



DEPARTMENT OF THE ARMY
ARMY CONTRACTING AGENCY, SOUTHERN REGION
FORT IRWIN ACQUISITION COMMAND
PO BOX 105095
FT IRWIN, CA 92310-509518 MAY 2004

18 May 2004

Contracting Division

SUBJECT: Fort Irwin Contingency Contracting Advance Package,
Rotation

Dear Contingency Contracting Officers and Procurement NCOs:

The enclosed packet is provided to you for your anticipated tour to Fort Irwin in the near future. This packet was compiled in an attempt to answer all of your questions concerning the mission and this post.

If after reviewing this packet, you need further assistance please feel free to contact the undersigned at 760-380-3853, DSN 470-3853, or Ms. Wilhelmine Kraus, Team Lead, at 760-380-5013, DSN 470-5013, or Ms. Marie Velez, Chief Contracts Division, at 760-380-4450, DSN 470-4450.

On behalf of the ACA-SR NTC Acquisition Commander, we welcome you and look forward to working with you in the near future. Please let us know if there is any way that we can assist you.

Sincerely,

Walter O. Epps
Walter O. Epps
SFC, USA
CCO Program Manager

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TAB 1

CCO
In-Brief

**CONTINGENCY CONTRACTING OFFICER (CCO)
IN-BRIEF
NATIONAL TRAINING CENTER, ACQUISITION COMMAND
FORT IRWIN, CALIFORNIA**

GENERAL:

CCO should be appraised of the seriousness of the mission. This program is to train CCOs for deployment and can be effective only if procurement regulations and guidance (FAR, AFARS, etc.) are followed. **This is not a contingency situation**, even though you are training for one. All regulations/guidance must be adhered to during rotational training at Acquisition Command (AQCMD). Funding must be received prior to obligation of funds for all requirements. Only the Contracting Officer (KO) has the authority to obligate Government funds.

Building Security: CCOs departing AQCMD (Bldg. 505) after the normal workforce has left the building, are responsible to lock the deck (front) door and then exit and lock the South Loop Road (rear) door. CCOs will be issued a key to Building 505, **which will not be shared with anyone else**. Unit will not be approved for release to return to base until key is returned to CCO Program Manager.

Contracting Officer: Prefer to have the CCOs warranted for \$100K. There are Contracting Officers (KO) at Acquisition Command, Fort Irwin, to assist in case the CCO is not warranted.

Review of Contracting Actions: All paperwork will be reviewed in printed draft form, by CCO Support Team prior to being sent to a Contracting Officer for approval or release, or being released if CCO is warranted. AQCMD must attempt to resolve contracting issues after your departure. Therefore, we need to be able to understand the action.

MUST HAVE: CCO must have a vehicle and cell phone/pager for 24-hour coverage. It is the rotational units' responsibility to ensure that these items are available to the CCO.

Credit Cards: CCO should be in possession of a Government IMPAC credit card with a high daily limit (or a representative of the S-4 should have this capability).

PD2 Training: Training should be completed at home station prior to deployment to the National Training Center. If additional training is required, the CCO Support Team will provide it.

CCO DUTIES WILL INCLUDE:

Receive unit requirements
Identify sources
Solicit quotes/offers

DUTIES (continued)

Evaluate quotes/offers
Award Contracts/Purchase Orders/Delivery Orders
Coordinate receipt/inspection/turn-in of all leased equipment
Process and resolve all claims received
Document problems with contractor quality, service, delivery, etc.
Initiate procedures to account for lost or damaged leased equipment
Review contractor invoices for completeness and accuracy
Ensure DFAS receives Receiving Reports and Contractor Invoices by checking DFAS Vendor Pay Website (www.DFAS.mil/monev/vendor)
Upon clearing, provide list of all contract actions to include all credit card buys and modification numbers and status.

ESTABLISH LEASED EQUIPMENT PROCEDURES: CCOs will assist rotational units in establishing leased equipment procedures to include:

Receipt/turn- in procedures
Joint equipment inspection and documentation
Damaged/lost/destroyed leased property documentation

CLAIMS: A claims log shall be completed prior to departing ACQ CMD. All claims are to be listed on the log. Vehicle claims are processed IAW the MTMC Agreement. Any KO approved claim must have documentation proving fair and reasonable pricing.

OUT -PROCESSING:

After all actions are completed and claims settled CCO will provide the Chief, Contracting Division the following:

Summary of contracting actions (list of all contracts: PO/DO/IMPAC purchases)
Claims Logs (to include settlement of claims)
Return building key to CCO PM
Complete CCO ACQ CMD out-processing form

OUT- BRIEF:

CCO will complete an After Actions Report (AAR) detailing mission events. The AAR will include Significant Challenges/Issues and Lessons Learned. The CCO will brief the AAR to the CCO PM and the Commander.

REQUIREMENTS CONTRACTS: ACQ CMD Requirements Contracts do not contain line items for additional parts and/or labor. CCO must purchase any of these additional requirements separately when required. This indicates the need for an IMPAC credit card for small purchases.

LATRINES: A Requirements Contract exists for portable chemical latrines for rotational Units use. ACQ CMD personnel assigned to the CCO Support Team will assign delivery Order Numbers.

CATERED MEALS: Approval to provide catered meals to Army personnel deployed to NTC for training must to be received from FORSCOM FOOD ADVISOR, at this time is SGM Parks. Each approval is processed through NTC FOOD ADVISOR, at (760) 380-3839. Funding is required prior to issuance of Purchase Order. **NO PURCHASE REQUESTS SHALL BE ISSUED OR ACTED UPON WITHOUT THESE APPROVALS.** Any changes in the quantities or dates of meals must be approved by the NTC Food Advisor. AQCMD must have received the required funding prior to date of need and a modification issued.

DRM (FUNDING) The contact for rotational money issues is Roxanne Bupara, DRM, at (760) 380-3336. Alternate phone numbers are Mary Galvan at (760) 380-2161 or Elizabeth Walker at (760) 380-4024.

TAB 2

Listing of Local Sources

CONTRACTOR	SIZE	POC	PHONE	CELL/	FAX	ADDRESS
CATERED MEALS						
Desserts N More	SM	Carmelita Sarmiento	760-241-3458		760-241-3458	15080 7th St .Ste 9.,Victorville,CA 92393
Dee-Lite Catering	SM	Warner Hitch	805-522-8816		805-522-8816	1378 Patricia Ave., Simi Valley, CA 93065
Marine Corps community Ser	SM	Bonnie Holmes	760-577-6733			MCLB Barstow, 92311
Tess Café	SM	Tess	760-246-8806		760-246-3108	15777 Candlewood Dr.,Victorville, CA 92392
Main Street Cateri	SM	Mike/Pat Micetich	760-949-6785		760-949-6786	17252 Main Street, Hesperia, CA 92345
Abbey Event Services	SM	Cynthia	310-900-0099	714-307-0066	323-207-4299	Rancho Dmin, Ca
VEHICLES (SEDANSVANS, PICK UP TRUCKS)						
Enterprise	LG	West	760-256-0761	909-227-0595	760-2565189	620 W. MAIN St., Barstow.,CA 923.11
Budget Rental	LG	Mary Ann	760-243-7235		760-243-3616	14516 7th Ave., Victorville, CA 92392
Advantage_Rent-A-Car	LG	Andrea	760-243-3696		760-243-6037	14176 Amargosa Rd., Ste E, Victorville, CA
Power Rental	SM	Mason	760-963-7147		760-955-6769	2345 Valentine Rd.,Victoville,CA.
RSC	LG	Steve Cummins	760-240-7746		760-240-4179	13450 Nomwaket Rd, apple Valley CA 92308
Southwest Charter services	SM	LEE	800-443-1458	818-355-6184	915-593-3092	39801 Reed Valley Rd, Aguaga, Ca 92536
Hertz equipment	LG	Jason	661-945-1180		760-246-0371	45710 23rd St.,W.Lancaster,CA 93536
ABC Equipment	SM	James Pike	310-326-3615	310-721-4313	310-325-1848	
CELL PHONES						
Alpha Cellular	SM	John/ Sally Buz	760-9545884		760-243-3982	PO BOX 1296, HELENDAE, CA 92311
Travellers Telecom	SM	Miguel	800-736-8123		818-325-2828	15760 Ventura Blvd.,Ste 1201,Encino,CA 91436
LA Cellular	LG	Lysa Horn	714-220-7194		949-588-6809	17785 Center Ct Dr.,N.Cerritos, CA 90703
Rock Bottom Rentals	SM	Carlos/ Nicky	310-315-2600	310-582-1178	310-836-0393	1717 Stewart St Santa Monica, Ca 90404
Centurion Group	SM	Oscar Valdez	719-338-4856		719-599-0270	PO BOX 62358 COLORADO SPRINGS CO 80962
CHEM LIGHTS						
Martin Industries	SM		909-947-6623			Ontario,CA
Barstow Industrial Supply	SM	Dutch	760-256-6220			28777 Hwy 58, Barstow, CA 92311
COPIERS & FAXES						
Advanced Co Systems	SM	Walter Ferguson	909-889-4006	800-442-5333	909-889-3602	571 E. Redlands Blvd_San Bernardino, Ca. 92408
Desert Stationers	SM	Matt Drake	760-241-7111		760-241-7113	15401 Anaca a Rd. Victorville, CA 92392
IKON	LG	Wali Smith	909-796-5018	909-730-4173	909-799-9318	25834 Business center DR Redlands CA 92374
Newtech Copier & Fax-	SM	Sonya Lee	714-903-1612		714-903-1602	6182 Garden Grove Blvd., Westminster, CA 92683
CRANES						
Southwest Charter services	SM	LEE	800-443-1458	818-355-6184	915-593-3092	39801 Reed Valley Rd, Aguaga, Ca 92536
Maxim/Anthony Crane	SM	Michael Rice/Marcus	909-428-2800		909-428-2818	10787"B"Mulberry Ave,Fontana, CA 92337
Solveson Crane Rental	SM	Tom Solveson	209-833-9470		209-833-9471	1 Sloan Ct., Tracy CA 95326
RSC	LG	Steve Cummins	760-240-7746		760-240-4179	13450 Nomwaket Rd, apple Valley CA 92308
Equipment Leasing Co.	SM	Jim	760-256-6905		760-256-4673	2431 W. Main St., Barstow ^d ,CA 92311
Coast Crane	SM	Denise	661-589-7770		661-589-0195	

