Otherwise high priority contracts may risk not being awarded in time due to volume of workload placed on contracting officers. Conduct continual reconciliations with JCC-I/A to ensure all Purchasing Request and Commitment (PR&C) are being processed; it is the requiring activity's responsibility to monitor their PR&C through the contracting process.
 - C. "Fiscal Triad" meetings (Comptroller, Finance, and Contracting representatives) will increase in frequency from monthly to weekly as year-end approaches. Units will brief their open document status during these meetings using the format found at figure 9-1. One Triad meeting (early September) will be used as a year-end close rehearsal to familiarize all resource managers with actions during the final 72 hours of the fiscal year.
 - D. Communication between U.S.ARCENT, USFOR-A, and USFOR-A funded organizations is critical during year end close out. A standard protocol for chains



of communication and under what circumstances direct communication is authorized must be established. Standard document transmittal formats and execution matrices will facilitate efficient reconciliation and corrective actions.

- E. Closing MIPRs. Resource managers and requirement owners must engage agencies that accepted MIPRs in order to receive obligating documents and/or MIPR acceptances returning unused funds. Getting funds returned early enables them to be applied to other unfunded requirements. Be aware that the Afghanistan Engineer District (AED) may attempt to return unobligated funds in the last 24 – 48 hours of the fiscal year; coordinate with them ahead for any projects with open documents.
- F. Unfunded Requirements: Have a prioritized list of validated requirements that can obligate quickly as funds become available. This is a good opportunity to fully fund periods of performance on large contracts that cross the fiscal year (such as LOGCAP).
- G. AST and RM shops will be present for duty on 30 September until the theater is released by the ARCENT G8. The release notification will come through USFOR-A J8.



RESOURCE SUPPORT TO OTHER SERVICES AND SOF

CONTENT

1. REFERENCES
2. INTRODUCTION
3. SPECIFIED RESPONSIBILITIES
4. ADDITIONAL SUPPORT TO OTHER SERVICES
5. SUPPORT TO SPECIAL OPERATIONS FORCES (SOF)
6. RESOLUTION OF FUNDING ISSUES

1. REFERENCES:

- A. Joint Pub 4-0, Doctrine for Logistics Support of Joint Operations
- B. CENTCOM Reg 415-1, The Sand Book, dtd 1 Dec 04
- C. Joint Pub 1-02, DoD Dictionary of Military and Associated Terms

2. INTRODUCTION: USFOR-A is funded with Operations and Maintenance Army (OMA) funding for sustainment costs. However, Commander USCENTCOM has also designated USFOR-A as the Base Operating Support Integrator (BOS-I) and Senior Airfield Authority (SAA) on key facilities. In accordance with general funding constructs, USFOR-A as the Army's Title X headquarters in theater is responsible for funding those tasks directed by a competent authority. This includes the provision of BOS for other services where directed by USCENTCOM, but does not include other operational costs for non-Army units. These costs are the responsibility of the Service incurring those operations and maintenance costs.

3. SPECIFIED RESPONSIBILITIES:

- A. Base Operating Support Integrator (BOS-I). The Commander, USCENTCOM has used his directive authority for logistics to designate the BOS-I for all principal bases in the CENTCOM AOR.
 1. Services are provided regardless of the branch of military service benefiting from those BOS-I services. When the BOS-I is ARCENT, those services are provided in Afghanistan by USAFOR-A through our Major Subordinate Commands (MSC) and are provided to Army standard and in accordance with the CENTCOM Sand Book. Units requesting



services above the Army standard may initiate those services through a direct contract funded by their service.

