



Space and Missile Systems Center Directorate of Contracting

CONTINGENCY CONTRACTING PHASE II (BLOCK 3) TRAINING	
LESSON PLAN	NOTES
<p>OVERVIEW. In the last block of training, the fundamentals of the procurement process were highlighted. In this section, the emphasis now shifts towards understanding the substantive issues involved with buying particular types of goods and services.</p>	
<p>OBJECTIVE. By the end of this training, each CCO should:</p> <ol style="list-style-type: none">1. Understand tracking and documenting procedures.2. Understand the requirements for an unauthorized commitment to be ratified.3. Understand the factors to be considered in a lease vs. purchase determination.4. Understand the claims process.5. Understand the requirements for purchasing petroleum products.6. Understand the procedure for non-appropriated funds purchases.7. Understand the CCO's role with respect to Host Nation Agreements.8. Understand special requirements for subsistence purchases.9. Understand the resources available to the CCO for locating sources.10. Understand common foreign practices.11. Understand the issues that should be addressed at the Commander's in-brief.	



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PART I – TRACKING AND DOCUMENTATION.

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AUDIT TRAIL. It cannot be overemphasized how important it is to accurately document all purchases. The reason is twofold. First, it protects the CCO from allegations of impropriety since normal checks and balances may not exist during contingencies. Second, the CCO may rotate back home before a contract is closed out, and the replacement CCO will need to rely on the documentation for continuity. This is particularly true should a contractor submit claim after several AEF cycles have taken place. Proper forms and formats are not nearly as important as having complete and accurate information. This means making sure your contract actions are clearly understandable and traceable.

PURCHASE REQUISITION (PR) NUMBERS.

The PR numbering system can be tailored to fit the needs of the situation, but there are some general rules that can be useful. The PR number starts with a stock record account number (SRAN). This is a six digit alphanumeric identification of the requirement type and the customer. Depending on the situation, the CCO may wish to use one SRAN for all customers using a particular funds account or identify all customers by assigning each a unique SRAN. The next four digits are the Julian calendar year and date, and the last four digits represent the serial numbering of all PRs and line items submitted on a particular day starting with 0001. Either the CCO or finance can assign these numbers. What is important is that the number is included on all documents (purchase request/funding document and award document) in order to provide a good audit trail. In addition, if PRs are logged in on the date they are received, they will be easier to find in the PR log when the customer asks for status. A sample PR number follows:
F73CES02500300.

SOLICITATION/AWARD NUMBERS.

Solicitation and award numbers further identify the requirement and can also be tailored to fit the deployment. We all should be familiar with these numbers by now. For audit purposes, it is a good idea



to include the PR number, solicitation number, and award number on all contract actions awarded. Review DFARS Part 204 for additional information.

TRACKING PROCEDURES. CCOs need to have an organized way of tracking requirements from the start of any contingency. The time to establish a system is before you deploy and then adapt that system to fit the circumstances during the deployment, as necessary. Failure to accurately track contract actions may adversely impact the CCO's ability to support his or her customers. It also can affect the speed with which vendors are paid. Failure to pay vendors in a timely manner can result in losing valuable sources. As with contracting forms, the program used to track purchases is not as important as the process. CCOs can use a variety of programs, such as Microsoft Excel, provided they have established a sound process for tracking contract actions. There may even be periods when you track your requirements manually. If there is no power or you do not have a laptop computer available, this may be the only method available to you. However, there are two very important things to remember. First, keep it simple. Second, make sure the log is sufficient enough to reconstruct what happened without being overly burdensome. Any record keeping system should provide a good organization of material to ease the burden on the CCO. Since the CCO is using appropriated funds, it is important to remember all expenditures will have to be reported. This includes DD Form 350 reporting for actions identified in DFARS 204.670-2. The CCO should ensure enough data is captured on manual logs to accurately report expenditures when required to do so. The bottom line on record keeping is to keep it simple, accurate, and thorough.