CONTRACTOR	SIZE	POC	PHONE	CELL/	FAX	ADDRESS
FUEL AT SCIA						
World Maintenance	SM	Bill	760-246-7794			18590 Readiness St., Box 12, Victorville, CA 92394
GENERATORS						
Gold Star Equipment	SM	Peter/Jim/John	760-247-3687		760-247-0189	21834 Bear Valley Rd., AApple CA92308
Southwest Charter services	SM	LEE	800-443-1458	818-355-6184	915-593-3092	39801 Reed Valley Rd, Aguaga, Ca 92536
Mojave Equipment	SM	Angus/Mike	760-243-3116		760-243-1074	17430 D St., Victorville, CA 92394
RSC	LG	Jim	760-240-7746	760559-6161	760-240-4179	13450 Nomwaket Rd, apple Valley CA 92308
Northridge Equipment	LG	Reg or Angie	661-947-4131		661-947-3048	38860 N.Sierra H ,Palmdale,CA 93550
United Rentals	LG	Damien Rice	760-963-9003		760-947-5452	11612 Mariposa Rd Hisperia
Hertz Equip-Lancaster	LG	Jason	800-833-1814		760-246-0371	45710 23rd St., W.Lancaster, CA 93536
Johnson Rentals, Inc	LG	Nelson Russell	909-574-6601	909-453-5783	909-574-6606	Fontana, CA 92335
GE Energy Rentals	LG	nick	310-466-1085	909-830-2269	310-604-1671	18420 S Santa Fe Rancho Dominguez, ca 90221
Equipment Leasing Co.	SM	Jim	760-256-6905		760-256-4673	2431 W. Main St., Barstow ⁹ -CA 92311
HEATERS						
DNL Services	LG	Laurie	626-332-9818		626-350-9184	1663 Farland S t. Co v' ma , C A 91724
Hertz Equip-Lancaster	LG	Jason	800-833-1814		760-246-0371	45710 23rd St., W.Lancaster, CA 93536
HELIUM/PROPANE						
California Tool & Welding	SM	Mike	760-256-8711		760-256-7929	2531 W. Main_S t., .Barstow , CA 92311
Silver Valley Propane	SM	Larry	760-257-4427		760-257-3132	46509 Silver Valley Rd., Newberry Springs, CA
RSC	LG	Jim	760-240-7746	760559-6161	760-240-4179	13450 Nomwaket Rd, apple Valley CA 92308
IMPACT WRENCHES						
Mojave Equipment	SM	Angus/Mike	760-243-3116		760-243-1074	17430 D St., Victorville, CA 92394
Tom's Welding	SM	Tom Lewis	760-447-8803		760-256-3452	28644 58, Barstow, CA 92311
Barstow Trk & Equipment	SM	Jim	760-256-6905		760-256-4673	2431 W. Main St., Barstow, CA 92311
Centurion Group	SM	Oscar Valdez	719-338-4856		719-599-0270	PO BOX 62358 COLORADO SPRINGS CO 80962
LATRINES*****						
		IDIQ	IDIQ	IDIQ	IDIQ	IDIQ
LAUNDRY& SHOWER						
KOA at Yermo	SM	Clara	760-254-3318			Outer Hwy 1-15, Yermo
Bens Porta Showers	SM	Cathy	800-767-8276			720 Colusa H , Gridle , CA 95948
Rock Mtn Showers	SM	Jim	406-676-2964			225 Old 93, Roman, 592337
Southwest Charter services	SM	LEE	800-443-1458	818-355-6184	915-593-3092	39801 Reed Valley Rd, Aguaga, Ca 92536
LIGHT SETS						
Hertz Equip-Lancaster	LG	Jason	800-833-1814		760-246-0371	45710 23rd St., W.Lancaster, CA 93536
United Rentals	LG	Damien Rice	760-963-9003		760-947-5452	Hisperia 11612 Mariposa Rd
Johnson Rentals, Inc	LG	Nelson Russell	909-574-6601	909-453-5783	909-574-6606	Fontana, CA 92335
RSC	LG	Jim	760-240-7746	760559-6161	760-240-4179	13450 Nomwaket Rd, apple Valley CA 92308
Centurion Group	SM	Oscar Valdez	719-338-4856		719-599-0270	PO BOX 62358 COLORADO SPRINGS CO 80962
Southwest Charter services	SM	David	800-443-1458	818-355-6184	915-593-3092	39801 Reed Valley Rd, Aguaga, Ca 92536
ABC Equipment	SM	James Pike	310-326-3615	310-721-4313	310-325-1848	
MOBILE OFFICES						
G E Capital Modular Space	LG	Janice Douthitt	909-574-1465		909-574-1470	11115 Hemlock ave, Fontana, CA 92337
Mobile Mini, Inc	LG	Hilda Burghgraef	800-727-8648	Ext 320	909-356-0232	2660 N Locust Ave, Rialto, CA 92377

CONTRACTOR	SIZE	POC	PHONE	CELL/	FAX	ADDRESS
<u>NEWSPAPERS</u>						
USA Today		Michelle / Lillian	714-228-7244		714-522-7331	
LA Times			800-627-0366			430 N Yne and Ste 100, Ontario, CA
Daily Press/Desert Dispatch			760-241-7755		760-955-5336	13891 Park Avenue, Victorville, CA
<u>PETROLEUM PRODUCTS</u>						
Barstow Industrial Supply	SM	Dutch	760-256-6220			28777 Hwy 58, Barstow, CA 92311
Beck Oil, Inc.	SM	Jim Simmons	760-245-4191		760-245-6129	16640 D St, Victorville, CA 92392
Thrifty Oil Co.	SM		760-256-9707			1400 E. Main St., Barstow, CA 92311,
Good Speed	SM	Jaime	760-949-3356		760-949-5713	17671 Eucalyptus Ave., Hesperia, CA
<u>20" REEFER VANS</u>						
Reefer Sales & Rental	LG	Rob Brantle	909-356-8996		909-356-7737	14022 Valley Blvd., Fontana, CA 92335
Barstow Station	SM	Sam	760-256-6446		760-256-7548	1611 East Main Street, Barstow, CA 92311
Centurion Group	SM	Oscar Valdez	719-338-4856		719-599-0270	PO BOX 62358 COLORADO SPRINGS CO 80962
Sean Trucking & Reefer	SM	Sean	760-447-3158	760-447-3158	760-252-1532	1168 Broadway Ave Barstow, CA 92311
Southwest Charter & Services	SM	David	800-443-1458	818-355-6184	915-593-3092	39801 Reed Valley Rd, Aguaga, Ca 92536
ABC Equipment	SM	James Pike	310-326-3615	310-721-4313	310-325-1848	
<u>40 FT REEFER TRAILER</u>						
Reefer Sales & Rental	SM	Rob Brantle	909-356-8996		909-356-7737	14022 Valley Blvd., Fontana, CA 92335
Barstow Station	SM	Sam	760-256-6446		760-256-7548	1611 East Main Street, Barstow, CA 92311
Sean Trucking & Reefer	SM	Sean	760-447-3158	760-447-3158	760-252-1532	1168 Broadway Ave Barstow, CA 92311
Equipment Leasing Co.	SM	Jim	760-256-6905		760-256-4673	2431 W. Main St., Barstow ^d -CA 92311
Southwest Charter & Services	SM	David	800-443-1458	818-355-6184	915-593-3092	39801 Reed Valley Rd, Aguaga, Ca 92536
<u>REEFER TRACTOR</u>						
Barstow Station	SM	Sam	760-256-6446		760-256-7548	1611 East Main Street, Barstow, CA 92311
TCI Leasing/Rentals	LG	Kevin Meggison	909-355-8545		909-355-7809	14561 Merrill Ave, Fontana, CA 92335
Sean Trucking & Reefer	SM	Sean	760-447-3158	760-447-3158	760-252-1532	1168 Broadway Ave Barstow, CA 92311
Equipment Leasing Co.	SM	Jim	760-256-6905		760-256-4673	2431 W. Main St., Barstow ^d -CA 92311
Southwest Charter & Services	SM	David	800-443-1458	818-355-6184	915-593-3092	39801 Reed Valley Rd, Aguaga, Ca 92536
<u>REPAIR PARTS /MAINT</u>						
Hi Desert Diesel	SM	Jerry	760-256-5305		760-256-8151	30388 E..Hwy 58, Barstow, CA 92311
Industrial Engine Svc	SM	Leonard	760-252-2985			3580 Jasper Rd., Lenwood, CA 92312
W.R. Woodard	SM	Roy -	760-256-3329	760-447-0180	760-255-4412	P.O. Box 1994, Barstow, CA 92312
Barstow Truck Parts	SM	Jim Rajacich	760-256-1086		760-256-4673	2431 W. Main St., Barstow, CA 92311
VTS (VOSE TECH SYS)	SM	John Wilson	760-254-3004	805-705-8635	760-254-3315	34760 DAGETT- YERMO RD DAGETT CA 92327

CONTRACTOR	SIZE	POC	PHONE	CELL	FAX	ADDRESS
SHUTTLE SERVICE						
Superior Shuttle	SM	Andrea	760-244-1510			
Southwest Charter	SM	David	800-443-1458	818-355-6184	915-593-3092	39801 Reed Valley Rd, Aguaga, Ca 92536
STAKE-BED TRUCKS						
Hertz equipment	LG	Dan McBride	661-945-1180		661-942-5912	45710 23rd St.,W.Lancaster,CA 93536
Southwest Charter services	SM	LEE	800-443-1458	818-355-6184	915-593-3092	39801 Reed Valley Rd, Aguaga, Ca 92536
Enterprise	LG	Gilbert	760-256-0761	909-227-0595	760-2565189	620 W. MAIN St, Barstow, CA 92311
Barstow Trk Part & Equip	SM	Jim	760-256-6905		760-256-4673	2431 W. Main St., Barstow ⁴ CA 92311
TCI Leasing/Rentals	LG	Kevin Meggison	909-355-8545		909-355-7809	14561 Merrill Ave, Fontana, CA 92335
RSC	LG	Jim	760-240-7746	760559-6161	760-240-4179	13450 Nomwaket Rd, apple Valley CA 92308
TABLES and CHAIRS						
Karl's Event Rental	SM	Marty Milbourne	615-773-4707		615-754-2336	7000 S. 10th St. Oak Creek, WI 53154
A-1 Part Rentals	SM	L.aura/Claudette	626-967-0500		626-967-7572	19060 Arrow Hwy, Covina CA 91722
Warrior Group	8(a)	James Brown	800-927-4787		972-228-9972	1630 Falcon Drive Desoto, TX 75115
Cort Event Furnishings	SM	Susan McCullough	714-992-2460	714-936-4122	714-992-2814	811 South Acacia AVE, Suite B, Fullerton Ca 92831
TRACTORS						
Penske Truck Leasing	LG	Kurt/ Mike	909-350-2492		909-350-1935	14228 Slover Ave., Fontana,CA 92337
Rolling		Adam	909-390-2244			4017 Guasti Rd., Ontario, CA 91761
Ryder	LG		909-944-7795			9608 Sta. Anita Ave.,Rancho Cucamon a, CA
Barstow Trk Part & Equip	SM	Jim	760-256-6905		760-256-4673	2431 W. Main St., Barstow ⁴ CA 92311
Hertz Equipment Lancaster	LG	Rich Ruskin	800-833-1814	661-810-7373	661-942-5912	45710 23rd St.,W.Lancaster,CA 93536
TCI Leasing/Rentals	LG	Kevin Meggison	909-355-8545		909-355-7809	14561 Merrill Ave, Fontana, CA 92335
Johnson Rentals, Inc	LG	Nelson Russell	909-574-6601	909-453-5783	909-574-6606	Fontana, CA 92335
Southwest Charter services	SM	LEE	800-443-1458	818-355-6184	915-593-3092	39801 Reed Valley Rd, Aguaga, Ca 92536