2. The role of the BOS-I is to provide, without reimbursement, those BOS functions described in the CENTCOM BOS-I matrix and in reference b for DoD forces on the designated installation. Provision of those services is subject to the USAFOR-A validation process and available funding.
 3. BOS-I functions are also referred to as Basic Life Support and includes messing, water, sanitation, utilities, and lodging among other things. Specifically excluded from BOS-I, and not included as Basic Life Support, are operational costs such as office space, office consumables, maintenance of vehicles, etc. These costs are a service operational cost and not included in the BOS-I responsibilities.
- B. Senior Airfield Authority (SAA).** In addition, the Commander, USCENTCOM has used his directive authority for logistics to designate the SAA for all principle air bases in the CENTCOM AOR.
1. The role of the SAA includes responsibility for the control, operation and maintenance of an airfield to include the runways, associated taxiways, and parking ramps as well as land and facilities whose proximity affects airfield operations. The SAA will also seek funding for airfield operations, maintenance and construction requirements.
 2. USAFOR-A will not fund, either directly or through reimbursement, responsibilities of other services that have been designated as the SAA for specific airbases.
- C. LOGCAP Executive Agent.** In accordance with Joint Doctrine, services are responsible for the life support of their personnel. However, to achieve overall logistics efficiencies, the Geographic Combatant Commander may use his directive authority for logistics to direct one service provide a specific type of support to other services in theater. ARCENT has been designated the theater EA for the provision of LOGCAP support. In this role, USFOR-A provides LOGCAP support to other services operating in the Afghanistan AOR. Reimbursement to the OMA appropriation for this support to other services is coordinated at the service level.
1. In order to manage overall LOGCAP costs and to ensure consistency of support, all LOGCAP funding in the USFOR-A AOR is centrally managed at the USFOR-A level. Other services are not authorized to increase support provided under LOGCAP without the specific approval of, USFOR-A regardless of the source of funding for this increase.
 2. LOGCAP support provided to other (non-DoD) agencies will be provided on a reimbursable basis and coordinated with USFOR-A J8.



D. Special cases. Inconsistencies exist with the discrepancy between other (non-Army) services who are designated as BOS-I and who also receive LOGCAP support to fulfill a portion of those BOS-I responsibilities. Since the life support that is provided under LOGCAP is reimbursed at the service level, these problems are minimized. USFOR-A continues to provide LOGCAP support on those bases, but other BOS-I support provided by separate contract are the funding responsibility of the designated service. Additionally, LOGCAP support provided will be IAW the standards established in Ref b. Further clarification of Sand Book standards is the responsibility of USFOR-A J7 Facilities.

4. **ADDITIONAL SUPPORT TO OTHER SERVICES:** Unless specifically directed by competent authority, OMA funds will not be used to provide support to other services. Each service is responsible for budgeting and funding their activities.

5. **SUPPORT TO SPECIAL OPERATIONS FORCES (SOF):**

A. Background. US Special Operations Command receives Major Force Program 11 (MFP-11) funding directly from OSD for Special Operations peculiar (SO-p) requirements. All other requirements (referred to as Service Common requirements) are the responsibility of the services to provide to SOF in the same manner that they would provide to conventional forces. The definition of SO-p does not provide definitive guidance as to what is the funding responsibility of USSOCOM and what is the responsibility of the supporting service. To facilitate the adequate support to SOF, the guidance outlined below is to elaborate upon the USFOR-A responsibility to fund SOF in the USFOR-A AOR. The definition of SO-p is:

Equipment, material, supplies, and services required for special operations missions for which there is no service-common requirement. These are limited to items and services initially designed for, or used by, special operations forces until adopted for service-common use by one or more military service; modifications approved by the Commander, US Special Operations Command for application to standard items and services used by the military services; and items and services approved by the Commander, US Special Operations Command as critically urgent for the immediate accomplishment of a special operations mission (Reference c).

B. Operations and Maintenance. Within, Afghanistan, there could potentially be SOF from all four services (Army SOF, Navy SOF, Air Force SOF, and Marine Corp SOF). As stated above and in CENTCOM orders, service-common support for SOF is the responsibility of their parent service who receives O&M funding to support the costs performing their mission requirements and supporting forces from their service. USSOCOM receives MFP-11 funding only to support SO-p requirements. Specific guidance as it applies to different Services SOF is outlined below.



