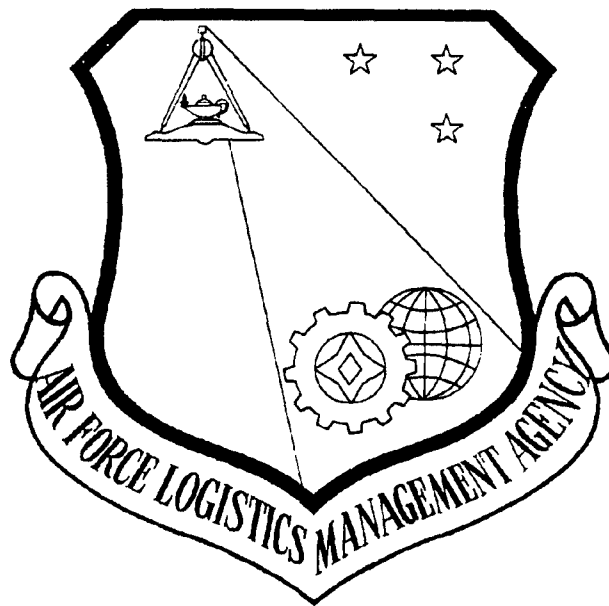




CONTINGENCY CONTRACTING CUSTOMER GUIDE

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13. ABSTRACT (Maximum 200 Words) The number and duration of contingency contracting taskings has increased significantly in recent years. This increase taxes the ability of deployed Contingency Contracting Officers to provided functional area deployed personnel with instruction in the contracting process. In lieu of requiring a deployed contracting officer to train individual customers on the process, the customer support guide provides the necessary explanations without straining valuable manpower resources. The Contracting Deployment Customer Guide aids the customer in contingency situations and addresses purchase requests and statements of work, types of contracts available, customer responsibilities for administration, and receiving and paying for goods and services.				
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The number and duration of contingency contracting taskings has increased dramatically over the last few years. This increase means that fewer contracting officers are available to deploy to each contingency, and therefore, have less time to assist functional area deployed personnel with instruction in the contracting process. In lieu of requiring a deployed contracting officer to train individual customers on the acquisition process, this guide was developed to explain to customers how best to obtain the contracting support they need in a contingency environment.

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Mission/Goal

If you are reading this guide you are either in a contingency situation or you are attempting to prepare for one. Either way, you are the customer of an Air Force Contracting organization whose mission is to procure the goods and services YOU need to accomplish YOUR job. In an attempt to serve you better this guide was developed to assist you in understanding the contracting process in a contingency, and how to most effectively satisfy your requirements. *Please note that this guide is written for the functional representative at the worker level who will be dealing with contracting on a daily basis.*

The mission of the contracting office supporting you is to organize, plan, and execute the acquisition and administration of supply and service contracts to support the warfighter. Contracts include purchases for everything from products like electronics, tools, hotels, renovations to buildings, and food services to nuts and bolts. Our goal is to deliver the best valued supplies and services to you in a timely manner.

Planning

As a contracting customer, one of your key responsibilities is the timely and proper planning of your requirements. Obviously if you are already in a deployment situation, the amount of preparation you can accomplish is limited. However, this section will provide some insight to the phases of a contingency and what you as a customer can expect during each phase. Although planning is limited, it is still VERY beneficial in the sustainment and redeployment phases.

ADVANCE PLANNING

It is important to think about what you will or might need before you deploy and communicate these needs to the Contingency Contracting

Officer (CCO). For example if you know you will not be able to transport certain equipment, it is not pre-positioned, and it will have to be procured at the deployment location upon arrival--let the CCO know. This is so CCOs can position themselves with information and site surveys that will make the procurement process go much smoother when deployment actually occurs, i.e. if possible don't wait until you're on the ground at the deployment site before you start talking to the CCO. Deployment exercises are good opportunities to practice and refine contracting interaction.

Initial Deployment

This phase occurs during the first couple of days in a contingency. It is characterized by seemingly chaotic troop movements and set up of operations. In cases where the base infrastructure must be created from scratch you will notice everyone hustling to establish operations and competing for scarce resources. Your CCO will be in high demand and may be hard to find as he/she is out working a critical item list and surveying the local market. During the first few days, the deployment commander will typically monopolize the CCO's time with requirements for essential items such as food, shelter, water etc. Your best access to the CCO at this point is probably through the most senior leader in your chain of command on the battle staff. For example, if you are in a maintenance squadron the Logistics Group Commander will most likely have the best access to the CCO. A second consideration you should be aware of is the CCO may have a joint commitment. In some cases, for example EUCOM's Bosnia operation, the CCO may be part of a Joint Contracting Center which supports many sites or agencies. In this case he may not be able to devote 100 percent of his time specifically to you. This is not to say he can't support you, but simply an explanation for why it may be difficult to find him or her.

During the initial phase of deployment, the CCO will be working from informal purchase request documents until proper procedures are established. He or she may accept requirements scribbled on a napkin or through a phone call. Despite the absence of an official purchase request, formal approvals or fund citations, it is still YOUR responsibility to make sure funds are available from finance to support your requirement. CCOs can be extremely flexible in supporting you, but they cannot buy anything without money. If you process a request without formal documentation, provide the relevant information to contracting within the next 48 hours. This will provide an audit trail for the future.