TYPE OF EQUIP	VENDOR	Contractor POC POC	Listing Phone Number Remarks
Comm Veh, L ht Sets/	Hertz Equipment	Jason Motley	760-250-8078
Dump Trk/Backhoe/Crane/ Generator/Forklift	United Rental	Damian Rice	760-2727-8050
Cell Phones	Rock Bottom/ I hear U	Nicky & Carlos	310-315-2600 ext 219
Fest Tents	California Tents		800 345-5999
Copiers/Faxes	Newtech Copier & Fax, Inc.	Son a Lee	714 903-1612
Diazo Machine	K & V Blueprint	Steve Ostrander	(626)333-7005
Latrines	Vantex		
Construction equip/	RSC	Jim Cottingham	760-559-6161
Const/tents/showers/gen sets	Southwest Chartes	Lee	800-443-1458

TAB 3

Barstow Lodging

BARSTOW LODGING

Best Western Desert Villas
1984 E. Main Street
760-256-1781

They have kitchens and do not allow pets. Rooms are \$58.50 plus tax, military rate.

Budget Inn
111 E. Main Street
760-256-1063

They have microwaves and small refrigerators. Room rates are for double occupancy \$34.99, single occupancy \$27.99, plus tax. No pets allowed.

Comfort Inn
1431 E. Main Street
760-256-0661

They have microwaves and small refrigerators. Room rates are for double occupancy \$58.00, single occupancy \$50.00, plus tax. No pets allowed.

Holiday Inn
1531 E. Main Street
760-256-5673

They have microwaves, small refrigerators, hair dryers, iron and ironing board. Room rates are for double occupancy \$80.00, single occupancy \$64.00, plus tax. Pets allowed with \$120.00 deposit, of which \$20.00 is non-refundable. The \$100.00 is refundable upon clearing of the room.

Quality Inn
1520 E. Main Street
760-256-6891

Room rates are for double occupancy \$62.00, single occupancy \$49.00, plus tax. Small pets allowed with a one-time fee of \$10.00 which is non-refundable.

Vagabond Inn
1234 E. Main Street
760-256-5601

They have microwaves and small refrigerators available upon request. Room rates are for double occupancy \$30.00, single occupancy \$24.00, plus tax. Small pets allowed with a one-time fee of \$5.00 which is non-refundable.

Landmark Inn Hotel (Fort Irwin)
Building 39 Inner Loop Road
760-386-4040 or 800-270-5021

They have microwaves and small refrigerators available for \$5.00 per day. Room rates are \$64.00 per night. Pets are not allowed, however, Paws and Claws is nearby (760-380-7387).

TAB 4

Terms for the National Training Center

TERMS FOR NTC

IMC----- Irwin Military City

LSC-----Logistic Support Command (Troop Command, Yermo)

BCT-----Brigade Combat Team

PSTF---Pelican State Task Force

MMC--- Material Management Center

MCC--- Movement Control Center

RUBA---Rotational Urban Bivouac Area

RUFMA---Rotational Urban Forward Maintenance Area

UMC---Urban Military Center

MSB---Main Support Battalion

SCLA---Southern California Logistic Airport

MCLB-----Marine Corp Logistics Base (Barstow)

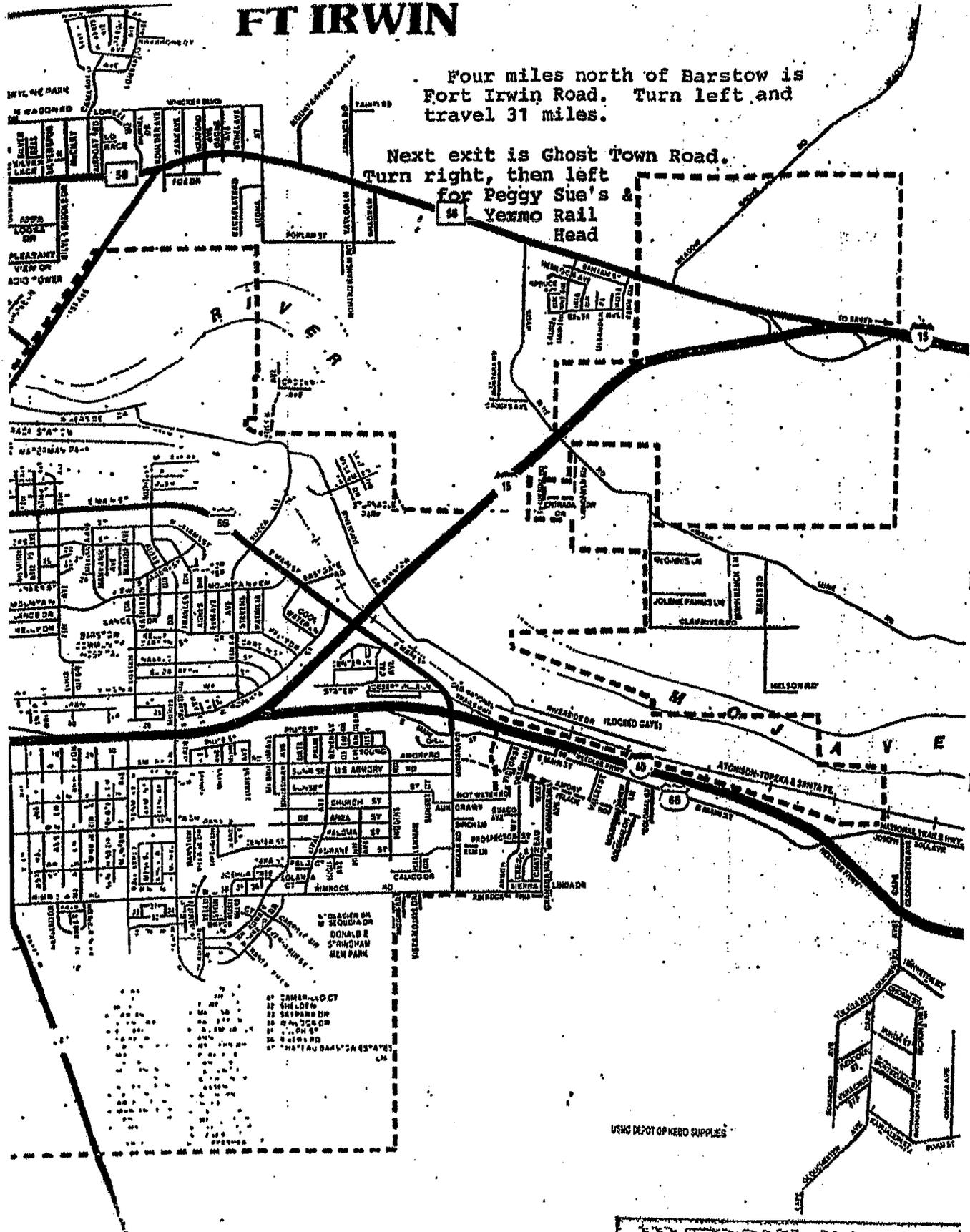
TAB 5

Directions to Ft. Irwin and Map of Main Post

FT IRWIN

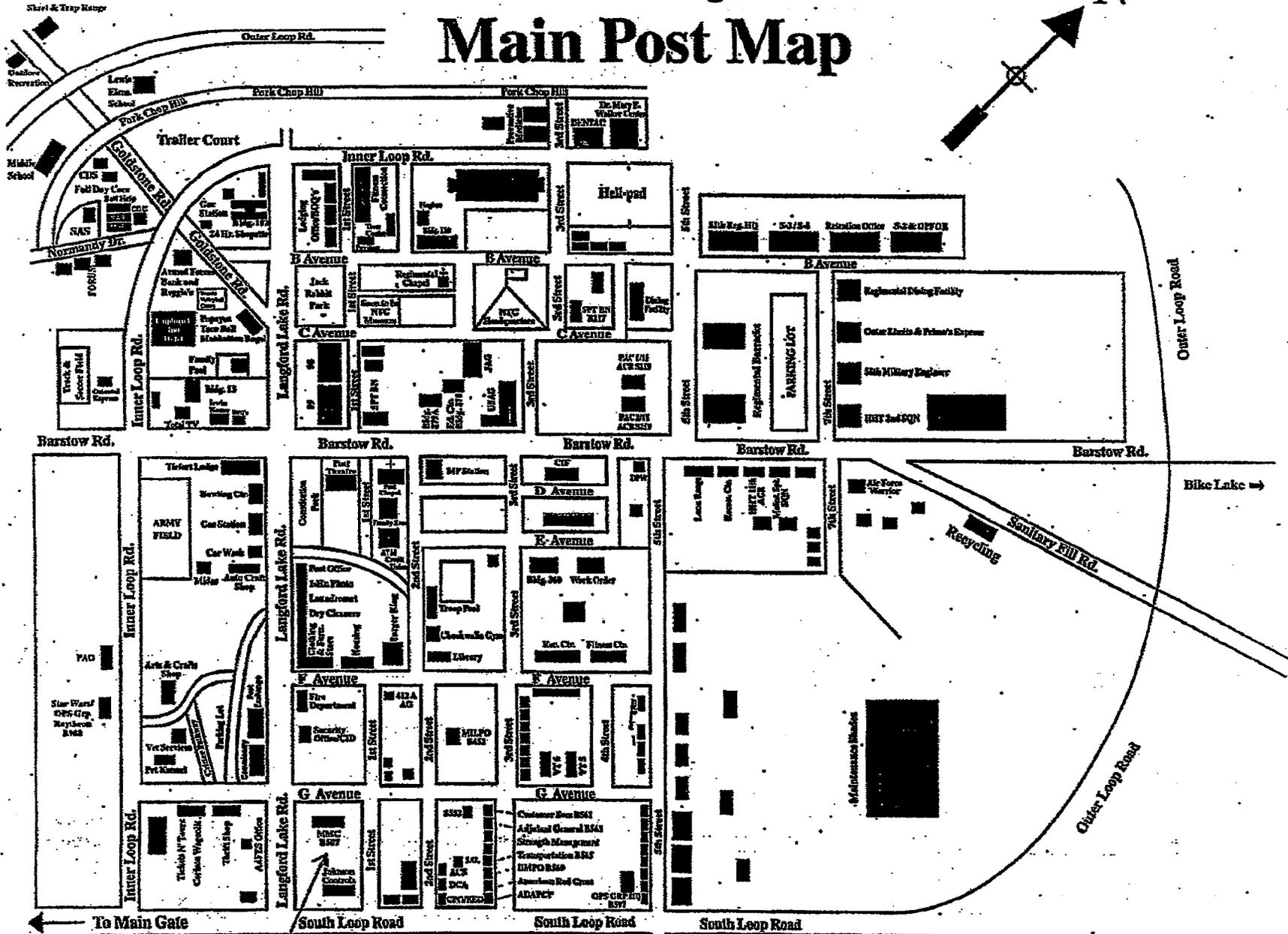
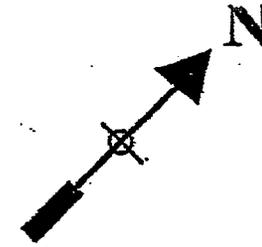
Four miles north of Barstow is Fort Irwin Road. Turn left and travel 31 miles.