1. Operations and Maintenance funding for Army SOF. USFOR-A's responsibility to fund Army and select Joint SOF ground units (such as JSOTF-AP) is the same as the requirement to fund other Army units. This includes the provision of Base Operating Support, fuel, Class IX repair parts for service common equipment, facility maintenance, non-tactical (administrative) vehicles, and common IT support.
 2. Operations and Maintenance funding for other Services (non Army) SOF. USFOR-A's responsibility to fund non-Army SOF (such as Air Force or Navy SOF) is the same as addressed in paragraph 4 "Additional Support to Other Services." This support is limited to non-operational costs which include BOS (where designated by CENTCOM). All other service common operational costs are the responsibility of the parent service (i.e. IT, NTV's or office expendables used by Air Force SOF is an Air Force funding responsibility).
 3. Facility Repair and Maintenance. Maintenance is the work required to preserve and maintain a real property facility (RPF) in such a condition that it may be effectively used for its designated functional purpose. Repair is the restoration of a RPF to such a condition that it may effectively be used for its designated functional purpose. Repair does not include increases in quantities of components or extensions of utilities to areas previously not served; this would be classified as construction. Facility repair and maintenance is considered a service Common requirement.
- C. Facilities Costs.** The rules regarding funding of SOF facilities costs have evolved over time. In summary, construction costs for facilities that provide life support and Base Operating Support infrastructure to SOF are the responsibility of the services. Construction costs of SOF-peculiar operational facilities are the responsibility of USSOCOM. Maintenance and repair of facilities is a Service cost.
1. Construction. Construction is defined as the capital improvement of real property. It is the erection, installation, or assembly of a new facility. Construction includes the addition, expansion, extension, alteration, conversion, or complete replacement of an existing facility. This encompasses the relocation of a facility, installing permanent equipment in a building and the related site preparation, foundation and utility work associated with the setup of relocatable buildings. Generally, construction is funded with MILCON appropriation. But as defined in Title 10, sec 2805, projects with funded construction costs under \$750K (under \$1.5M if solely intended to correct a life, health, or safety risk) may be funded with the O&M appropriation. Additionally, Congress has approved Contingency Construction Authority (CCA) which allows construction that would otherwise be performed with MILCON appropriation to be funded with the O&M appropriation after appropriate



approvals. USFOR-A ENG Facilities is the proponent for USFOR-A's CCA requests.

- a. Regardless of the appropriation to be used (MILCON or O&M), the services are responsible for providing construction as required to provide life support and Base Operating Support to SOF. This includes Dining Facilities, power and sewage, latrines, living facilities, MWR, airfields and HLZs, taxiways, aircraft parking ramps, and other necessary life support requirements and base infrastructure. USFOR-A is responsible for providing this construction support to SOF at the same standards and levels that are provided to other Service's forces. This means that if USFOR-A is designated the BOS-I for a particular installation, we provide that support to SOF at the same level as is provided to other Army, Navy, or Air Force units. Based on the BOS-I matrix, if another service is designated as the BOS-I on a FOB, they must provide that support to SOF in accordance with their Service procedures and CENTCOM orders. Note: it does not matter whether SOF is the only occupant of an installation, USFOR-A's responsibility is based on the construction required; this does not change if SOF is the only ones to benefit from that construction.
 - b. Regardless of the appropriation to be used (MILCON or O&M), SOCOM is responsible for funding the construction of SO-p operational facilities for SOF. This includes equipment maintenance and storage for SO-peculiar equipment and aircraft hangars, as well as training sites that are exclusively for SOF use.
2. Facility Maintenance and Repair. Maintenance is the work required to preserve and maintain a real property facility (RPF) in such a condition that it may be effectively used for its designated functional purpose. Repair is the restoration of a RPF to such a condition that it may effectively be used for its designated functional purpose. Repair does not include increases in quantities of components or extensions of utilities to areas previously not served; this would be classified as construction. Long-standing precedence is that facility maintenance and repair is considered a base sustainment cost and is the responsibility of the parent Service: ARCENT, MARCENT, NAVCENT, or AFCENT. In the case of maintenance and repair for Army SOF facilities, USFOR-A is responsible as the Army Service headquarters in theater.
 3. Supported SOF organizations may submit construction requirements to USFOR-A for consideration in the requirements validation process. If, during the validation process the project is determined to be a valid requirement but not appropriate for OMA funding, the validation documentation will reflect this decision. The supported SOF organization



may then submit the project to their parent SOF component command for consideration for MFP-11 funding.