DOCUMENTATION. Accurate and sufficient documentation is critical to protecting the CCO as well as the interests of the Government. In Operations SOUTHERN WATCH and ENDURING FREEDOM, many times contractors waited to file claims after the CCO with first hand knowledge had departed the theater. Even when the CCO was capable of tracking down the previous CCO, memories fade and the

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Handwritten notes:
1/10/04
2/10/04



Government's ability to defend itself against contractor claims was weakened.

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PART II – RATIFICATIONS. If the CCO is not one of the first people to arrive at the deployment site, unauthorized commitments may occur. Educate your customers as soon as you can. Newcomer’s briefings conducted at well-established sites provide a great forum for achieving this goal. Unauthorized commitments occur by individuals who commit the government without the proper authority to do so. Ratification is the process by which the action is given legitimacy. Contracting officers sometimes receive requests to issue contracts to cover commitments by unauthorized individuals after the fact. Contracting officials simply do not have the authority to do this. Only the ratification authority can remedy the situation. Unauthorized commitments can only be ratified when—

1. Supplies or services have been provided to and accepted by the Government, or the Government otherwise has obtained or will obtain a benefit resulting from performance of the unauthorized commitment;
 2. The ratifying official has the authority to enter into a contractual commitment;
 3. The resulting contract would otherwise have been proper if made by an appropriate contracting officer;
 4. The contracting officer reviewing the unauthorized commitment determines the price to be fair and reasonable;
 5. The contracting officer recommends payment and legal counsel concurs in the recommendation, unless agency procedures expressly do not require such concurrence;
 6. Funds are available and were available at the time the unauthorized commitment was made; and
 7. The ratification is in accordance with any other limitations prescribed under agency procedures.
- When unauthorized commitments occur, the following actions will need to be taken:
1. CCO should notify the individual’s commander in writing.
 2. The individual will submit a statement of all pertinent facts to his/her commander.
 3. Commanders must forward to the CCO the statement of facts, a description of any disciplinary actions taken or why none was considered necessary.

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- and the steps taken to prevent recurrence.
4. The CCO needs to check with finance to determine if funds were available at the time the unauthorized commitment occurred and determine if they are still available.
 5. The CCO should have the Staff Judge Advocate review the ratification file for legal sufficiency.
 6. The CCO needs to determine whether the price paid was fair and reasonable and provide the rationale supporting such a determination.
 7. The CCO then forwards the information to the ratifying official.
 8. If the ratifying official agrees to ratify the action, then the CCO accomplishes a contractual document and pays the vendor.

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PART III – LEASE vs. PURCHASE.	NOTES
<p>REAL PROPERTY. CCOs may be required to lease buildings to work and live in since there may be no military installations established in their area of operation. This is rare. However, CCOs need to be aware of the provisions of AFI 32-9000, which outlines the requirements for leasing real property. Whether you need to lease or purchase real property, ensure you contact the HCA, US Embassy, or MAJCOM to ensure there are no agreements in place that will prohibit you from procuring the property. In addition, AFI 32-9001 requires Civil Engineering to acquire real property. Ensure any procurement requests for the lease or purchase of real property is coordinated through the Civil Engineering office.</p> <p>EQUIPMENT (FAR Part 7.401).</p> <p>(a) Agencies should consider whether to lease or purchase equipment based on a case-by-case evaluation of comparative costs and other factors. The following factors are the minimum that should be considered:</p> <ol style="list-style-type: none">(1) Estimated length of the period the equipment is to be used and the extent of use within that period.(2) Financial and operating advantages of alternative types and makes of equipment.(3) Cumulative rental payments for the estimated period of use.(4) Net purchase price.(5) Transportation and installation costs.(6) Maintenance and other service costs.(7) Potential obsolescence of the equipment because of imminent technological improvements. <p>(b) The following additional factors should be considered, as appropriate, depending on the type, cost, complexity, and estimated period of use of the equipment:</p> <ol style="list-style-type: none">(1) Availability of purchase options.(2) Potential for use of the equipment by other agencies after its use by the acquiring agency is ended.(3) Trade-in or salvage value.(4) Imputed interest.(5) Availability of a servicing capability, especially for	



highly complex equipment; *e.g.*, can the equipment be serviced by the Government or other sources if it is purchased?