Next exit is Ghost Town Road. Turn right, then left for Peggy Sue's & Yermo Rail Head



USING DEPOT OF NEED SUPPLIES

National Training Center Main Post Map



MCC YARD

BLD 828

DUSTBOWL

TAB 6

NTC Policy Letter 81



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, NATIONAL TRAINING CENTER & FORT IRWIN
FORT IRWIN, CA 92310-5000

AFZJ-PTC-CO

18 January 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: NTC Policy Letter 81, Field Use of Portable Space Heaters, Stoves, Lanterns, or Other Devices That May Pose Asphyxiation and Fire Hazards

1. PURPOSE. To establish NTC & Fort Irwin Policy for the use of portable heaters in general operations and in field training to protect personnel from carbon monoxide poisoning and fire hazards.

2. APPLICABILITY. This policy applies to all Active Component, Reserve Component, DOD services, or civilians conducting training at the NTC.

3. POLICY. Units training at the NTC will utilize portable space heaters IAW FORSCOM regulations and policy letters to include adherence to applicable technical manuals, manufacturer's instructions, and countermeasures outlined in respective risk assessments. The following provisions are applicable to ensure units utilize authorized portable space heaters to standards.

a. Portable heaters authorized by the US Army Soldier Biological and Chemical Command (SBCCOM) to include Commercial Off the Shelf (COT) heaters approved by SBCCOM may be utilized at the NTC & Fort Irwin.

b. Units will not use nonstandard or locally purchased heaters in lieu of available type classified Army equipment, except as indicated below.

c. COT heaters that are not approved by SBCCOM or other subordinate Army Materiel Command elements may be utilized in areas where soldiers are awake and performing duties in support of operations, such as Tactical Operations Centers, maintenance tents, Administrative Logistics Center, etc. Commanders will ensure adequate control measures are in place and enforced to minimize the risks associated with using unvented fuel heaters in these operational environments. The following provisions will be applicable to the utilization of nonstandard COT heaters.

(1) Nonstandard Commercial Off the Shelf heaters (unless approved by Army Materiel Command elements) will not be utilized where personnel are assigned to sleep to include crew tents and other military style tents where personnel typically place cots.

(2) The nonstandard COT heaters must meet the requirements of a national standards organization, such as Underwriter's Laboratories, American National Standards Institute, the International Standards Organization, or the National Fire Protection Association.

(3) The Commanding General must approve the utilization of nonstandard heaters. For these nonstandard heaters, the requesting unit or activity will prepare and

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coordinate a risk assessment with local installation safety and fire protection personnel prior to requesting approval from the Commanding General. The unit will submit a request with the risk assessment to the Commanding General for authorization. The approved risk assessment will be briefed to all personnel using nonstandard heaters. Approved risk assessments will be reviewed quarterly or when changes are made that could alter the assessment. Leaders will continually evaluate risk potential and control measures to determine their effectiveness. The commanders of rotational units must approve the utilization of nonstandard heater by their units based on approved risk assessments IAW with FORSCOM regulations and policies.

d. Personal (individually-owned) heaters are not authorized for use in Army operations at the National Training Center and Fort Irwin.

e. Only heaters with a ventilation system compatible with the shielded tent vent stack or similar openings designed for such use will be used in areas where personnel sleep. Heaters will be equipped with emergency fuel shut-off, erected on a firm and level fireproof base, and be located in a marked clear area free of clothing or combustible material. Other fuel burning devices, such as stoves and lanterns, will not be used to heat sleep facilities.

f. The use of heaters where no ventilation is provided, such as unvented Kerosene or Propane Heaters, is not desirable. However, these heaters may be considered for use and authorized within the guidelines of this policy letter in areas not designated for sleeping. The use of such heaters is strictly prohibited in enclosed facilities, such as Container Express vans, military vans, and buildings unless adequate ventilation is available.

g. Personnel will be licensed to operate portable space heaters IAW Army Regulation 600-55 and demonstrate proficiency in the setup and operation of portable space heaters.

h. Heaters will be fueled, used, and maintained IAW applicable Technical Manuals or the manufacturers' instructions. Only authorized and appropriate fuels will be used. Prior to heater use, an inspection by the responsible unit fire or safety representative will be performed. Unapproved heater modifications will not be authorized. Heaters will only be used for the purpose recommended by the manufacturer.

i. Fuel will only be transported in approved Department of Transportation containers. Fuel tanks will be located outside of tents, shelters, and facilities.

j. Only authorized heaters will be used to heat vehicles. When vehicle heaters are used, hatches/windows will remain partially opened to allow circulation and to prevent carbon monoxide poisoning.

k. Portable "Electric Heaters" approved by Underwriter's Laboratories, the National

Fire Protection Association, or American National Standards Institute may be utilized at the NTC and Fort Irwin. These heaters will only be used where provisions are taken to prevent fires by keeping the area around the heater clear of combustibles, providing readily accessible fire extinguishers appropriate
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for fighting electrical fires, and only operating the device as outlined by the manufacturer. In no case will damp clothing or other material be placed on electric heaters for drying.

1. A fire watch will be on duty in areas where electric, solid, or liquid fueled heaters are used. The fire watch will be briefed on watch procedures, fire fighting with the appropriate extinguishing agent, and early recognition of carbon monoxide poisoning. Heaters will not be operated when unattended. While not standard Army issue items, the use of carbon monoxide detectors or similar monitoring devices may be used in conjunction with fire watch personnel as a hazard control measure option. In no case will these devices be used in lieu of fire watch personnel as the primary hazard control measure.

m. The provisions of this policy letter will be incorporated into applicable unit Standing Operating Procedures and training as appropriate. Commanders will ensure that all personnel entering the training areas at the NTC are appropriately trained regarding the health hazards associated with carbon monoxide poisoning.

4. **SUMMARY.** Commercial portable heating devices in operations and field training pose both an asphyxiation and fire hazard. If not properly vented, effluents from the combustion of fuels can create an environment where, over time, low concentrations of hazardous gases can cause death. I expect all leaders and first line supervisors to strictly monitor and enforce the provisions of this policy and take the appropriate disciplinary actions in cases of non-compliance to prevent mishaps relating to carbon monoxide poisoning and tent fires.

(Original Signed)

JAMES D. THURMAN
Brigadier General, USA
Commanding

DISTRIBUTION:

A

TAB 7

**OPLAN: NTC
(NOAH'S ARK)**

MEMORANDUM FOR RECORD

SUBJECT: Sleeping Bags

1. REQUIREMENT: To have a contractor be available 24 hours a day, seven days per week to dry 200 to 500 sleeping bags any time of the day or night and to be picked up and returned within a 24-hour time period from the time of call.

2. POINT OF CONTACT: Harry Patel at Lucky Dry Cleaners, 967 Armory Rd., Barstow.

- a. Store: 760-252-3134
- b. Home/fax: 760-256-9786
- c. Alternate: 760-762-5792

3. HOURS OF OPERATION: Mon thru Fri 0700 to 1900, Sat 0900 to 1700.

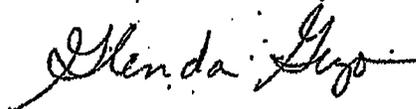
4. COST (for a minimum of 200 and a maximum of 500 sleeping bags):

- a. \$12.00 per sleeping bag during normal business hours.

\$12.00 X 200 bags = \$2,400.00
\$12.00 X 500 bags = 6,000.00

- b. \$12.00 per part for 4-part sleeping bag during and after normal business hours.
- c. \$14.00 per sleeping bag after normal business hours.

5. Point of contact is the undersigned at 760-380-5012.



GLEND GUZA
Contract Specialist

ANNEX D (NOAH'S ARK) TO NTC & FT IRWIN NATURAL DISASTER PLAN

OPERATIONS ORDER 99-01 (Noah's Ark)

Copy ___ of ___ Copies
HQs NTC
Fort Irwin, CA (NK 2802)
211500Oct02

Reference: Maps, Series V795S, Edition 2-DMA, Scale 1:50,000, Sheets: Fort Irwin MIM North and South

Time Zone Used Through out the Order: Uniform (Local)

Task Organization: N/A

1. **Situation:** The weather at the NTC is unpredictable during the months of October through March. Large temperature swings are not uncommon. A high temperature of 85-90 degrees can quickly shift to 35-40 degrees in less than an hour. High winds and rain often accompany the temperature changes causing potentially dangerous conditions for training units, especially the light infantrymen.

2. **Mission:** Fort Irwin and the Rotational Brigade execute inclement weather contingency plan as necessary to ensure light infantry soldiers are expeditiously moved to dry out areas on Fort Irwin.

3. **Execution:**

A. **Commanders Intent:** Ensure the inclement weather plan is implemented and executed in a quick, orderly manner to get soldiers and their equipment dried out and back on the battle field as soon as possible. The Light Infantry Battalion Commander makes the request for implementation and forwards his request through the Brigade to the DTOC for execution. **The Rotational Brigade is responsible for executing the mission** with assistance, when requested, from the National Training Center.

B. **Concept of the Operation:** The inclement weather plan is conducted in two phases:

(1) Phase I: Movement and dry out of Light Infantry Battalion soldiers.