6. **RESOLUTION OF FUNDING ISSUES:** Any issue regarding the appropriate use of OMA funding should be referred to the USFOR-A. Attempts will be made to resolve issues at the lowest level possible and with minimal impact on the warfighter. As the Army Title 10 headquarters for USFOR-A, the final decision on the use of OMA funding to support other services or SOF rests with the USFOR-A Chief of Staff.



Interservice and Intragovernmental Support Agreements

REFERENCES

Federal/Public Law.

- a. Title 31, U.S.C. 1535, Agency Agreements.
- b. Title 31, U.S.C. 1301(a) and 03302(b).
- c. Public Law 103-160, Section 844, Department of Defense Purchases through Other Agencies.

Department of Defense (DoD).

DoD 7000.14-R, Financial Management Regulation, Vol 4, Jan 95

DoD Instruction 4000.19, Interservice and Intergovernmental Support, 9 Aug 95.

DFAS IN Manual, Army Management Structure, 37-100-XX.

1. Purpose.

To provide a guide for managing the support agreement process for installations, tenants and off-post customers.

2. The Support Agreement Process.

2.1. General.

The support agreement process begins when the installation Support Agreement Manager receives a request for support in the form of a memorandum or a draft Support Agreement (DD Form 1144) from the customer. The Support Agreement Manager distributes the draft agreement to the responsible service providers and the installation Area Support Team Resource Manager (AST RM) for validation of financial information. The designated Functional Area Representatives review the draft agreement to ensure sufficient information has been provided and determine the availability of support. The Functional Area Representatives and AST RM return the agreement with workforce requirements and cost data to the Support Agreement Manager. The Support Agreement Manager consolidates the support requirements and associated data into a final draft, and returns it to the customer for approval or further negotiation.



2.2. Support Agreement Manager.

- a. Prepare the draft DD Form 1144 based upon receiver requests and distribute receiver requests for support to functional areas for review, coordination, and acceptance.
- b. Request functional area representatives provide specific provisions, manpower figures, and reimbursable costs as needed. Provide assistance to functional areas in resolving coordination or processing problems. Ensure compliance with applicable regulations and command policy when establishing new agreements and when reviewing/revising agreements.
- c. Consolidate all inputs from functional area representatives and ensure the agreement has been prepared according to directives. Compile the approved provisions, manpower, and funding responsibilities into a final agreement.
- d. Ensure the support agreement identifies standard level support as non-reimbursable, and above standard support as reimbursable.
- e. Submit to the supporting Area Support Team (AST) Resource Manager (RM) all documentation pertaining to the agreement for review and validation of costs.
- f. Submit the final agreement and all source documentation to the installation AST RM and Garrison Commander/Chief of Staff for approval and signature.
- g. After signature of the installation, the agreement is sent to the receiver(s) for signature.
- h. Once the signed agreement is returned from the receiver(s), the completed agreement is distributed to the functional managers, supporting AST RM, receiving activity, and other organizations as required.
- i. Prepare bill according to agreed upon methodology and ensure billings for reimbursable support are submitted to the receiver on a regular basis.

2.3. Functional Area Representative.

- a. Interface with the Support Agreement Manager.
- b. Review support requests to ensure sufficient information has been provided to determine the impact of providing support.
- c. Review support requests to determine the availability of support and resources required to provide support.



d. Assist the installation AST RM in developing and adjusting, as required, unit cost factors for each applicable support requirement.