VEHICLES (FAR 8.1100). This subpart covers the procedures for the leasing, from commercial concerns, of motor vehicles that comply with Federal Motor Vehicle Safety Standards and applicable State motor vehicle safety regulations. It does not apply to motor vehicles leased outside the United States and its outlying areas. FAR 8.1102 states (a) Except as specified in 8.1102(b), before preparing solicitations for leasing of motor vehicles, contracting officers shall obtain from the requiring activity a written certification that-

- (1) The vehicles requested are of maximum fuel efficiency and minimum body size, engine size, and equipment (if any) necessary to fulfill operational needs, and meet prescribed fuel economy standards;
- (2) The head of the requiring agency, or a designee, has certified that the requested passenger automobiles (sedans and station wagons) larger than Type IA, IB, or II (small, subcompact, or compact) are essential to the agency's mission;
- (3) Internal approvals have been received; and
- (4) The General Services Administration has advised that it cannot furnish the vehicles.

(b) With respect to requirements for leasing motor vehicles for a period of less than 60 days, the contracting officer need not obtain the certification specified in 8.1102(a) --

- (1) If the requirement is for type IA, IB, or II vehicles, which are by definition fuel efficient; or
- (2) If the requirement is for passenger vehicles larger than IA, IB, or II, and the agency has established procedures for advance approval, on a case-by-case basis, of such requirements.

(c) Generally, solicitations shall not be limited to current-year production models. However, with the prior approval of the head of the contracting office, solicitations may be limited to current models on the basis of overall economy. FAR 8.1103 states contracting officers shall include the following items in each contract for leasing motor vehicles:

- (a) Scope of contract.
- (b) Method of computing payments.

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(c) A listing of the number and type of vehicles required, and the equipment and accessories to be provided with each vehicle.

(d) Responsibilities of the contractor or the Government for furnishing gasoline, motor oil, antifreeze, and similar items.

(e) Unless it is determined that it will be more economical for the Government to perform the work, a statement that the contractor shall perform all maintenance on the vehicles.

(f) A statement as to the applicability of pertinent State and local laws and regulations, and the responsibility of each party for compliance with them.

(g) Responsibilities of the contractor or the Government for emergency repairs and services.



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<p>PART IV – CLAIMS. A claim is a written demand or written assertion by one of the contracting parties seeking, as a matter of right, the payment of money in a sum certain, the adjustment or interpretation of contract terms, or other relief arising under or relating to this contract. However, a written demand or written assertion by the Contractor seeking the payment of money exceeding \$100,000 is not a claim under the Act until certified. A voucher, invoice, or other routine request for payment that is not in dispute when submitted is not a claim under the Act. The submission may be converted to a claim under the Act, by complying with the submission and certification requirements of this clause, if it is disputed either as to liability or amount or is not acted upon in a reasonable time. Contractors in overseas locations also have a right to assert claims against the United States. Claims can be directly linked to damage to rented or leased vehicles and equipment, Government delays, or reduction in contract scope. You must make sure you reply to the contractor's written request within the following time requirements. The contracting officer shall issue the decision within the following statutory time limitations (see FAR 33.211):</p> <p>(1) For claims of \$100,000 or less, 60 days after receiving a written request from the contractor that a decision be rendered within that period, or within a reasonable time after receipt of the claim if the contractor does not make such a request.</p> <p>(2) For claims over \$100,000, 60 days after receiving a certified claim; <i>provided, however</i>, that if a decision will not be issued within 60 days, the contracting officer shall notify the contractor, within that period, of the time within which a decision will be issued.</p> <p>If a claim by a contractor is submitted to the contracting officer or a claim by the Government is presented to the contractor, the parties may consent to use the alternative dispute resolution (ADR) process. If the contractor refuses an offer for ADR, the contractor shall inform the contracting officer, in writing, of the contractor's specific reasons for rejecting the offer. Regardless of the method chosen for resolving the dispute, documentation is important. Make sure you document, document, document.</p>	<p>NOTES</p>



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PART V – BUYING PETROLEUM PRODUCTS.