The Light Infantry Battalion Commander initiates the request to execute the inclement weather plan through the Rotational Brigade to the DTOC. The movement is initiated once approved by the Commander of Operations Group (COG). The COG determines the location of where to move the light infantry battalion. The Rotational Brigade moves the Task Force to one of the following areas: Priority 1: The Field Support Site (FSS) at Live Fire; Priority 2: Chuckwalla Gym, Ingells Recreation and Fitness Center, and the MCC Warehouse (B828). The Rotational Brigade immediately dispatches transportation to the affected units. As requested, the NTC augments the transportation with buses provided by NTC Theater Support Command (TSC). Herman Nelson heaters (or

ANNEX D (NOAH'S ARK) TO NTC & FT IRWIN NATURAL DISASTER PLAN

equivalent) **provided by the Brigade in conjunction with TSC** will be moved to the designated dry out points. The NTC augments this movement of equipment if necessary. On order, a medical triage team, from NTC MEDDAC, goes to the dry out site(s) to assist the unit's medical personnel. Priority of assistance will be cold weather injuries.

(2) Phase II: Re-deployment of soldiers to the battlefield. The Rotational Brigade will re-deploy the unit to the battlefield using organic transportation. All unit equipment will be returned to the Brigade's designated holding area with organic transportation.

C. Scheme of Maneuver

(1) Phase I: This phase commences immediately upon the approval from the COG to implement the inclement weather plan. DTOC will notify the NTC Emergency Operations Center (EOC) the inclement weather plan is being implemented and where the location for dry out will be conducted. The Rotational Brigade will request through DTOC any truck augmentation needed. DTOC will forward this information and the link up point to the NTC EOC. The Brigade will move light sets and heater units to the designated area immediately upon notification. The NTC EOC will inform the G3 of the decision and what equipment augmentation is needed. Upon approval of the request, the EOC will notify appropriate NTC units to execute the plan. A MEDDAC triage team will move to the designated location within two hours upon notification by the NTC EOC. The Rotational Brigade will set up and run the dry out area. The unit is responsible for feeding and providing warming beverages for the soldiers being dried out.

(2) Phase II: Once the unit is assessed fit for re-deployment, the Rotational Brigade will move the unit back to the maneuver box with organic transportation. The Brigade will displace the light sets, heater units and any other equipment used back to the Brigade Support Area (BSA).

D. Tasks to Units:

(1) Rotational Brigade:

(a) Responsible for the inclement weather plan execution.

(b) Provide transportation to Light Infantry Battalion(s) to designated dry out area. Coordinate with NTC TSC to identify licensed bus drivers to support the augmentation mission.

(c) Provide 4-6 each Herman Nelson heaters (or equivalent) to the designated dry out locations. Heaters can be brought from home station, drawn from Theater Support Command, or contracted through the NTC Acquisition Command prior to move out. The Brigade will insure that the heaters will be on hand for the entire rotation. Rotational units are responsible for all costs. **Safety Note:** Portable heaters

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have a potential safety hazard from carbon monoxide when used in inadequately ventilated areas. The heaters will be used to dry personnel and equipment. **The heaters will not be used in soldier sleeping areas.**

(d) Coordinate with NTC Materiel Management Center (MMC) for laundry facilities availability and the possibility of contractual services in the Barstow, CA area (Unit Cost).

(e) Coordinate with TSC for the availability of issuing dry sleeping bags (this will only be executed in extreme emergencies).

(f) Provide internal measures for weapons/sensitive items security and personnel accountability.

(g) Provide light sets to illuminate the dry out area.

(h) Coordinate to provide overflow facilities if required. The MCC Warehouse(B828) is under Brigade control.

(i) Provide warming beverages and food as required.

(j) Back brief OPSGRP personnel on the execution of OPLAN "Noah's Ark" and organic equipment available to support the OPLAN. .

(2) Operations Group:

(a) Brief all incoming units on OPLAN "Noah's Ark".

(b) Provide liaison between the NTC, DTOC and the Rotational Brigade.

(c) Select location of the dry out area.

(d) Assist Brigade as necessary.

(3) NTC Theater Support Command:

Brief. (a) Brief all incoming units on OPLAN "Noah's Ark" during RSOI ADVON

(b) Provide overflow facilities (MCC Warehouse) as required

(c) Provide up to 400 sleeping bags as soon as possible after the rotational unit requests them (only required in extreme emergencies).

(d) Provide 6 "Herman Nelson" heaters to rotational unit as required.

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- (e) Ensure "Dust Bowl" Mayor briefs the Rotational Brigade CSM.
- (f) Augment rotational transportation as required.
- (g) Increase United States Air Ambulance Detachment (USAAAD) readiness.

(4) MEDDAC: Deploy a triage team to the dry out site to augment rotational medics.

(5) US Army Garrison:

(a) Provide assistance through Acquisition Command for any contracting issues needed to execute the inclement weather plan.

(b) Ensure Chuckwalla Gym, Ingells Recreation Center and Fitness Center, in order, are available for overflow as required.

(c) Determine

(6) Acquisition Command: Provide Liaison to US Garrison Command.

E. Coordinating Instructions:

(1) The NTC EOC will notify all affected units if the inclement weather plan is implemented.

(2) The decision chain of the inclement weather plan execution is the Light BN CDR through Rotational Brigade CDR through COG to the NTC CG.

(3) Sequence of events:

(a) Plan initiated by Light BN CDR, through BDE, in coordination with COG, to NTC CG. DTOC informs the NTC EOC. Rotational Brigade begins truck movement to designated dry out area or transfer point for TSC/installation assets. Requests additional assets as necessary. DTOC approves requests.

(b) G3 Plans and Operations keeps the G3 and the Chief of Staff informed. DC/CS, in conjunction with the COG, approves support request.

(c) G3 Plans and Operations alerts NTC units that support is required, what support is required, and where support is to report.

4. Service and Support

A. Class I: Provided by rotational unit.

ANNEX D (NOAH'S ARK) TO NTC & FT IRWIN NATURAL DISASTER PLAN

ANNEX A: Life Support Equipment Availability

CSB Life Support Equipment On Hand as of 22 Oct 01

HEATERS

K24862 HEATER DUCT TYPE PTBL 4520-00-001-7726	HEATER MIL H11049	WB10AA	6
K24862/K24931 4520-01-136-2139	HEATER DUCT TYPE	WB29AA	1
KK4520 HEATER 4520-01-329--3451	HEATER	WB29AA	10
4520-01-329-3451	HEATER	WFMFAA	19

TENTS

T51043 TENT: SOLDIER CREW TYPE 2 8340-01-359-1481	TENT	WC09AA	2
V48989 TENT: GP MEDIUM 8340-00-482-3963	TENT GP MEDIUM	WB29AA	8
8340-00-482-3963	TENT GP MEDIUM	WC09AA	2
8340-00-482-3963	TENT GP MEDIUM	WFMFAA	12
V49126 TENT: GP SMALL 8340-00-470-2335	TENT GP SMALL	WB29AA	8
8340-00-470-2335	TENT GP SMALL	WC93AA	1
8340-00-470-2335	TENT GP SMALL	WCPSA3	1
8340-00-470-2335	TENT GP SMALL	WFMFAA	2
V49537 TENT: HEXAGONAL 8340-00-269-1374	TENT HEX CANVAS	WC93AA	3

TAB 8

**CCO Clearance Form,
Samples of
Status of Actions,
Claims Log,
AAR**

CCO CLEARANCE FORM

Clearance upon departing Fort Irwin shall be accomplished by each rotational CCO utilizing this checklist.

ACTIVITY	POC	FUNCTION	DATE	INT OF NTC PERSONNEL
Contract Division	PM	Turn-in Key		
Contract Division	PM	Complete list of all actions & status & claims log		
Contract Division	PM	Provide written AAR & debrief		
Acquisition CMD	CDR	Brief AAR and Lessons learned		
Contract Division	PM	Provide CCO information below		
DRM	Patricia Peacock	All funding issues completed		

CCO Full Name: _____ Grade/ Rank: _____

Home Base Assignment (full address) _____

Commercial Phone No.: _____ DSN _____

Email address: _____

Director/ Commander of Home Base Unit

Commanders Full Name: _____ Grade/ rank: _____

Commercial Phone No.: _____ DSN _____ Fax: _____

I, _____, certify that this form is complete to the best of my knowledge.

CCO Signature

Chief, Contracting Division



DEPARTMENT OF THE ARMY

NTC Acquisition Command

P.O. Box 105095

Fort Irwin, CA 92310-5095

REPLY TO
ATTENTION OF
SFCA-SR-IR

23 March 2004

MEMORANDUM FOR RECORD

SUBJECT: Contingency Contracting Officer (CCO) After Action Review (AAR), NTC Rotation 04-04, 81st eSIB, Washington National Guard

1. Purpose. The purpose of this AAR is to provide a lessons learned reference for future National Guard/Army Reserve Theater Preparation Rotations as well as Contingency Contracting Officers and Non-Commissioned Officers deploying to NTC in support of a rotational unit. This AAR will highlight areas of success and identify areas for improvement. Each topic will be presented highlighting the issue, discussion of that issue, and a recommendation.

2. AAR Comments.

a. Issue: Excellent Contracting Support.

Discussion: Rotation 04-04 CCO's received excellent support from the entire NTC Acquisition Command's staff. In particular Contracting Officers, SFC Epps and Ms. Marie Velez provided outstanding support and training. This outstanding support allowed for seamless award, execution and closeout actions.

Recommendation: Continue this outstanding support, preparing our CCO's for future operational missions.

b. Issue: Identifying Requirements between the Theater Support Command (TSC), 81st eSIB and the Acquisition Command

Discussion: There was a great deal of confusion concerning the support required at the start of the rotation. Most of this was due to the short lead-time as well as very nature of this new type of rotation, which had a great deal of unknowns. Also, a number of support issues had to be worked out due to the 81st not knowing or communicating their requirements. TSC did their best to anticipate the rotational requirements; unfortunately the result was a number "short-fused" acquisition actions for the Acquisition Command. Once the 81st arrived a number of contractual problems were identified and corrected by modifications of the contract, however, this could have been avoided with better communication from the unit.

Recommendation: For the next rotation of this type it is recommended that a listing of the contracts provided and applicable SOW's for Rotation 04-04 be presented in the first of coordination meetings with the in-coming unit. Further that a POC for the unit be partnered with

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the Acquisition Command so that all requirements can be clearly delineated up-front. This will allow the Acquisition Command to get what the customer requires in a timely manner and be a price reasonable cost due to the ability to properly compete the requirement.

c. Issue: Statements of Work did not completely identify the unit's requirements or allow for full NTC Directorate input

Discussion: Due to the short lead-time, TSC did their best to properly identify and provide SOW's for rotational requirements. However, there were disconnects as well as unit desires which were omitted. Further, the shorter lead-time impacted input from NTC staff (Preventative Medicine, Fire Department, Safety, etc.) in that they did not get their normal review of Statements of Work due to time constraints. Therefore, some requirements were not included which should have been. The Acquisition Command was able to address most of the shortfall through contract modifications as well as direct interaction with NTC staff.