2.4. Area Support Team (AST) Resource Manager (RM)

The installation AST RM is responsible for ensuring that all support agreement financial actions are accomplished and reviews agreements to validate the financial information. Also assists with the development of appropriate costs and advises installation activities on financial matters. The installation AST RM signs the DD Form 1144 in the block designated for comptroller signature.

2.5. Customer

- a. Identify required support and initiate contact with potential provider.
- b. Negotiate agreement with provider.
- c. Notify provider of any known or anticipated changes to requirements as soon as possible, but preferably at least 180 days in advance of the next fiscal year.
- d. Provide reimbursement, as stipulated in the agreement.

3. Best Procedures for Support Agreements.

3.1. General.

Procedures to be used at the installation should be tailored for local use to accommodate the various support programs addressed in this section. The procedures will vary depending on the requirement to process support agreements classified as: new; annual review; revision; or cancellation/termination. The Support Agreement Manager is the responsible agent for preparing and processing support agreements. Unless otherwise specified, actions below relate to the Support Agreement Manager.

3.2. New Support Agreement.

- a. The Support Agreement Manager receives an initial (new) request for support from the customer. This request may be in the form of a draft support agreement, a letter or memorandum or both. Receive and review written request for support. In all cases, the customer must specify base support requirements in sufficient detail to enable the provider to evaluate support capability and costs. This level of detail may not be available until after meeting with the potential customer.



- b. Determine if Support Agreement is necessary or whether other documentation would satisfy requirement.
- c. Review Paragraph 4, of this handbook, to aid in reimbursement determination.
- d. Other data that should be considered and requested are:
 - 1) Scheduled new construction and/or alteration of facilities.
 - 2) Planned installation of installed equipment, or major new system.
 - 3) Proposed relocation of working spaces or acquisition of additional square footage.
 - 4) Proposed additions to assigned mission that would require additional resources or "above standard level of support".
- e. Develop draft Support Agreement (DD Form 1144 & Annexes/Attachments as needed)
- f. Staff draft Support Agreement with the installation functional area representatives. The functional area representatives are responsible for reviewing the draft to:
 - 1) Ensure the draft provisions accurately detail the support requested.
 - 2) Extract the work requirements or workload factors (to include special requirements or standards of performance).
 - 3) Review functional regulations and directives and determine services that cannot be provided.
 - 4) Identify and verify costs. If a pre-existing cost mechanism exists, the Support Agreement will contain cost calculations as an Attachment and results entered on the DD Form 1144. If this capability does not exist, the functional POC, in conjunction with the Installation AST RM, will need to identify the basis for cost determination and compute costs for reimbursable support provided (costs for non-reimbursable support is optional).
- g. Staff draft Support Agreement with installation AST RM. The AST RM reviews the draft to:
 - 1) Verify reimbursable/non-reimbursable applications.



2) Verify costs. When a pre-existing cost mechanism exists the Support Agreement will contain cost calculations on an Attachment to DD Form 1144 and results of those calculations entered on the DD Form 1144. If this capability does not exist, the Installation AST RM, in conjunction with the functional POC, will need to identify the basis for cost determination and compute costs for all reimbursable support provided (non-reimbursable support is optional).

h. Revise the Support Agreement, if necessary, and provide it to customer to determine if it is acceptable or requires any changes.

i. Upon receipt of customer feedback, prepare "final" Support Agreement or initiate negotiations as needed. If resolution can be achieved, process Support Agreement. If identified areas of contention cannot be resolved, elevate through command channels to the next higher headquarters of the installation and tenant's parent organization.

j. Once resolution is achieved, prepare the "final" Support Agreement, and obtain required signatures (Approving Authority for installation and tenant, and their respective AST RM. The AST RM signs the Support Agreement before the Approving Authority does to ensure that funding implications have been correctly addressed.

3.3. Annual Review.

a. Support Agreement annual review will be accomplished annually.

1) Contact customer and advise that the periodic update of the Support Agreement is being initiated. Obtain cost analysis assistance as necessary.