Air Force Instruction (AFI) 23-202, Buying Petroleum Products and Other Supplies and Services Off-station, and AFI 23-206, Cash Sales of Ground Petroleum Products in Overseas Areas, need to be complied with when purchasing fuels and oils such as aviation fuels, ground fuels, LOC oil, etc. On most deployments, the Petroleum, Oils, and Lubrication (POL) flight of the Logistics Readiness Squadron will fulfill these requirements. However, there may be circumstances when POL is unable to arrange for fuel, and the requirement comes to contracting to procure. In this circumstance, contact your Defense Fuels representatives or US Embassy to determine if any agreements or prohibitions exist concerning purchasing fuel on the local economy. If not, you can purchase ground fuel using a purchase order, SF 44, BPA, AF Form 15, or even a requirements contract. For aviation fuels purchased from a host government or commercial airport, the AFO will fund the purchase using a Fuels Stock Fund Appropriation. AFFARS 5301.690(2) allows purchases of fuel, oil, and repairs to be made by individuals other than duly appointed contracting officers IAW AFI 23-202. Therefore, aircraft commanders are authorized to purchase aviation fuel. AFI 23-202, paragraph 2.7, as well as Attachments 4 and 5, state the AF Form 315 will be used. Refer individuals to Finance for all AF Form 315 requests.

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PART VI – NAF CONTRACTS. You may find yourself purchasing requirements using Non-appropriated funds. Procedures for accomplishing Non-Appropriated Funds (NAF) contracts are found in Air Force Manual (AFMAN) 64-302. It lists mandatory FAR clauses, what forms to use, and has sample contract formats for such things as entertainment. The AF Form 2210 or special contract formats specified should be used to purchase NAF items. For details on the proper use of NAF money, see AFI 34-201.

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PART VII – HOST NATION SUPPORT

AGREEMENTS. AFFARS Appendix CC 502-1(d) provides examples of the types of Host Nation Support Agreements such as NATO Mutual Support Agreements, Status of Force Agreements (SOFAs), Assistance in Kind (AIK), etc. These agreements outline the types of items and services US forces can expect to receive from the host nation. In many cases, the host nation will provide food, food services, water, fuel, and other items. Contact the LGX office of the supporting MAJCOM to determine what host nation support is available to you. The US Embassy, legal office, or HCA may also have information on existing agreements. In many instances, these agreements are classified. Therefore, you need to know to ask the question. Also, a CCO has no authority to enter into an agreement with a foreign government. The US State Department will normally negotiate these agreements.

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PART VIII – SUBSISTENCE. If the host nation does not provide food, then you will need to contract for it. For force protection reasons, you must ensure that the vendor you purchase from has been inspected and approved by the Army VETCOM or USAF Bioenvironmental Medical office. This must be accomplished prior to purchasing food items from the vendor. Food items include, but are not limited to, produce, bakery items, meats, and dairy items. The Army has a list of approved food sources for various overseas locations. This list can be found at <http://vets.amedd.army.mil/vetcom/>. Remember, finance has a separate fund cite for subsistence so do not use O&M funds for food items.

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PART IX – LOCATING SOURCES.

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SITE SURVEYS. Site surveys are an excellent tool to speed up the contracting process if one was accomplished. If so, CCOs should add sources to the site survey list as they are identified.