Recommendation: The Acquisition Command has met with the 81st COR, RUBA TSC NCOIC and vendors on those unique support requirements (tents, Dining Facility and Laundry Service) and formulated basic SOW's, which can be used for all future rotations. *Of note, a number of changes were recommended by the vendors, which can potentially reduce our costs for future rotations.* We are also in the process of updating and staffing the revised SOW's to all NTC Directorates so they may address their specific concerns. This will provide a standard baseline SOW that can be modified, if needed, for future rotations of this type.

d. Issue: Rotational Compliance with NTC Policies and Procedures and subsequent impact on on-going operations

Discussion: Initially there were some problems with Rotational operations not being in compliance with NTC policy and regulations especially concerning tents, floors and dining facility. However, the Fire Department and Safety Offices were very helpful and understanding as to their requirements and impact on on-going operations. Their professional effort and working directly with the effected contractors corrected any and all shortcomings. Meetings between the contractors and the Fire Department and Safety Office were handled in a most efficient and effective manner. Problems were outlined with the NTC staff assisting the contractor in solving the problems at hand. In these cases the process never impacted operations. Unfortunately, the same cannot be said of the Food Service/Preventative Medicine's inspection of the contractor's facility. The Dining Facility Contractor felt that one individual of the inspection team acted in an extremely unprofessional manner and was incensed with comments to the effect that dining operations were going to be shut down as well as inaccurate observations being stated. These concerns were addressed with COL Williams and the situation was immediately corrected. No further problems were encountered and the inspector in question never returned.

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Recommendation: A number of the problems will be fixed by requirements being added to the SOW's, as outlined in Issue c. Also, recommend the following procedure for inspecting contractor sites be adopted. Before an inspection takes place, the NTC Directorate should contact the Acquisition Command and arrange a time to meet to conduct the inspection, informing the Acquisition Command of any requirements of the inspection such as: do not notify contractor (surprise inspection, etc.) Once an inspector reaches the site, the NTC representative and COR/Acquisition Command will contact the Contractor's On-Site Manager and jointly they will conduct the inspection. Recommend limiting the number of inspectors as to not disrupt the contractors operations. Further, if possible have the same inspector conduct any follow-up's to ensure continuity of the process. Also, request the inspectors refrain from making inflammatory statements such as "we are going to shut down your operation" etc. over minor problems. Obviously, any major deficiencies will require on the spot corrections, which will be done so as not to endanger life or property. Once the inspection has been completed and all parties understand what needs to be corrected, a formal report should be forwarded to the Acquisition Command to ensure the contractor takes all necessary actions to rectify any deficiencies. This is critical to ensure the contractor's compliance as well as subsequent effect on the contract's cost as well as terms and conditions. It has been my experience that most contractors are very receptive to working with the government since their operations can actually be improved by this partnership. However, the government also needs to remember this is an opportunity to partner with the contractor and cooperation is guaranteed when inspections are conducted in a professional manner.

e. Issue: Funding – Mission (FORSCOM) vs. BASOPS (IMA)

Discussion: Looking back on the genesis and execution of the rotation, a number of decisions, as to support, were driven by the funding, "color of money" being utilized. For example, leasing Festival Tents when it may have been cheaper to fix some of the "Clamshells" because operational dollars were being utilized and to fix them would have required BASOPS funding. I also believe that there were some instances when the Installation may have gotten a bit greedy and saw this rotation as an opportunity to fix shortfalls at the NTC, such as the RUBA Guard Towers. Bottom line is that we are all Stewards of the government's resources and it is OUR COLLECTIVE RESPONSIBILITY to work together to ensure the most effective and efficient utilization of funding is maximized. We need to look at long term utilization, not just 04-04 Rotational needs.

Recommendation: The NTC needs to review what the standard levels of support are going to be for rotations of this type and articulate what these common standards will be. This can be accomplished by a Process Action Team who will formulate/review these standards, identify requirements and determine what will be the best way to leverage costs over the years. This will only be accomplished with BG Fil's participation in that only General Officer involvement will break the BASOPS/Mission paradigm. This is the only way to bring sanity from IMA & FORSCOM to satisfy long-term requirements. With four to eight of these missions in the near future, I believe jointly funded projects will best satisfy these requirements and

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SUBJECT: Contingency Contracting Officer (CCO) After Action Review (AAR), NTC Rotation 04-04, 81st eSIB, Washington National Guard

effectively maximize resources. For example, instead of renting festival tents, which includes HVAC units, lights, flooring power connection, etc it may be more cost effective to purchase or build more permanent structures. If the NTC supports four consecutive rotations, on top of this one it will have cost approximately \$1.6M per five rotations totaling \$8M. However, by partnering FORSCOM with IMA each could provide partial funding to build permanent structures that would be spent upfront and save the government numerous dollars in the future. Not only on these rotations but also for years to come!

f. Issue: Mission's effect on contracts and funding

Discussion: There were a few occasions when decisions being made adversely affected contracts and subsequent costs incurred. Requirements for the rotation were identified in the SOW's however, last minute changes to training plans caused the government to pay for services contracted for which were not performed. For example, after the rotation was already in progress the decision was made not to feed soldiers breakfast at the FOB's because that delayed training. Even though we didn't serve meals, the government still had to pay for the contractor's cost for equipment and labor to staff operations for 3100 meals. Therefore, even though only 1850 soldier were being fed breakfast rather than 3100 for fifteen days, the overhead cost associated with 18,750 meals had to be absorbed. I can't say there would have been a dollar for dollar reduction in the overhead cost for those fifteen days since dinner had to be prepared for 3100 soldiers, however significant savings could have been realized. If this was identified in the contract formulation stage, we would have been able to properly account for this requirement. Another situation had to do with utilization of Reefers in that they wouldn't be returned because they were apparently still needed for the mission. I say apparently because the units support mission was completed four days prior yet they still had the Reefers. What was frustrating was that the Acquisition Command was never notified and the vendor sat and waited for hours for reefers that were not going to be returned until three days later, incurring additional charges.

Recommendation: This will probably be avoided in the future in that this rotation was so unique in comparison to other types of rotations performed at the NTC. However, the Acquisition Command should be more directly involved in the planning and execution of the rotation as well as considered in the decision making process. Mission execution IS the most important aspect, however, consideration and proper coordination can prevent waste and misuse of valuable resources. I would recommend that a representative attend all operational briefings and meetings so as be fully aware of mission changes. This will allow the Acquisition Command to provide some insight on the smartest way to procure as well as plan more flexible contracting vehicles to deal with the ever-changing mission.

g. Issue: Importance of TSC RUBA NCOIC Mayor and Contracting Officer Representatives

Discussion: The RUBA NCOIC Mayor and 81st Contracting Officer Representatives were crucial to ensure contracted service was provided. COR's and the RUBA NCOIC/Mayor were trained by the CCO and assigned via COR Appointment Order. The majority of COR's did a

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SUBJECT: Contingency Contracting Officer (CCO) After Action Review (AAR), NTC Rotation 04-04, 81st eSIB, Washington National Guard

good job, however, a few did not take their responsibilities seriously which resulted in lost or damaged equipment. That being said, if it wasn't for MSG Santana, NCOIC RUBA Mayor, this rotation would have been a nightmare. He was THE liaison who coordinated between the contractors, unit and the Acquisition Command to ensure all did their jobs as assigned. He also was appointed as COR on the major support contracts and TSC equipment. This rotation was unique in that all requirements came to the Acquisition Command from TSC and not the unit. Further, impacting this was the ignorance of the 81st as far as operational execution. They never seemed to know what was going on as a whole and I don't think ever took responsibility for their rotation. MSG Santana and his select team provided that 24/7 oversight that ensured the soldiers of the 81st received the support contracted for. He kept me informed of all matters, both great and small, that could potentially affect execution of the contract. MSG Santana went as far as make "on-the-spot" corrections, with concurrence of this office, which averted a number of problems before they occurred.

Recommendation: Retain MSG Santana as NCOIC RUBA Mayor as well as add a senior NCO to assist. The sheer magnitude of this responsibility and workload does require assistance. Appoint as COR for major contracts such as tents, floors and equipment utilized by TSC entities. Continue to train Rotational CCO's, assign via COR Appointment Orders and hold them responsible for their duties. In future rotations, place more responsibility on the COR's as well as hold them pecuniary liable for any lost or damaged equipment if not properly accounted for. As well, ensure COR's remain at the NTC until their respective contract is closed.

h. Issue: Performance of Dining Facility in support of Rotation 04-04

Discussion: This contract was with Cattlemen's Meat Company and was performed in an outstanding manner. This owner, Ray Christiaens, and his company was the best performing contractor of the entire rotation. The food prepared was of the highest quality with no problems encountered in the operation of the facility. Also, the COR CW2 Jung and Food Service NCOIC MSG Tyler were critical in making this such as smooth running operation. This operation was the model of efficiency for the rotation. Further, I had the opportunity to meet with Mr. Christiaens, CW2 Jung and MSG Santana to discuss on how to further improve operations in the future. A number of cost-saving and operational recommendations were made and are outlined below

Recommendation:

- (1) A strong relationship between the Rotational Units Food Service staff and the contractor is essential to an effective. The Food Service Warrant Officer or NCOIC should be appointed the COR and is crucial in verifying head counts, managing line flow and providing oversight of dining room operations.
- (2) To leverage costs in the future, it is recommended this award be competed with a base period (first rotation) with options for successive rotations. This will ensure continuity of operations, but also allow for economies of scale as well as realize significant savings since each

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rotation would not require the cost of transportation and set up/tear down. Further, we may want to look at the evaluation factors in that price may not be the best value when it comes to feeding our soldiers. We may want to look at evaluation factors such as: Equipment 40%, Past Performance 40% and cost 20%.

(3) Rewrite SOW's incorporating all NTC Staff recommendations up front. (see Issue d)

(4) The following recommendations were made by the vendor and/or COR: *(I recommend working with the Installation Food Service Officer and TSC to incorporate as many of these recommendations as possible)*

(a) Offer two line items on the solicitation rather than just one. The two line items recommended are: Equipment/Labor (lump sum) and Food Cost (per meal cost) rather than just per meal cost. By doing so you can separate your overhead from your food cost. . Another way would be solicit with guaranteed minimums and provide reduced costs based on reaching certain workload levels. For example, set the guaranteed minimum at 75% of total strength projected and then have a second line for a second price should the contractor feed 90%.

(b) Government should provide generated or electrical hook-up to RUBA power rather than the contractor. The cost to the government would decrease if power was provided by the government rather than the contractor due to operating and fueling costs as well as labor requirements in the re-fill process.

(c) Rather than providing a listing of menu items required, provide a ten-day menu of which the vendor can utilize. This allows for the maxim utilization of food by providing the contractor the ability to re-cycle unused food stock. Also, this tightens up the food planning for the vendor with the ability to better cost the contract. This also holds the contractor to a standard for the type of food provided. The current menu states two meats one could be hot dogs every day, there is no quality standard set only states meat.