Build-Up/Sustainment Phase

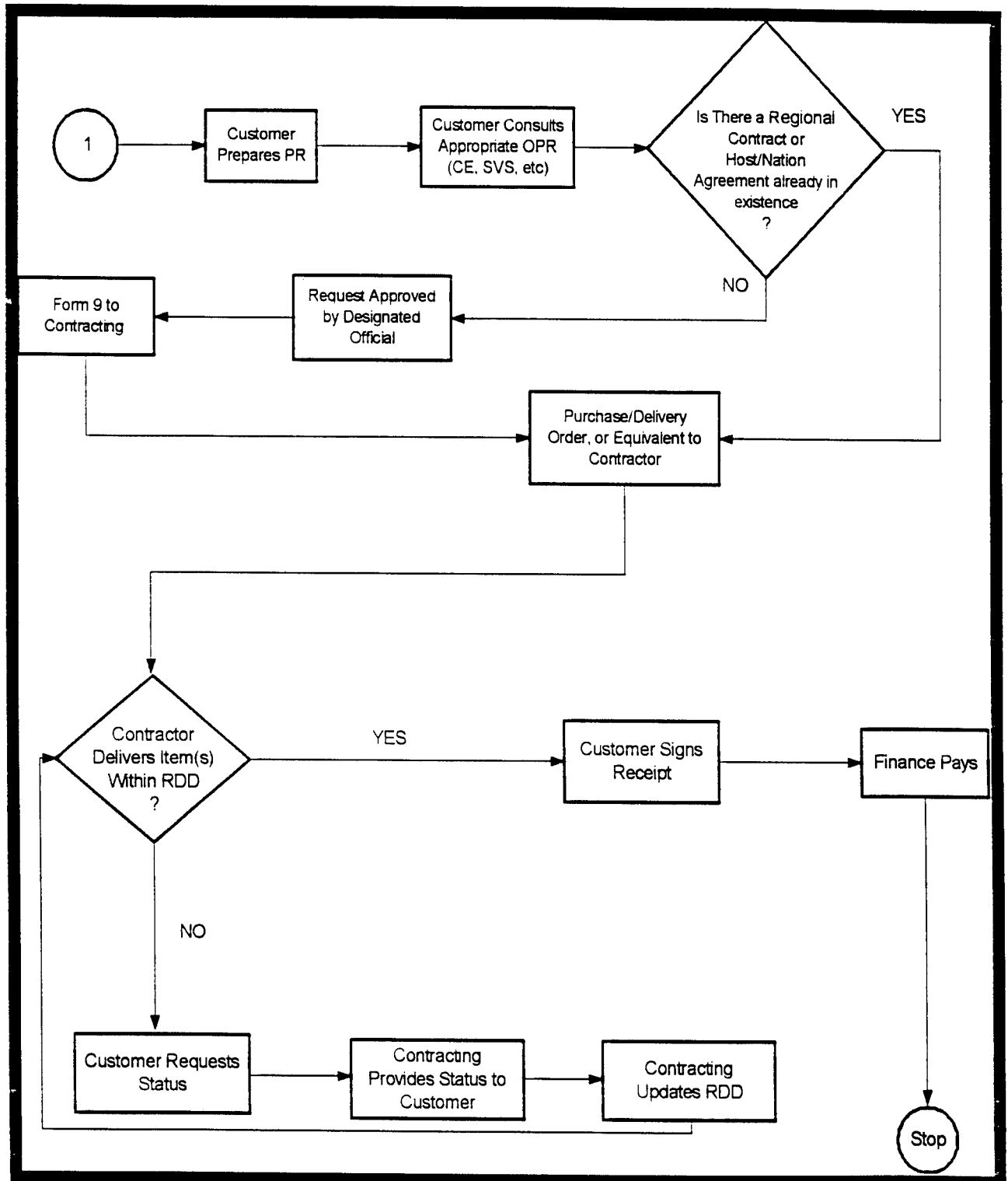
During the build-up and sustainment phases a more stable process should evolve. This process will still be simple compared to home station procedures, but will be more formal. A typical process is represented in figure 1. The important thing to remember is that the process will be established by agreement between the CCO and deployed commander; therefore it will vary from location to location. At a minimum however, it should be consistent in that some form of review/approval and funds control will be established.

It is during this phase that planning becomes VERY important. We have learned through experience that customers must forecast or anticipate requirements for the eventuality of hostilities or increased operations tempo. This is important because in many cases we are unfamiliar with the quantities of expendable items used during this phase. This can cause critical shortages of important items at the worst possible times. Types of expendable items include flightline gases like oxygen, nitrogen, argon, and many fuels. You as the user should attempt to establish if your consumption of expendable items will increase or even decrease during hostilities and prepare accordingly. You may want to order additional supplies to hold as reserves, or ask the CCO to survey the market to see if suitable quantities exist downtown to support surge operations.

Redeployment

During the redeployment phase the purchase of goods and services will slowly wind down. Have a plan of action for reduction of services for your area during this phase. Service reduction may cause consolidation of locations, movement of people, and competition for scarce resources again. Typical things to be scaled down include: laundry service, number of rental cars, refuse collection, billeting arrangements, etc.

The Contracting Process



Purchase Request Documents

The basic and most important document required by contracting is a purchase request. Without a properly prepared purchase request, it is impossible to make an authorized purchase. During the initial deployment any format may be used for submission of a purchase request so long as the following requirements have been met:

- (1) Request has been approved by the deployed commander or his/her designee; and
- (2) Funds have been certified through the Accounting and Finance Office.