KNOWLEDGE OF THE INTERPRETER. Your interpreter is a logical first choice for helping you obtain sources. However, the CCO needs to ensure the interpreter is not taking advantage of the situation to steer business opportunities toward family and friends.

US EMBASSY. The embassy can typically provide a list of business establishments in the local area. The defense attaché office in most embassies can help with currency conversions and storage of funds. In addition, the Embassy General Services Office (GSO) may be able to provide some contracting support. This is particularly true if the contract is to be entered into with the host country. To obtain the phone numbers and location of US embassies worldwide, visit <http://usembassy.state.gov/>.

LOCAL BASE COMMANDER. If the CCO is deployed to a host nation air base, a good source of information on contracts may be the local base commander. In many cases, the commander has strict policies on which contractors are allowed on base for security and political reasons. Therefore, there is no use dealing with these contractors for services and construction if they will not be allowed on base.

WESTERN HOTELS. The business offices of most western hotels are an excellent source of information on vendors and are usually very helpful. Keep in mind that these hotels will usually be dealing with contractors that provide the types of items or quality of service to which the CCO's customers will probably be accustomed.

GENERAL TRADING COMPANIES. These are contractors ("10 per centers") who will sell the CCO everything he or she needs at a premium. In some



cases, these firms will be the first contractors the CCO will encounter, and they can be very responsive. However, try to limit business with these contractors since it is cheaper to go directly to the source. Try to find regular dealers, manufacturers, and wholesalers who sell to the general traders in order to save money.

MARKET AREAS. Many foreign countries have central market areas. These areas have large concentrations of retailers and wholesalers for a variety of commodities. If the CCO cannot find what they are looking for at the market, they can always ask the vendors present where else to look for the items.

CHAMBER OF COMMERCE. Many foreign cities, particularly the larger ones, have a chamber of commerce and a yellow pages section in their telephone books. Do not overlook these valuable sources. Ask for an English version, if possible.

OTHER SOURCES. Taxi cab drivers, local government officials, policemen, and the local clergy are also sources of information.

AAFES. The Army Air Force Exchange Service (AAFES) or Navy Exchange Service (NES) is also a good source, if available at the deployed location. You may be able to purchase items at a discount depending on the relationship you establish with the manager.

REFERRALS. Not all items required may be found on the local economy. Appendix CC 502-3(e) provides alternatives to purchasing on the local economy.

(e) Procedures will be established to acquire local purchase items that are not available in the AOR.

Alternatives to consider are:

- (1) Stateside support from the unit home base;
- (2) Contracting offices in the vicinity of the deployment, but outside the AOR;
- (3) A stateside location to receive, process, and forward items to the deployment site.

Before sending the requirement to another location, the CCO needs to ensure the requirements package is complete (purchase request, description, funding, sole

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source/brand name justification, etc). In most instances, commercial air should be avoided due to customs problems. Funding should include sufficient funds for expedited shipping, if required. The buyer you referred the requirement to will have to check with the Transportation Management Office to obtain a transportation control number (TCN), determine the point of embarkation (authorized point of departure from the US), and port of debarkation (authorized point of entry into a foreign country).

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PART X – PRACTICES IN FOREIGN COUNTRIES.

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NEGOTIATING. When setting the price of an item, keep in mind the first price quoted by a foreign vendor is usually only the starting position for negotiations. Be advised that many foreign contractors are very shrewd negotiators and will be much better at it than most CCOs. Keep in mind the CCO's bargaining position is enhanced when the product is available from other sources and/or the requirement is not needed urgently. If these two factors are reversed and the contractor is aware of it, expect to pay a premium.

VERBAL AGREEMENTS/CONTRACTS. It is still prevalent in many countries to conclude an agreement or contract with nothing more than a handshake. Written contracts, especially in English, are viewed with suspicion and sometimes anger. In some cases, contractors have thought they were being drafted into the US military if they signed the contract. For these reasons, it may be difficult to get a contractor to sign a contract. CCOs should always remember to keep verbal communication simple and straightforward. If a contractor absolutely refuses to sign a contract and the item is not available from other sources, have the incident witnessed and document the file.