2) Explain to the customer any necessary changes in support, costs, and billing.

3) Redraft Support Agreement, with proposed changes (if any).

4) Staff as necessary.

5) Incorporate any changes and publish.

3.4. Revision.



Revisions are classified as either major or minor.

a. Major revisions are those which significantly impact support provided or requested, and/or change costs.

b. Minor revisions are those which do not significantly change support provided or requested, or change costs. Revisions of this type will be handled by correcting the existing document or creating a "Memorandum of Agreement" and attaching it to the Support Agreement. Regardless of the methodology chosen, all changes will be initialed or signed by the relevant parties.

3.5. Cancellation/Termination.

a. Provide written notification of intent to cancel/terminate the Support Agreement to all affected parties.

b. Determine if the cancellation/termination is bilateral or unilateral. In either case, it is the responsibility of the party considering the action to notify the other party in sufficient time to permit adjustment to the action and to allow funding adjustments to be made during the budget formulation process.

4. Costing Methodology.

4.1. General.

a. Cost information is an important basis in determining reimbursements. Setting appropriate reimbursements and costing, however, are two different concepts. Setting reimbursements is a policy matter, governed by statutory provisions, regulations, and policies. Thus, the reimbursement for a good or service does not necessarily equal the cost of the good or the service determined under a particular set of principles. Nevertheless, cost is an important consideration in establishing reimbursement policy.

b. Costs of resources consumed by responsible segments (cost center) should be accumulated by type of resource. Outputs produced by responsible segments should be accumulated and, if practicable, measured in units. The full costs of resources that directly or indirectly contribute to the production of outputs should be assigned to outputs through costing methodologies or cost finding techniques that



are most appropriate to the segment's operating environment and should be followed consistently.

c. The first step in cost accounting is to determine the objective of cost identification. In the context of Support Agreements, most cost accounting is accomplished in order to bill a customer. See the Army Reimbursable Policy or DoDI 4000.19 to determine what costs are reimbursable. The objective of cost accounting could be:

- to determine the incremental direct costs for service above the installation's standard level of support;
- to identify all incremental direct costs the installation incurs providing support to an interservice customer;
- to identify both the direct and indirect costs of providing support

5. Support Agreement Preparation.

5.1. Support Agreement (DD Form 1144).

a. Block 1, Agreement Number. Use a consistent convention that facilitates the management of support agreements. Generally, the agreement number begins with the DODAAC of the supplying activity. One practice is following the supplier's DODAAC with the DODAAC of the receiving activity.

b. Block 2, Superseded Agreement Number. This is the number of the agreement that this one replaces, if applicable. If it is a new agreement, enter "New".

c. Block 3, Effective Date. This is the date, in YYMMDD format, that support begins and the date used to establish subsequent reviews.

d. Block 4, Expiration Date. Normally, the expiration date will be indefinite, if so enter "Indefinite". However, a specific date in YYMMDD format may be agreed upon. If so, the rationale for expiration should be included in Block 11, General Provisions.

e. Block 5a, Installation/provider Name and Address.

Enter the complete name (unit, office symbol, building and room number), address, and zip code.