During sustainment an appropriate requisition document (DD 1348-1 or AF Form 9) must be utilized to request supplies/services or construction. Further guidance and procedures will be provided to each organization once they have been established by the deployed commander in conjunction with the CCO.

Lines of approval

The first step in any requirement is to determine which activity is the Office of Primary Responsibility (OPR) for your need and see if that office has a mechanism to support your requirement. For example, if you need a vehicle, contact the transportation OPR to see if they can fill your need. If not, prepare the appropriate documentation for contracting to rent/buy the requirement locally.

In most cases a senior official will be designated as the approving authority for all local purchase requests. This authority may be retained by the deployment commander or delegated to his staff. Where this authority rests largely depends on the size of the deployed force. Either way,

you will have to obtain approval at this level for anything bought locally.

Preparation and Submission of Purchase Requests (AF Form 9)

Requests for services and supply items (those items for which the Base Supply Officer is not the accountable officer) are processed through the use of an AF Form 9. You need to ensure proper coordination is obtained prior to submission to Contracting along with providing adequate purchase descriptions and any other required documentation.

Who may submit Purchase Requests

The deployed commander and the contracting officer will establish the local lines of authority for requestors and approving officials. In most cases specific individuals from each functional area (including yours) will be designated in writing by the DCS to approve purchase requests for that area and submitted to contracting.

Who can obligate government

When spending public funds, DOD must substantiate its requirements and strictly control its contracting function. This control is accomplished by officially appointed individuals who have express written authority to bind the U.S. Government to a contractual agreement. The Contracting Officer is the **only** agent who represents the Government in this capacity.

This unique personal responsibility means supervisors, commanders, and others having administrative control over Contracting Officers must avoid directing Contracting Officers to take action which might violate contracting regulations.

Unauthorized Commitments and Ratifications

Occasionally, Contracting Officers receive requests to issue contracts to cover commitments which unauthorized individuals make to expedite a job or which, in the opinion of the individual, was an emergency purchase. Contracting Officers do not have this authority. Ratification (or approval after the action has taken place) authority is found in the Federal Acquisition Regulation (FAR) Part 1 and its supplements. When unauthorized commitments occur, the individual will submit a statement of all pertinent facts to his/her commander. Commanders must forward to the Contracting Officer the statement of facts, a description of any disciplinary action taken or why none was considered necessary, and the steps being taken to prevent recurrence. If non-USAF personnel commit unauthorized acts, their ratification actions will be processed through the departmental headquarters or agencies which have authority over them. Transactions cannot be ratified if they could not have been made by a properly authorized Contracting Officer (i.e., illegal contracts). After the facts are determined, the Staff Judge Advocate will evaluate them and determine if all documents are legally sufficient. If he/she recommends ratification and the ratifying official approves, the unauthorized contractual commitment will be put on contract and paid after the price is determined to be fair and reasonable. ***The seriousness of acting without proper authority cannot be overemphasized.*** Don't do it. Let the Contracting Officer help you.

The contracting office is responsible for contracts with all firms wanting to sell goods and services to the installation. To protect the interests of the Air Force and prevent unauthorized contracting:

(1) If you are not a contracting officer, make sure the vendor or business representative knows you cannot make the purchase.

(2) Do not give advance contracting information to any contractor. Civil Engineering planners may ask about pricing, but will not obtain written quotations. Planners must make it clear to vendors that they are not authorized to purchase materials and that the information being sought is for planning purposes only.

(3) Personnel without contractual authority will not make statements regarding contractual matters which may be construed as a commitment by the Government.

NAF Contracts

Purchases made with Non Appropriated Funds (NAF) should be made by closely following AFMAN 64-302, as procedures for these purchases are not always the same as those for purchases using appropriated funds. The regulation points out mandatory FAR clauses and outlines other clauses that must be inserted in these purchases. NOTE: The sale of goods and services by Non Appropriated Funds Instrumentalities (NAFIs) to appropriated fund government activities is outside the scope of NAFI functions. However, certain circumstances justify the purchase of supplies or services by appropriated fund activities from NAFIs. In these instances, a sole-source justification is required. If you have any questions about purchases for NAF items, contact the CCO.

Contracting Instruments

CCOs have numerous options when making purchases and awarding contracts. The next section will outline some of the contracting instruments available for use during

deployments. Knowing the contract or agreement type may help you tailor your requirements for support during contingencies.

Standard Form 44 - Purchase Order Invoice Voucher

This is a pocket size purchase order form designed primarily for on the spot, over the counter purchases of supplies and nonpersonal services. It is probably the most common instrument used during contingencies. The same form is used as a purchase order, receiving report, invoice, and public voucher.

Since the SF 44 contains no written terms and conditions, its use is authorized only when no other small purchasing method is considered more economical or efficient and all of the conditions listed below are met:

(1)The supplies or services are immediately available.

(2)One delivery and one payment is to be made.

(3)The purchase is not in excess of the contingency small purchase threshold as declared by the Secretary of Defense. The current dollar threshold for contingencies is \$200,000 for contracting officers.

Like imprest funds, the SF 44 may be used by persons other than the contracting officer provided the individual has written authorization from the contracting officer and has been trained by the contracting officer to use the form. The CO should give a copy of the written authorization to the finance and accounting officer, in effect, delegating authority to sign a contract instrument.

The buyer is responsible for ensuring that funds are available, that the form is properly processed, and that only authorized items are purchased. Care should be exercised to maintain physical control and accountability of the forms.