(d) Found providing two vegetables was great waste of food. CW2 Jung clarified saying that the vendor could provide one vegetable at the line and the salad bar suffices as the other vegetable.

(e) Specify in the contract the amount of dining room area required. A good rule of thumb would be to provide space for 25-33% of total personnel per Army regulation however the contractor recommended 25% based on his experience with similar operations for the military and Forrest Service.

(f) If we do decide to use the Menu planning standards, recommend the following:

1. Delineate that vendor must use "fresh or frozen has browns, not dehydrated. Contractor finds too much manpower time is lost in the hydration process as well the soldiers enjoy the taste of fresh or frozen over dehydrated..

2. To ensure quality of beef, require at least USDA inspected beef/steaks.

3. Offer chocolate milk, the soldier expressed their desire for this.

4. Questioned pasteurized eggs. No fresh eggs are pasteurized so do this preclude the use of fresh?

(g) Remove headcount from the SOW. Per AR 30-22 and DA PAM 30-22 head count is not required in a field environment.

(h) Due to our Jewish and Muslim soldiers, DO NOT serve two pork products as your only meat entrees. This ensures these soldiers will be able to eat a meat entrée.

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(i) Delineate that the government will provide water as well as grey water discharge. These were provided and we need to document this, as well as the proximity to these areas, in the SOW. Also, require the contractor to possess and utilize a grease trap. We have the facilities and this will facilitate proper disposal.

(j) The soldiers identified their desire for the vendor to provide coffee, hot water for tea as well as a cold beverage, like iced tea, on a twenty-four bases. Do not recommend soda as cold drink due to the cost. Mr. Christiaens stated that the manpower and cost would be minimal.

(k) Need to identify specific equipment requirements and add to the SOW. This will ensure all contractors are providing similar types of equipment and service. We don't want a situation where we are expecting mobile kitchen units and a contract is awarded to a vendor who prepares meal in a tent. I question the sanitary conditions of this type of set-up, and would require a determination from Food Service/Preventative Medicine.

(l) When we originally solicited the contract we offered two options, government furnished food stock and contractor furnished. The contractor stated that in the long run it would cost the government more when providing food stock due to the labor involved in breaking down Unitized Group Rations. Further, since the meals come provided in boxes a great deal of labor is also expended in breaking down the boxes.

i. Issue: Performance of Laundry Cleaning services in support of Rotation 04-04

Discussion: This contract was with Space Age Engineering Inc., subcontracted to Foasberg Textiles. The contractor has no direct involvement, other than overhead while Foasberg ran the site and performed in an outstanding manner. This owner, James Foasberg operated a 24/7 operation on site (pick-up/drop off), which was raved about by the soldiers. Soldier would drop off laundry in bags separated with one being for uniforms, the other for other laundry. They would fill out tags with their name and last four of their social security number. The bags would then be presented for processing. The vendor would take laundry from the RUBA on a daily basis to the vendor's facility every evening at 1700 and returned the next morning. The on-site operation sorted the load and offered pick-up at 1400, less than a 24 hour turn-around. The vendor also provided priority pick-up to support the soldiers in the field. Returned laundry was made available and forwarded to the soldiers in the field by the 81st on a daily basis. To ensure validity of the count, the vendor would provide a daily listing that the COR would check on a daily basis so as to verify number of bundles processed. Further, on their own, they also offered additional services to the soldiers to starch their uniforms at a cost of \$5.00, which was very popular with the soldiers. Further, I had the opportunity to meet with Mr. Foasberg, MSG Weaver, COR, and MSG Santana to discuss on how to further improve operations for future rotations. A number of cost-saving and operational recommendations were made and are outlined below

Recommendation:

(1) COR: A strong COR is crucial to ensure operations are run smoothly. Communication is the key to ensuring the soldier understands the process as well as that the

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service is available. In this case the 81st did a very poor job in informing their soldiers of the availability of laundry service.

(2) Rewrite SOW's incorporating all NTC Staff recommendations up front. (see Issue d)

(3) Laundry services are an ongoing requirement for rotations at the NTC. The force structure of support units should review the possibility of adding a Laundry/Bath Company to the Installation. The unit would get real-world training on a monthly basis while significantly cutting the cost of rotational work .

(4) Workload: The amount of laundry processed was well below the projected workload anticipated of 500-900 bags. Based on this smaller workload, like the dining facility, we had to compensate the vendor for a percentage of his operating costs. In future contacts we should solicit with guaranteed minimums and provide reduced costs based on reaching certain workload levels.

(5) Impact on Workload: One of the major impacts on the workload was the fact that the coin-operated Laundromat located in the RUBA was open during the unit's rotation. If the soldiers are to provide laundry service, the RUBA Laundromat should be closed or on-site laundry service should not be provided to the soldiers. Utilization of RUBA coin-operated facilities does not allow us to take full advantage of quantity price discounts. The purpose of having laundry services on site was to allow soldier to concentrate on training.

(6) Starched Uniforms: At the request of the soldiers, the vendor also offered starching of uniforms at a cost of \$5.00 per set of BDU's. This service needs to be delineated in future contracts with the price cut since the government already pays for the cleaning.

(7) Recommendations made by the contractor are as follows:

(a) Solicit directly to Foasberg for future requirements and save a 25% overhead currently being paid to the prime contractor.

(b) Coordinate the ability of the vendor to purchase uniform and clothing through Clothing Sales. The vendor did damage or loose a small number of uniforms and allowing access would streamline the process in getting the soldier replacements.

j. Issue: Utilization of tents and floors for Rotation 04-04

Discussion: This contract caused the greatest amount of trouble for this rotation. Problems encountered are outlined below:

(1) Erecting of tents: The installation and set-up was delayed due to the complexity of the task, coordination of subcontractors as well as geographic dispersion of locations. One contractor responsible for all five sites was probably not the most efficient way to handle the tents and floors; in fact the floors were taken away from the prime contractor when he couldn't guarantee completion by required dates. A contractor possesses limited manpower and to try and spread them between five locations was not terribly successful. Also, delays were also encountered due to required range briefings or last minute changes in range availability. Having contractors sitting around for hours on end to get to remote locations was not effective use of contractor assets.

(2) Safety/Fire Concerns: Another area of concern that surfaced was concerning safety and fire prevention requirements. Both Safety and the Fire Department identified problems

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during the installation of tents and floors. Both Directorates were very professional and worked these issues with the contractor to success with little or no delays in schedules. However, these could have been avoided with inclusion of these requirements in the SOW.

(3) Bankruptcy of the Prime Contractor: The tent Prime Contractor filed Bankruptcy during the rotation, which caused problems with the sub-contractors, especially the HVAC subcontractor CAT Entertainment Services. Heat was lost for one night due to payment issues to the subcontractor and subsequent legal negotiations. Heat was restored with minimal disruption, however, friction between the Prime and the Sub continued throughout the rotation.

(4) Heating Ventilation and Air Conditioning(HVAC) Use: Utilization of a HVAC, mainly the air conditioning portion of the system, for this time of year was not required since temperatures were relatively cool. We would have been better served to utilize heaters and generators only. HVAC units would be better suited for the late spring and summer months. Utilization of heaters only would have significantly cut costs, HVAC was the most costly portion of the tent package.

(5) HVAC Technical Assistance: The HVAC systems utilized for this rotation were continually in need of technical oversight. The minor system interruptions were due to system breakdowns as well as soldier's tampering with the contractor's equipment without authorization. In fact an electrical fire did occur in one generator. We believe this was due to a soldier holding down the starter switch, however, this could not be proved. The contract called for 24-hour repair, however, due to the complexity of problems with the systems an additional contract to place a 24-hour technician on site was required. Further, I question the adaptability of this type HVAC system for this environment.

(6) Overall Cost: The cost of tent and floors was staggering, as stated in issue e. Over the long term I truly believe the NTC would be better off utilizing permanent structures. Unfortunately, the short lead-time and execution did not allow for extensive research and analysis as well as allow for leveraging costs over the long term.

Recommendations:

(1) The NTC needs to identify long term solutions leveraging costs over the long term, see recommendations in Issue e. **For example the cost to buy and install self-contained units would be \$. (See enclosure 1) once received add in**

(2) Should tents be used in the future, recommend the following:

(a) Utilize separate contractors, one for the RUBA and one for the remote areas, (FOB's, Bicycle Lake & Gunnery)

(b) Rewrite SOW's incorporating all NTC Staff recommendations up front. (see Issue d)

(3) In the winter months contract for heaters only, in the summer acquire HVAC units along with 24/7 technician on site.

(4) Instead of wooden floors, have contractor build compacted sand floors, boarded by forms, which will be 6" above grade, covered with colored turf carpeting. These can be utilized over the long term and would only need minor work to maintain. Cost would be \$2.41 per square foot vs. \$2.66 for food floors, would have less fire and safety concerns. The cost can

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be cut significantly if the vendor would be able to utilize fill from the borrow pit at the FSS since the majority of the cost will be for trucking of fill material. (See enclosure 2).

k. Issue: Planning for Portable Latrines and hand sanitizers in support of Rotation 04-04

Discussion: There was a great deal of confusion over what the exact requirements and locations for the portable latrines and hand sanitizers. Upon the 81st arrival, a meeting was held with the contractor Vantex, 81st RUBA NCOIC/Mayor and the Acquisition Command. Vantex outlined the entire process and costs for the equipment and then discussed each requirement line by line with the unit and projected requirements for all sites. Once that was accomplished, this operation ran smoothly except for the excessive graffiti and ammunition left in portable latrines. The contractor commented that this was the worst rotation as far as graffiti written on the units. Further, a great deal of ammunition was found in the latrines left for the contractor to "fish-out" and coordinate disposal. The 81st was notified on numerous occasions but never dealt with the situation.

Recommendation: When a rotation unit comes to the NTC for their pre-deployment planning visits, Vantex briefing and coordination should be accomplished well. It only takes an hour to complete and will ensure unit requirements are planned and coordinated prior to their arrival. In regards to graffiti and ammunition, the C2 of the rotational unit MUST strictly enforce safeguarding of vendors equipment.

l. Issue: Fuel levels in vehicles, refrigerated vans and generator light sets at turn-in.

Discussion: When turning in vehicles, refrigerated vans and generator light sets significant charges were incurred because the units were not "topped" off. Initially, vendors attempted to charge greater than market prices for this service, however, we were able to negotiate these costs down to a reasonable price.