- f. Block 5b, Installation/provider Major Command.
- g. Block 6a, Customer Name and Address. Enter the complete name (unit, office symbol, building and room number), address, and zip code (plus four digit ISAC Code, if applicable).
- h. Block 6b, Customer Major Command.
- i. Block 7a, Support. Enter the applicable category of support, by support code and title, as shown in DODI 4000.19. All support categories should be shown regardless of whether the support is provided.
 - 1) If support is provided, enter (Y). Support provide will be grouped by "Standard Level of Support" and "Above/Below Standard Level of Support".
 - 2) If support is not provided, enter (N) and the rationale for not providing should be included in Block 12, Specific Provisions.
- j. Block 7b, Basis for Reimbursement. For each support category listed as being provided, enter the basis for calculating the costs applicable to the specific category of support.
- k. Block 7c, Estimated Reimbursement. For each support category listed as being provided, enter the estimated costs for the support; if actual costs are know, enter them. Cost entries are to be entered, at summary level, on the line opposite the support category; and by sub-elements (Army Management Structure Code (AMSCO)) directly across from those listed.
- l. Additional Support Requirements Attached. Place an "X" in the "Yes" block if Blocks 7a, 7b, and 7c are continued on an attachment to the DD Form 1144, and specify that continuation is included at Attachment 1. Reference the Support Agreement Number, and format with the same information presented in Block 7.
- m. Blocks 8a and 9a, Comptroller Signature. Enter the typed name and grade of the supporting AST RM. Signature can be placed over the type entry.
- n. Blocks 8b and 9b, Date Signed. Enter the date the Installation AST RM signs the agreement in YYMMDD format.
- o. Blocks 8c(1) and 9c(1), Approving Authority, Type Name. Enter the typed name, grade, and title of the approving authority. This will normally be the Installation Commander or his designated representative, e.g., Chief of Staff.



p. Blocks 8c(2) and 9c(2), Approving Authority, Organization. Enter the type unit and office symbols of the individuals shown in Blocks 8c(1) and 9c(1), respectively.

q. Blocks 8c(3) and 8c(3), Approving Authority, Telephone Number. Enter the DSN telephone number of the signatory in Blocks 8c(1) and 9c(1), respectively.

r. Blocks 8c(4) and 9c(4), Approving Authority, Signature. The completion of these blocks, by the approval authority of the installation/provider and customer indicate concurrence with and approval of the support agreement to include the attached general and specific provisions.

s. Blocks 10a and 10c, Termination, Approving Authority Signature. Enter the typed name and grade of the Approving Authority. Signature can be placed over the type entry.

t. Blocks 10b and 10d, Termination, Date Signed. Enter the date the Approving Authority signs the termination in YYMMDD format.

u. Block 11b, General Provisions. Enter the full address of the customer.

v. Block 11c, General Provisions. The following are suggested statements which may be included in the General Provisions block. Block 11. NOTE: Place an "X" in the "Yes" block if Blocks 11 is continued on an attachment to the DD Form 1144, and specify that continuation is included at Attachment number 2. If required, reference the Support Agreement Number, and specify "Continuation of General Provisions".

1) Enter the complete billing address of the customers supporting AST RM.

2) Describe the Receiver/Tenant. Include the customer's mission, location, manning strength (officer, enlisted, and civilian), and square footage occupied by the receiver/tenant.

3) Identify any peculiarities of the customer such as their need for special handling equipment, hazardous activities, unique security requirements or any other requirements above the common level of support.

4) Billing Instructions. Include the method of payment (i.e., DD Form 448 Military Interdepartmental Purchase Request (MIPR), Fund Citation, SF 1080 (Voucher for Transfers Between Appropriations and/or Funds), etc.), frequency of payment (monthly, quarterly, etc.), details required to support billing, and complete mailing address of installation/provider AST RM.



5) Effective date, if other than the date the installation/provider approval authority signs the agreement.

6) List of Annexes and Attachments to the DD Form 1144.

7) Local Point of Contact (POC) with Phone number (DSN and Commercial).

w. Block 12, Specific Provisions. This portion of the agreement is used to clearly define the terms and conditions of the agreement including, special or unique instructions for each category of support requested and applicable standards or performance with criteria for measuring that performance.

x. Block 12, Additional Specific Provisions Attached. Place an "X" in the "Yes" block if Block 12 is continued on an attachment to the DD Form 1144, and specify that continuation is included at Attachment 3. If required, reference the Support Agreement Number, and format with the same information presented in Block 12.