DD Form 1155/1449 - Order for Supplies or Services

Purchase orders

These are self-contained, one-time contracts which typically result in one delivery and one payment. DD Forms 1155/1449 is authorized for purchases not to exceed the simplified acquisition threshold. Purchase orders are used for simplified acquisitions generally under \$100,000 (\$200,000 in contingencies) and requiring two or more price quotations.

Delivery orders

These are orders for supplies or services placed against an established contract. There are three types of indefinite delivery contracts: definite quantity, requirements, and indefinite quantity. Requirements contracts require us to buy the specific supplies or services from THAT company whenever we buy them. The other two types give us a standing vehicle to place quick orders against but do not prohibit us from seeking the items elsewhere.

Modification of Purchase Orders

The SF 30, Amendment of Solicitation/Modification of Contract, is used to make changes to DD Form 1155/1449 purchase orders.

Blanket Purchase Agreements

A blanket purchase agreement (BPA) is a simplified method of filling anticipated repetitive needs for supplies or services by establishing "charge accounts" with qualified vendors. BPAs are established to reduce administrative costs for accomplishing simplified purchased by eliminating the need to issue individual purchase documents. Individual purchases under a BPA cannot exceed the dollar limitation for simplified acquisitions currently \$100,000 or the amount

stated in the BPA, whichever is less. The existence of a BPA does not justify purchasing for only one source or splitting requirements to stay under the delegated purchasing authority.

International Merchant Purchase Authorization Card (IMPAC) Credit Card Program

A government credit card is a method of paying for the purchase of supplies and services within the small purchase limitation. All purchases that are paid for using government credit cards are subject to all applicable provisions of Air Force Federal Acquisition Regulation Supplement (AFFARS) Part 13 and must be authorized and documented accordingly. Government credit cards may not be readily accepted in many OCONUS locations.

If you have one already in your unit, bring it with you. You may be able to use it, but remember the funds on your card are tied to your home station resource advisor which may complicate matters. Also, the CCO will NOT be able to order a cards for you if you do not have one already. Deployments must be considered come as you are with respect to credit cards. We note this section only to advise you that you or the CCo may use this instrument if you come with it.

All administrative record keeping will continue under contingency conditions unless specifically stated otherwise. Files must be sufficiently organized and annotated to enable a reconstruction of the entire procurement process to include expenditures.

Decentralization

Decentralized acquisition methods authorize you, the final customer, to purchase your

needed goods or services without placing demands on the contracting office each time. As you consider these methods for use by your organization, you must remember that all of the laws and regulations applying to purchases made by contracting personnel also apply to purchases made directly by you when using any of these methods. Getting started with any one of these methods requires a letter and/or other documentation from the using activity. Each request will contain slightly different information:

a. BPA. A letter may be used to establish a local BPA. The letter should include the name and address of the suggested vendors with whom you wish to establish BPAs. It will also include the estimated monthly ordering amount to be purchased, the call limitation per order (not to exceed \$200,000 in a contingency) and an attached list of personnel authorized to place calls against the BPAs. The attached list will contain the name, rank and duty title of each individual. You must also include a list of items you wish to purchase under the BPA. The contractor will submit a firm-fixed price list to the contracting officer for approval for a fixed period of time. The approved price lists will be distributed to the requesting organization. Prior to using the BPA, a funding document AF form 9 or AF Form 616 must be established with the accounting and finance office.

b. IMPAC. The letter is simply a written request to open an IMPAC account. The requesting activity should fully describe type of purchases to be made; identify the name, rank; duty title, and telephone number of cardholders and approving official; and specify the funds to be used for IMPAC charges. The letter must also indicate the

single purchase limit and monthly purchase limit for each cardholder. The approving official should be the organization's resource advisor; however, the commander may appoint an individual, equally cognizant of the budgeting and funding process, to act as approving official. A funding document (AF FORM 616) will need to be established with finance prior to using the credit cards and a copy provided to the contracting office.

c. Standard Form 44's (Purchase-order-invoice-voucher). SF 44 authority may be delegated to functional areas but in most cases are reserved for Civil Engineering and Transportation. These functions are more likely to visit local markets to obtain needed parts and tools which have unique characteristics. Most beneficial in decentralization is the flexibility of the authorized agent to substitute workable parts or pieces for out of stock items.

The Imprest Fund

This cash fund of a fixed amount is established by an advance of funds to a duly appointed cashier for the purpose of making immediate cash payments of relatively small amounts for authorized supplies and nonpersonal services. Imprest funds are no longer standard instruments in DoD. However, they can be established for contingencies when a waiver has been received. If imprest funds are appropriate for the contingency, the CCO will provide you with more information and procedures for on this method.

Purchase Descriptions/Statements of Work

This is the most important area for the customer. Investing the time to provide contracting with an adequate purchase

description can ensure that we fulfill your needs in a timely manner.

You as the functional area representative may be asked to develop a statement of work or specification for a contract. How do you go about it? If you are requesting a service contract which needs a statement of work, you're in luck. Attachment 3 of this guide contains some sample statement of work templates for some common contract services. You should examine and use these as a baseline for your requirement. The following information is presented to assist you in developing an appropriate description of your requirement.

Purchase Descriptions

Purchase descriptions serve two purposes. They allow the buyer to determine what to buy and where, as well as allow the vendor to quote properly and deliver the correct item. Adequate item descriptions ensure you get what you need at the best value possible.