OTHER CONSIDERATIONS. You must understand the pertinent laws and customs in host countries to succeed. Status of Force Agreements (SOFAs) are negotiated between the US and foreign governments regarding US military forces present in the foreign country. If the US has no SOFA or other agreement, host nation laws apply for local matters. Even when a SOFA exists, some host nation laws still apply to the US military members. The legal office can provide you information about host nation laws, applicable agreements, and local customs. Remember though, the Uniform Code of Military Justice applies wherever you are in the world. Certain rights, freedoms, and customs of the US are not accepted or recognized in foreign countries so be careful. As a US military member and CCO, you must be a good



<p>ambassador. Prior to deploying, consider where you are going and do some research. It will benefit you tremendously. Good sources of information include your local legal office, local Office of Special Investigation (OSI), and the State Department. If you do not have time to learn about the culture prior to departing, contact the local embassy, HCA, a representative from the local military installation, or personnel at the hotel you are staying at. Consider addressing the following topics first:</p> <ol style="list-style-type: none">1. Religion (not all countries have religious freedom)2. Dress and Appearance (i.e. females may not be permitted to wear dresses, shorts, etc.)3. Literature (pornography may be illegal)4. Dietary restrictions (alcohol and tobacco may be illegal)5. Gender specific laws (woman may not have same rights)6. Social customs <p>TIME. Punctuality is not valued as highly overseas. Being “on-time” has a different meaning to foreign contractors. As difficult as it may be, you need to exhibit patience. You should try to educate not only your contractors, but your local commander to ensure a common understanding of the challenges of cross-cultural business.</p> <p>WORK-SOCIAL MIX. Many contractors prefer to do business with individuals they have a personal relationship with. As Americans, we prefer to keep the two segregated. We are used to rolling up our sleeves and getting right to business. Foreign contractors prefer to socialize and talk first. It is also customary in some countries to give business associates gifts. CCOs, however, must still comply with all applicable US ethics regulations while overseas. If a contractor offers you a gift, politely refuse the gift and explain to them our regulations. If they persist and you cannot refuse without grossly offending them, immediately turn the item(s) into legal, and document the incident. As a CCO, you need to avoid even the appearance of impropriety.</p> <p>DISTANCE. In the American culture, we like our personal space. Many cultures, however, find this</p>	<p>NOTES</p>
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behavior cold and impersonal. Find out what the norm for the local area is and adjust accordingly.

TOUCHING. Many cultures do a lot more touching as a part of their greeting than do Americans. For example, men in the Middle East greet by kissing each other on the cheek. It is also common for them to hold hands or lock arms in public. While this behavior is viewed in a much different context in the US, it is a sign of friendship and kindness in this region. Furthermore, there may be other touching issues you need to be aware of. Certain cultures consider the left hand unclean. Be careful not to use your left hand when greeting or directing someone from your host nation. Also, be careful crossing your legs in foreign countries since many cultures consider the showing of the bottom of the foot to be an insult.

LANGUAGE. While English is the second language in many countries around the world, not everyone speaks it. There may be times where you cannot contract for an interpreter, or one is simply not available. You may find yourself communicating with the contractor by yourself. We often think that since the person we are talking to does not speak English, that by talking louder or slower we will help them understand better. Actually, the person will likely think you are angry or a little "slow" yourself. Most negotiations can be conducted with patience, respect, and by knowing how to play a mean game of charades. When possible, make the effort to give the vendor as much information as possible to include drawings, pictures, samples, etc.

CULTURE SHOCK. Culture shock is the result of losing the cultural anchor you are accustomed to. Everyone who travels outside the US experiences culture shock to some degree. Some even experience it when traveling within the US. Culture shock generally occurs in four phases:

Phase I, Honeymoon. You are having fun and enjoying the new surroundings. This typically lasts one to four weeks.