Recommendation: As part of the turn-in process, COR's must ensure coordination is made for all units to be topped off. The cost of utilizing government fuel is much less than what a contractor would require. This will be incorporated into the COR training program as part of closeout operations.

m. Issue: Cellular Phone Service

Discussion: During this rotation cellular phones utilizing Verizon service were obtained. Unfortunately, the reception was very poor in numerous locations throughout the Installation area as well as numerous locations in the box. Service was so bad that CCO's could not even receive cell phone call in their rooms in the Landmark Hotel

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Recommendation: Past rotations as well as individuals with ATT serviced telephones did not encounter the same problems as the Verizon phones. ATT does provide superior service at a price competitive with Verizon. For future rotations, CCO's should award to contractors utilizing ATT service and avoid Verizon.

n. Issue: General Recommendations from Contractors to Improve Efficiency

Discussion: Many of the contractors voiced similar ideas, outlined below, that could potentially improve their efficiency as well as the quality of life for their employees.

(1) Provide information to contractors to better prepare for the NTC, including:

- (a) A map of Fort Irwin
- (b) A phone listing or directory of post services to include emergency telephone numbers.
- (c) Lists of rules, regulations or post policies that a civilian should know, i.e. where they can and cant go, alcohol policy, etc. As well as a list of things to expect at the NTC such as gun and mortar fire

(d) How to prepare for the NTC weather conditions.

(e) Contact information for contractors to coordinate electricity or other services.

(2) A better process of obtaining gate clearance on entering Fort Irwin. Contractors spend a great deal of time on re-entering Fort Irwin. Contractors who are working a temporary, short-term mission such as 60 days have asked for a pass so as to expedite their entry. *This may not be feasible due to security issues, but have asked it be addressed.*

(3) Access to post Commissary and PX. Vendors have complained about the time it takes in driving to Barstow to pick up small quantities of food stock or supplies when they could have utilized government facilities. The vendor ends up paying an employee to drive back and forth to Barstow, which takes that employee away, from their tasks, which are part of a contractors overhead and gets passed back to the government in the contract. Further, a number of contractors employees are housed on post and don't have transportation to Barstow. Limited access would improve contractor employee's morale which in-turn improves productivity.

Recommendation: Staff these recommendations to see if it is feasible to incorporate to current Fort Irwin policies and procedures.

3. Should you have any questions concerning this information, please do not hesitate to contact me at Extension 3693 through 25 March. As of 29 March, please contact me at Fort Dix at 609-562-3196 or email at daniel.perrotta@dix.army.mil.

DANEIL J. PERROTTA

LTC, QM

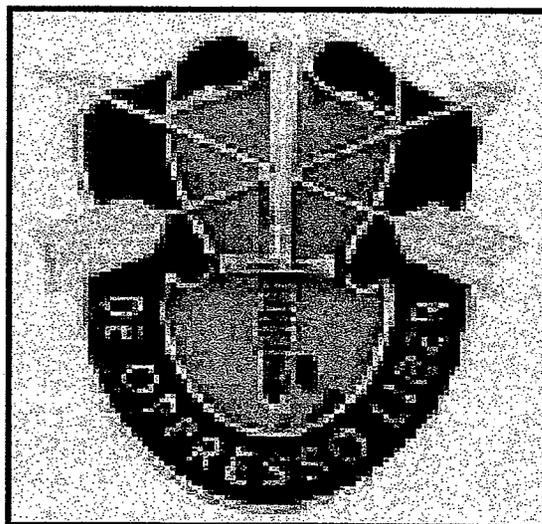
Contingency Contracting Officer- Rotation 04-04

Director of Contracting – Fort Dix



**NATIONAL TRAINING CENTER
ACQUISITION COMMAND**

NTC ROTATION 04-03
Contingency Contracting Officer
After Action Review



3rd Battalion

5th Special Forces Group

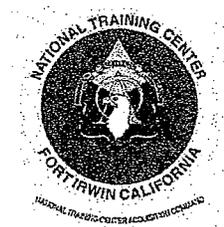
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NTC, ACQUISITION COMMAND

AGENDA

- Mission
 - Total Funded Amount
 - Budget & Claims
 - Significant Challenges & Issues
 - Lessons Learned/AAR Comments
-



NTC, ACQUISITION COMMAND

MISSION

Provide responsive and total contracting support for the 3rd BN, 5th SFG, during NTC Rotation 04-03 in order to fully support the full spectrum of combat operations and to ensure complete mission success.



NTC, ACQUISITION COMMAND

TOTAL AMOUNT FUNDED

TOTAL MIPR AMOUNT:	\$154,000 + \$30,000
ESTIMATED UTILITY AMOUNT:	\$25,000.00
CURRENT AWARDED AMOUNT	\$121,268.82
ESTIMATED ROTATIONAL AMOUNT	* \$ 146,268.82 *

****One contracts outstanding (SCLA building)**



NTC, ACQUISITION COMMAND

04-03 BUDGET SHEET

REQUIREMENTS LIST				
ITEM	ORIGINAL AMOUNT	PR #	CONTRACT #	CONTRACTED AMOUNT
Lease of Buildings	\$57,500.00	W80WLG-4002-N201	W9124B-04-M-0080-P0001	\$68,000.00
Latrines	\$4,160.00	W80WLG-4002-N202	DAKF04-01-D-0007/0195	\$3,520.00
Fuel Services	\$6,300.00	W80WLG-4002-N203	W9124B-04-M-0082-P0001	\$3,750.75
Bottled Water	\$3,360.00	W80WLG-4002-N204	W9124B-04-M-0077	\$3,360.00
Cell Phones	\$1,049.93	W80WLG-4006-N205	W9124B-04-M-0089	\$1,049.93
Catered Meals	\$29,866.00	W80WLG-4006-N206	W9124B-04-M-0084-P0001	\$28,664.55
Generator	\$3,000.00	W80WLG-4012-N207	CANCELLED	
Security Services	\$12,240.00	W80WLG-4009-N208	W9124B-04-M-0093-P0001	\$10,444.50
Bus Service	\$1,100.00	W80WLG-4009-N209	W9124B-04-M-0102	\$1,100.00
	\$118,575.93			\$119,889.73



NTC, ACQUISITION COMMAND

SIGNIFICANT CHALLENGES/ISSUES

- January Rotation
 - Receipt of MIPR
 - Utility Estimate
 - New Requirements
-



NTC, ACQUISITION COMMAND

LESSONS LEARNED / AAR COMMENTS

- Outstanding support and assistance from SFC Epps prior to and during rotation
 - Communication with the supported unit S4 was excellent
 - Learned Contract Closeout procedures
 - RM, Ms Bupara, helpful and very responsive
 - COR take photos of buildings upon occupation
-



NTC, ACQUISITION COMMAND

OTHER PURCHASES

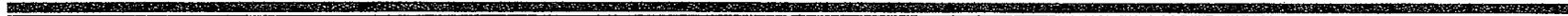
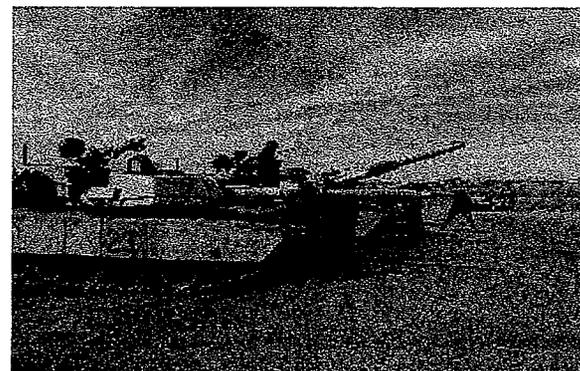
- \$25K Micro-purchases
 - Vehicles obtained via TDY orders ~ \$13K
-



NTC, ACQUISITION COMMAND



QUESTIONS?



TAB 9

CCO Evaluation Sheet

**NTC ROTATIONAL CONTINGENCY CONTRACTING OFFICER
PERFORMANCE EVALUATION**

The purpose of this NTC Contingency Contracting Officer/NCO Evaluation is to provide performance feedback as to how well the CCO performed his/her duties while deployed/TDY at the National Training Center, Fort Irwin, and California.

Name of Officer/NCO/ DA Civilian being evaluated: _____

Period/Rotation _____

Instructions: Please circle a response or provides written comments:

1. Trained on Standard Procurement System (PD²) prior to deploying to NTC _____
2. Demonstrated Knowledge of PD²
 - a. Fully proficient
 - b. Minimum help required
 - c. Needed detailed instruction continuously
3. Make corrections in SPS/PD².
 - a. Worked independently with minimal errors
 - b. Occasionally made errors that required assistance
 - c. Needed help often to correct errors
4. Did the CCO demonstrate knowledge of PD2 when preparing solicitations, amendments, awards, and modify contracts changes? _____
5. Did CCO have any knowledge of Resource Management requirements or procedures prior to arriving at NTC, if not, Why? _____
Did the CCO understand the DRM process at the completion of the rotation? _____
6. Did the CCO demonstrate knowledge/understanding of the FAR? _____
7. Did the CCO understand how to use the PRweb system for PR&Cs to process requirements electronically? N/A
8. Did CCO follow in processing and out-processing procedures? _____
9. Did the CCO demonstrate a willingness to learn? _____
10. Did the CCO cooperate with CCO PM and DRM to ensure proper funding for mission requirements were accomplished? _____
11. Did the CCO establish files and conduct contract file management IAW the Contracting Division SOPs, FAR, DFAR and other regulations? _____
12. Did the CCO complete delivery order on latrines appropriately? _____

**NTC ROTATIONAL CONTINGENCY CONTRACTING OFFICER
PERFORMANCE EVALUATION (CONT'D)**

13. Did CCO provide needed equipment to the requiring rotational unit when they needed it and on time?
14. Did the CCO coordinate all requirements prior to the main body arriving at the NTC?
15. Did CCO adequately document all transactions with all vendors for all contracts generated?
16. Did the CCO conduct and document solicitations, i.e. Market research, competition (abstract), 2579 small business set aside, and administer close out for all contracts?
17. Did CCO close out all contract claims and disputes prior to departing?
18. Did CCO utilize one or more COR's to conduct the issuance and turn-in of all deliverables? Was it effective?
19. Did the rotational unit provide an adequate number of COR's to handle all contract requirements for monitoring all goods and services provided by contract?
20. Did the CCO provide an out briefing and an after action report for the CCO Program Manager and Acquisition Commander prior to departing NTC?
21. What is the overall potential in contracting for the CCO?
22. Did the CCO demonstrate the following? Initiative; Listening Ability; Coordinating/COR; Cooperation; Patience; Technical Expertise; Negotiation Abilities; Dollar/Cost avoidance discovered for rotation; Sensitive to customer needs.
23. Was the CCO's knowledge and abilities significantly improved before departing NTC?
24. Summarize the effectiveness of the CCO during the entire rotation:

CCO Program Manager _____ Date _____

NTC Acquisition Commander _____ Date _____