Item descriptions, specifications, and technical requirements should always be clear and concise. Describe your requirement in sufficient detail to leave no room for doubt. Ambiguous descriptions delay contracting action and may lead to the purchase of the wrong product or service. Correcting discrepancies is time consuming and expensive, it wastes your valuable time and the COs.

Item descriptions set forth the essential physical and functional characteristics of the supplies or services required. The minimum requirements of the government should be expressed in the description. However, do not confuse minimum requirements with minimum descriptive data. Include as much information as possible to describe exactly what you need. The principal features of a purchase description may be determined by answering such questions as:

- (1) What is it?
- (2) What is it made of? Paper, wood, plastic, etc.
- (3) What are its principal descriptive characteristics? Size, color, shape, etc.
- (4) What does it do? Holds, drives, connects, etc.
- (5) What is it used for? Indicate its purpose.
- (6) How is it used? By itself, with other equipment, etc.
- (7) Where is it used? Is it a component part or a complete assembly?

Preparing a Purchase Description

A generic purchase description is written in simple language, such as you would use in your own private purchases, with one exception...brand names are prohibited without separate written justification. A generic description is the most desired, in that it clearly identifies what is required, yet provides for the maximum competition among available sources. The purchase description should clearly describe the essential physical and functional characteristics of the item required. It should include as many of the following characteristics as necessary to express the minimum requirements of the Government:

- (1) Kind of material
- (2) Electrical data, if any
- (3) Dimensions
- (4) Principles of operation
- (5) Restrictive or significant environmental conditions
- (6) If part of an assembly, the location within the assembly
- (7) Essential operating conditions
- (8) Special features, if any
- (9) Intended use
- (10) Operation to be performed

(11) Equipment with which the item is to be used

(12) Other requirements, as appropriate.

If, however, you cannot write an adequate purchase description, a less desirable alternative exists by identifying a specific product followed by the words "brand name or equal."

Overly Restrictive Characteristics.

A description that is too strict can be just as undesirable as the opposite extreme. Whenever possible, a description should allow tolerance. For example, if an item is required to be painted, the color should allow for variances unless only one color is acceptable. Likewise, tolerances should be allowed with other characteristics such as weight, size, etc.

Inadequate Specifications/Descriptions.

Inadequate descriptions are normally returned to the originator for clarification. Specifically, the challenge is to determine the minimum needs of the Government and then write an item description which contains only those salient physical, functional, and other characteristics which are essential to meet those needs. Restrictive descriptions can sometimes lead to protests on the part of the contractors and further complicate and delay the acquisition of the supplies or services. Poor descriptions contribute to misunderstanding between the Government and the contractors and may lead to inferior products or unnecessarily high prices or both. One common problem is abbreviations--keep them to a minimum and only use them when they are universally understood and are not otherwise confusing. Careful screening of purchase request item description by approving authorities will preclude delays in procurement action.

DOCUMENTATION WHICH MUST ACCOMPANY PURCHASE REQUESTS

Always required: Purchase description or specification. If already on contract, an abbreviated description with reference to the specific contract line item (by contract number, page number, etc.) will suffice.

a. For Construction Projects :

- (1) Cost Breakdown - Mandatory over \$100,000; contracting officers option if \$100,000 or under.
- (2) Drawings/Specification - Drawing and specifications are required to be submitted to Contracting for review prior to finalizing.
- (3) Itemized cost breakdown supporting liquidated damages.
- (4) Classification of work for determining applicability of wage rate.
- (5) Schedule of Material Submittals
- (6) Government Furnished Property Schedule
- (7) Government Estimate of Completion Costs and Bidding Schedule

b. For services requests, the contracting officer will need a complete statement of work (SOW) and name of the customer's Contracting Officer Representative (COR) nomination who will be providing technical support. The SOW should include a detailed, performance oriented description of what is expected of the contractor to meet the government needs, not how it should be accomplished. We have provided SOW templates at attachment 3 of this document. These templates are generic in nature, but will help you start to build a comprehensive and quality statement of work.

c. For Contract Repair Service Requirement: The following statement should either accompany or appear on the purchase request;

- (1) Whether a serviceable like item is available within the supply system.
- (2) Whether in-house repair capability is available.
- (3) The nature of the equipment malfunction which indicates a need for repair.
- (4) Whether on-site repair is required. If so, state building number, room number, name and telephone number of contact point at the equipment location.

d. For Brand Name/Sole Source Requirements:

The using activity must: If the item is less than \$100,000, furnish a detailed, written justification in official letter format, signed by the technical personnel and Officer-in-Charge of the activity for which the item is being requested. If the item is \$100,000 or greater, a noncompetitive acquisition analysis must be done by the requester.

Contract Administration/Quality Assurance

The contracting process does not end with the award of a contract, purchase order, or delivery order. All the effort spent in planning, describing, and funding your equipment could potentially go for naught without effective administration of the resultant contractual instrument. The role of contract administration is to complete the cycle and assure the customer's needs are satisfied. Several facets of this final step need mentioning.