DEFINITIONS/ABBREVIATIONS

1. Base Operations Support (BOS). Term comprising Base Operations, Family Programs, Environmental, Audio-visual, and Base Communications.
2. Base Support. Refers to support services involved with operating and maintaining Army installations and supporting tenants and off-post customers. It consists of Base Operations Support and Real Property Maintenance.
3. Basis for Reimbursement (block 7b on DD Form 1144). A dollar value for a defined unit of service (e.g., \$50 annually per square foot of office space, \$800 per occurrence). Calculations used to determine the basis for reimbursement are recorded in block 12.
4. General and Administrative (G & A) Cost. The cost of resources that support several cost objects and cannot be directly attributed to particular consumers. The cost of a supervisory position that an installation fills regardless of the number of customers it has is an example of a G & A cost.
5. Incremental Direct Cost. The cost of resources directly consumed by an individual activity that would not have been consumed if the activity were not performed. A cost that is specifically identified with a single cost object.
6. Indirect Cost. The cost of resources, including overhead, that support more than one cost object (i.e., not consumed by a single cost object).
7. Intragovernmental Support. Support provided by a DoD activity to a non-DoD Federal activity and vice versa – does not include support provided to or received from foreign governments.
8. Interservice Support. Support provided by one DoD activity to a DoD activity of another Military Service, Defense Agency, Unified Combatant Command, Army Reserves, Navy Reserves, Air Force Reserves, Marine Corps Reserves, Air National Guard, or Field Activity.
9. Interservice Training Review Organization (ITRO) Program. An organization of military services established to improve the cost effectiveness and efficiency of Service training consistent with individual service requirements. Policies and procedures are found in AR 351-9.
10. Joint Interservice Regional Support Group (JIRSG). Representatives from DoD activities in designated geographical regions (enclosure 5 of DoDI 4000.19, Interservice and Intergovernmental Support) who meet to share innovative ideas and

seek opportunities for improving mission quality, efficiency, and effectiveness through the use of support agreements and other cooperative efforts.

11. Memorandum of Agreement (MOA). Memorandums that define general areas of conditional agreement between two or more parties -- what one party does depends on what the other party does (e.g. one party agrees to provide support if the other party provides the materials). MOAs that establish responsibilities for providing recurring reimbursable support should be supplemented with support agreements that define the support, basis for reimbursement for each category of support, the billing and payment process, and other terms and conditions of the agreement.
12. Memorandum of Understanding (MOU). Memorandums that define general areas of understanding between two or more parties -- explains what each party plans to do; however, what each party does is not dependent on what the other party does (e.g. does not require reimbursement or other support from the receiver) and MOUs do not constitute any financial obligation.
13. Mission Unique Services. Support required by an activity due to the unique nature of that activity's mission. Mission unique services are not normally provided by the installation. Costs associated with mission unique support are normally fully reimbursable by the receiver/tenant.
14. Off-Post Customers. An Army (Active or Reserve Component) organizational element or individual with no organic capability for a given base operations support service, is not considered an installation tenant or part of a tenant activity, and must depend on an Army installation or USAR Regional Support Command for support.
15. Tenant. An activity or unit located within the assigned real property boundaries of an installation that is dependent upon the installation for all or a portion of its support requirements.
16. Provider. An installation or activity that has management control over facilities and provides facilities, materiel, or support services to another activity or unit. A provider could also be a receiver for specific support services provided by installation tenants and/or by its off-post customers.
17. Standard Support Level. The documented quality, quantity, frequency, or timeliness of a service. The standard level of service is installation-unique and unique to each Base Support service.
18. Support Agreement. An agreement to provide recurring support to another DoD or non-DoD Federal activity. Support Agreements are documented on a DD Form 1144. They define the support to be provided by one supplier to one or more receivers,

specify the basis for calculating reimbursement charges, if any, for each service, establish the billing and reimbursement process, and specify other terms and conditions of the agreement.

19. Support Agreement Manager. The person at each DoD activity who is responsible for preparing and administering Support Agreements and related MOAs and MOUs. Preparation of agreements includes collecting, from appropriate sources, all information needed to draft agreements and facilitate related negotiations, coordinations, approvals, and implementation. Administering agreements includes maintaining a record of active agreements, ensuring their continued accuracy, and facilitating agreement on modifications and terminations when appropriate.