Phase II, Stress and Adaptation. This phase is the worst and typically results in high levels of stress and anxiety. Everything becomes a problem. Our coping

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skills deteriorate to a degree where we feel homesick, binge eat, and become depressed or irritable. Be careful not to criticize the culture in public since it may offend your hosts. Phase II could last one to four months.

Phase III, Acceptance. We begin to settle into our new environment and are able to deal with the adaptation better. We regain our coping skills and become a team player again.

Phase IV, Maturity. We become completely comfortable in our new surroundings.

For information on cultural issues, visit the CIA's or State Department's websites.

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PART XII – COMMANDER’S IN-BRIEF. See Lesson Plan Attachment 1 for a comprehensive Commander’s In-Brief checklist and slides. Keep the briefing limited to the essentials and do not become defensive if the commander does not have a lot of time to talk to you. The commander will have other things on his or her mind. The bottom line is that they will want to know what you can do for them. However, ensure you let the commander know how he can help you help him.

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Lesson Plan Attachment 1

Commander In-Brief Checklist

1	Who is HCA (on-scene Commander?)	CC-502-1 (b)(4)	
2	Explain the use and need of civilian clothing	CC-301 (a) (1) (ix)	
3	Balance to be struck between FAR/DFARS requirements and mission accomplishment	CC-301 (a) (1)(xii)	
4	Additional Duties may interfere with effectiveness	CC-301 (a) (1)(xv)	
5	Establish those who can validate requirements	CC-301 (a) (1)(vii)	
6	Delivery procedures (can customer pick-up, can vendor come on base, is there centralized receiving	CC-301 (a) (1)(vii)	
7	Is there a base supply function on base, request someone for quality assurance	CC-301 (a) (1)(xi) CC-502-1 (a) (10)	
8	Is there any translator service in place, if not, can we set up a BPA	CC-502-1 (a) (7)	
9	Is there a Host Nation Support Agreement or Status of Forces Agreement	CC-302 (e)	
10	Is there an Embassy Liaison	CC-302 (e)	
11	Is there an emergency 24 hour point of contact	CC-301 (a)(1)(xiii)	
12	Are there any special personnel related issues related to gender or race that we should be aware of	CC-301 (a)(1)(x)	
13	Is class A phone service available	CC-301 (a)(1)(vi)	
14	Request armed guards if we or finance carry large sums of money	CC-301 (a) (1)(xvi)	
15	Request we not be made paying agents	CC-301 (a) (1) (xv)	
16	Request the use of a Requirements Validation Management Board	CC-301 (a) (2) (vii)	
17	Request information if a Labor Officer has been appointed	AFI 64-106	
18	Is this a declared emergency (has SAT been raised)		
19	Are there any known emergency requirements at this time	CC-302 (b)	
20	Exercise "Level above the contracting officer" for FAR/DFARS/service supplements	CC-501 (b)	
21	Authority to appoint ordering officers	CC-501 (b)	
22	Approve J&As for 1 responsible source and urgent and compelling	CC-501 (b)	
23	Ratify unauthorized commitments up to the SAT	CC-501 (b)	
24	Approve entering into letter contracts 16.603-3	CC-501 (b)	
25	Reappoint contracting officers up to their level CC-204	CC-501 (b)	
26	Authority to approve one-time deviations from FAR/DFARS and service supplements DFARS 201.402(1)(ii)(2)	CC-501 (b)	



27	Who is the on-scene veterinarian or Public Health Official responsible for water and food	CC-502-1 (a)(1)(i)	
28	Request we report directly to the commander or HCA	CC-502-1 (a)(3)	
29	Request a car and cellular telephone	CC-502-1 (b)(5,8)	
30	Are there maps of the local area or persons knowledgeable about the local area	CC-502-1(b)(7)	
31	Chief of the Contracting Office Authority		