SMALL PURCHASE FOLLOW-UP

Because you are in a deployed situation you do not have the benefit of interconnected computer information systems. Therefore, follow-up will only be done in "exceptional" cases; i.e., when the customer requests it. So if you have an exception (e.g., you didn't get what you wanted or you didn't get it at all) what do you do? If

you submitted your requirement on an AF Form 9 you should have a copy of the purchase order or delivery order. You must initiate contact with the CCO to request an inquiry on your item's status. Have as much information available as possible. Be prepared to give the order number or Form 9 number and the item. If the delivery date has passed, you received the wrong item, part of an item, or a broken/damaged item, call us. Be prepared to describe what you received versus what the order said. The best method is not to sign for it in the first place. Sometime, however, the discrepancy is not immediately apparent. In any event, call us as soon as practical (in fact, even when the delivery truck is still there if you can), and we will assist you. Written follow-up is essential because it helps keep the facts straight when dealing with the vendor. Never deal with the vendor directly in resolving a discrepancy.

CONTRACTS WITH FULL ADMINISTRATION

The term "full administration" means that from the day the document is written, it is assigned to an administrator to follow its progress until completion and payment (i.e., it receives regular monitoring).

The contract administrator is your contact point and your contract expert. The contract administrator's role is to assure smooth performance and completion of your contract and act as the conduit between you and the contractor via the contracting officer. Express your concerns or questions as they occur. Waiting too long before identifying a problem could have adverse affects on the rights of the Government and could possibly jeopardize contract performance.

NONPERSONAL SERVICES CONTRACT ADMINISTRATION

a. Examples of contracts in this category are custodial, packing and crating, rental, refuse collection, and maintenance. Services usually have no "end product." The contractor is given a task to complete without direct Government supervision. Virtually all contracts and orders of this nature have a person designated to receive services. If you are it, you have a big responsibility. Millions of dollars are spent each year on these contracts.

As a representative of the contracting officer, it is your responsibility to ensure the contractor has provided at least the minimum contract requirements. Any perceived deviations from the statement of work should be brought to the attention of the contracting officer by telephone and in writing. Do not attempt to interpret the statement of work for the contractor and do not direct changes or accept substitute performance. Contact the contracting officer. More than one person has cost the Government (or themselves) money by making seemingly nonchalant remarks asking the contractor to act outside the scope of the contract.

Quality Assurance Evaluation Program:

Essentially, the program is a formally organized way of observing the contractor's performance and assuring quality. As a Quality Assurance Evaluator (QAE), you are the "eyes and ears of the contracting officer. You will report regularly on your observations and the contracting officer will rely on your reporting to deal with substandard performance. The role of the QAE is not controlling quality. The contractor is paid to do that with a supervisory structure and a quality control plan. The QAE samples performance, identifies trends, and reports to the contracting officer. A few important techniques or tools are worth discussing:

(1) Evaluation Guides: This tells what to expect in the way of performance. It generally follows, point for point, the requirements of the Performance Work Statement (PWS) and tells you what to look for in observing performance. The contracting officer will assist you in writing one before the contractor begins.

(2) Work Schedule/Sampling Plan: This gives you a pre-determined direction on what performance you're going to observe, where and how often. You make it up with the guidance of the contracting officer to promote optimum observation of the contractor's total performance over a discreet period of time. Air Force philosophy is to concentrate on a contractor's total performance to identify trend and de-emphasize isolated discrepancies in performance.

(3) Reporting: You will be well briefed by the contracting officer on the formal format for reporting problems. Among the reports will be a Certificate of Service (COS). This document is your certification service have been performed to the extent you indicate. The contracting officer relies on it to pay the contractor or deduct for services not performed.

A final word of caution to the QAE. You, more than any other person, are frequently in contact with the contractor and the contractor's employees. As such, you possess "apparent authority" to represent the Government to the contractor. The fact is, however, a QAE has only that authority which is delegated by the contracting officer. Study your authority carefully; discuss it with the contracting officer, if necessary, but don't exceed it. Resist the temptation to interpret the PWS or direct a contractor based solely on your familiarity with the contract; work as a team with your contracting officer.

CONSTRUCTION CONTRACT ADMINISTRATION

Notice your building being demolished around you? You say you've just been covered with a drop cloth and had a painter mount your desk, or your power and water went off before you made it out of the latrine? Chances are you're in the middle of a construction contract. Full administration is used in these types of contracts in an effort to avoid these kind of occurrences. As a "receiver" of these types of contracts, there are some essentials you should know: First of all, we do relatively little construction contracting in deployed situations. However, it is not out of the realm of possibility you may have to assist in some construction effort!

a. These contracts have a pre-construction conference, and work is not started until a notice to proceed is issued. This conference gives the Government one more opportunity to inform the contractor of his obligations, discuss safety and fire precautions, and generally, get everyone organized for the start of work. The user, building occupant, is usually invited to these conferences. This conference is not a place to decide how the work really should be done (that is all in the contract), but a time to review the terms, conditions, and specifications to ensure everyone knows what is happening. The contracting officer chairs the meeting.

b. Each contract, regardless of value, has a designated inspector. The inspector's authority, unless otherwise expanded, i.e. similar to that of a QAE--observe and report. The inspector has no authority to interpret the specifications for the contractor, effect changes, or direct the contractor's employees; neither does the building occupant.

c. Changes. If the Government team has taken all reasonable steps to describe and execute the project, there will be no changes. If a change

appears necessary, there are some principles you should know about:

- 1) Only the contracting officer has the authority to make changes in Government contracting. The best way to protect yourself and the Government is to take no action, overt or covert, that would convey or imply an interpretation of the contract term, conditional, or specifications or give the impression a change may be necessary. Such innocuous action as suggesting a personal preference or implying a higher authority has a different idea ("The Colonel doesn't like green") could potentially subject the Government to a claim based on the theory of a constructive change. It may not be a valid claim, but it may take a bit of energy and research to resolve it. Avoid this circumstance, and communicate with the contracting officer.
- 2) Why Change?: There are many valid reason for change. Often, what would appear to be a change to the layman is actually already required of the contractor and can be directed by the contracting officer without change. If the contracting officer is in the problem from the beginning, your time and effort may be minimized. The following is a brief summary of some legitimate reasons for change:
 - a) Defective Specification or Description: Government provided specification will not produce a desired end result.
 - b) Impossibility or Impracticability of Performance: Task required cannot be accomplished with specified or current technology or would be impractical without an unreasonable amount of effort.

c) Different Site Condition: A condition exists which was not reasonably expected by either party.

d) Change of Requirement:

1. An uncontrollable event after award requiring something different than originally conceived. If large in magnitude, we may terminate for convenience and start over.
2. Method or manner of work performance does not suit Government needs.
3. Government furnished property or material has changed or is not available.
4. Different method of packing or packaging desired, or changes in destination are required.

An important item to remember is the Government has an obligation to pay all reasonable costs that result from changes. That is why the contracting officer must do the directing and do it in a manner allowed by the contract.

The contracting officer makes a determination as to whether the change is "within the scope" of the contract. Every modification must have sufficient back-up data to stand alone as if it were a contract in itself. In legal terms, a modification is considered on its individual merits.

Procedure: Before a change order can be requested, funds have to be available. The following, as a minimum, shall be furnished when requesting a change:

- a) Funded AF Form 9
- b) Revised Specification/Drawing
- c) Detailed AF Form 3052, Cost Estimate

- d) Reason for Change
- e) Is change within the scope of the Changes Clause and if not, reasons why only the existing contractor can perform the change.
- f) How much additional time will be required to accomplish the change.

RECOURSE AGAINST THE UNSATISFACTORY CONTRACTOR

The contracting officer and/or contract administrator closely monitor all contractor progress/performance reports. Fast and accurate reporting is the key to satisfactory contract performance. Report early symptoms of deficient performance to the contracting officer, and *follow-up in writing*.

Receipt and Payment

You as the customer will bear ultimate responsibility for assuring the contractor gets paid for the goods or services he provides. The CCO will write the order, but once the item is delivered or service is performed, you must sign a receiving report acknowledging receipt and authorizing payment. The report goes to finance where they will issue payment to the vendor. ***Finance will not pay without a signature acknowledging the government received the goods or services.***

In the case of SF 44s, you can just sign the SF 44 in the appropriate block, or you may have to fill out some kind of receiving report such as the DD 250.

Receiving

Another issue pertinent to your responsibility as customer is where will the products be received. Depending on your location any number of options are available. Your location may set up a central receiving area just like a normal CONUS base. However, this usually requires manpower to operate and you may not have

that luxury, especially early in the deployment. Additionally, the security requirements of your location may make it difficult to clear contractors onto the installation. Therefore, contracting may set up a receiving area outside the installation and then have the customers pick up orders there, or shuttle the merchandise into the compound/base. Other options include you as the customer going into "town" to pick up your goods, or the CCO or his designee will deliver the items to you. There is no policy or procedure set in stone regarding where merchandise will be received. Expect frequent changes and some possibly cumbersome procedures throughout your contingency.

Contract payments

While you as customer do not actually make the payments to contractors, it is important to understand the nature of business in foreign areas. Payment methods will vary at each location. They may be made by check or cash, on the installation or downtown. Some bases make payments once a week or even once a month. In this case contractors come to the location at a given time with their invoices and are paid on the spot. In other cases finance may issue checks to be handcarried into town for previous deliveries. In many cases during the outset of a deployment, payment is a rather large issue for foreign vendors. Many times they will insist on being paid in cash on delivery the first time you do business with them, and from then on they'll submit an invoice and take payment by check. Therefore it is important to establish that good business rapport from the start so the level of trust and cooperation will grow. However, recognize this may delay some purchases in the initial deployment phase as CCOs and finance will have to work out how to make cash payments where needed. Sometimes first payment must be in cash to establish a history.

Practices in Foreign Environment

Contingency contracting in foreign environments requires special sensitivity to the customs and conditions of the local area. CCOs and customers must take care to understand cultural differences and not mistakenly destroy a relationship through a seemingly harmless gesture. For example, in Saudi Arabia it is customary when entering a local vendors shop to drink tea with them before conducting business. If you are a CCO or have been given decentralized authority this could be quite difficult if you have multiple stops to make with few "rest stops in between." Nonetheless, refusing a gesture could be taken offensively and sabotage future dealings. Likewise in the same country showing the soles of your feet to a local national is an offensive gesture. When you sit down in a CONUS location you probably cross your legs in a fashion that displays the soles of your feet, a seemingly harmless gesture. Ask for input from your CCO on things such as this. In most cases the OSI or other liaison function will be able to brief you on customs and courtesies, do's and don'ts.

Personnel should be conscious of the fact that many business cultures expect "kickbacks", "finder's fees", exchange of gifts, or other gratuities that are illegal for U.S. personnel to provide or accept. Vigilance is necessary to ensure you do not violate standards of conduct.

Oral Agreements

It is prevalent in many countries to conclude an agreement or contractual understanding with nothing more than a handshake. This may occur at the outset of the contingency, but should be quickly followed with a written contract. Contracts written in English may be viewed with suspicion and sometimes anger due to a lack of trust in governments other than their own. Signing a contract may become a challenge. A local businessman or provider may refuse to sign contractual documents. Oral

communications should be simple and straightforward. Once a contract has been performed and the contractor has received payment, relations should improve. Despite this, local customs may predominate in conducting business. Be aware of this and patient when the CO is conducting negotiations.

Local Business Practices

Local business practices, a less than stable environment, and the contractor's lack of knowledge of our payment procedures may require contracting officers to arrange for immediate payment. Immediate payment can be made through the imprest fund, or check. Payment for services may be appropriate at the conclusion of each workday, workweek, or upon each specified period of performance. Responsiveness of contractors is directly attributed to the timeliness of the finance officer. Advance payments are the least preferred method of payment and are not advisable. Contractors learn from each other and advancing pay to one may set a precedent. Also, recouping money or forcing a contractor to perform according to contract standards through negotiation and litigation after an advance payment may not get the mission accomplished in a timely manner.

Local business practices of bargaining, hours of conducting business, and business on weekends or local holidays must be considered in the daily operations of the contract activity when determining delivery of the supplies or services.

Access to Off Base Establishments

Just as it may be difficult to get vendors on the base, security requirements may make access to downtown difficult even to CCOs. This makes communication of requirements even more important. Recall the section on purchase description earlier in the guide, the written description must be CLEAR and CONCISE.

Language/Conversions

Remember in most cases you are "Not in Kansas anymore Toto!" In fact sometimes it may seem like OZ, but with a little thought anything is manageable. Interpreters may be necessary to communicate. Also English phrases and local language should be said with caution to avoid misinterpretation. And of course, remember to use appropriate measures and equivalents in your requirements. Not only is it helpful to know monetary exchange rate, but also whether you are in a country that uses the metric system or not. Appendix 4 has an equivalency chart for your convenience.

Host Nation Support Agreements

Cooperation by Host Nation (HN) authorities and personnel will enhance the contracting officer's ability to fulfill the contingency contracting obligation. Contact with local authorities and higher headquarters especially the LGX office, will help determine whether there is HN support available. Remember, check with your functional area at the MAJCOM Headquarters to see if agreements are in place already. In many cases, the host nation will provide food, water, fuel or other Assistance in Kind (AIK). If it is being supplied by locals, don't waste your money buying your own!

Ethics

The joint ethics regulation (DOD 5500.7-R) provides detailed guidance on what is expected of all Air Force personnel. As a general rule, acceptance of gifts or favors may well result in criminal prosecution. A small number of contractors and potential contractors are willing to advertise the fact that a favor in the "right hands" will produce business. Whenever a gratuity is delivered to you (i.e., left on your desk, car, etc.), if you can return it --DO SO! If not, turn it over to your supervisor or OSI along with your suspicions. Play it safe and be safe! Whenever you are in doubt, call contracting or consult the legal office.

Sources for Help

USLO

In most countries a United States Liaison Officer (USLO) can be found at the local embassy or consulate. This individual is usually a military person assigned that duty and can help with everything from beddown, to contract sources, to USO assistance. The deployment commander will usually be the first to talk to him and he will be available to assist you as necessary. The liaison officer should have knowledge of the Host Nation laws, status of forces agreements, regulations, military command structure etc.

Additionally, just like in the U.S. some locations have business councils similar to our Chambers of Commerce. Don't be afraid to look in the yellow pages or local phone book to find contacts or organizations similar to those we have in CONUS. Explore every alternative.

Definitions

Acquisition. Acquisition is defined as the process which provides the materiel and services required to accomplish the mission. It is an integral part of the overall theater logistics plan and operational system which includes requirements generation flow, contract/purchase, inspection, acceptance and user receipt of delivery.

Agent. Any authorized Government official empowered to act for the Government.

Change Order. Unilateral directive issued by the contracting officer directing a modification to a contract

Contingency. A situation involving the deployment of military forces in response to natural disasters, terrorist or subversive activities, collapse of law and order, political instability, or military operations. Due to the uncertainty of the situation, contingencies require plans, rapid response and special procedures to ensure the safety and readiness of personnel, installations and equipment.

Contingency Contracting. The provision of those essential supplies and services needed to sustain the mission. It includes emergency contracting in the continental United States (CONUS) or outside the continental United States (OCONUS) for those actions necessary for the mobilization and deployment of units.

Contract. A mutually binding legal relationship obligating the seller to furnish the supplies or services (including construction) and the buyer to pay for them.

Contracting. Federal Acquisition Regulation (FAR) 2.101 defines contracting as purchasing, renting, leasing or otherwise obtaining supplies or services from nonfederal sources.

Contracting functions include preparation of descriptions (but not determinations) of supplies and services required, selection and solicitation of sources, preparation and award of contracts, and all phases of contract administration. It does not include making grants or cooperative agreements.

Contingency Contracting Officer. An official with the authority to enter into, administer and/or terminate contracts and make related determinations and findings on behalf of the U.S. government. A contracting officer is appointed in writing through a warrant (SF 1402) by the Head of the Contracting Activity (HCA) or the Principal Assistant Responsible for Contracting (PARC).

Contracting Officer Representative (COR). Also known as the QAE. An individual appointed by the contracting officer (AFARS 42.90) to act as the eyes and ears of the contracting officer. Responsibilities are specifically assigned to the COR in conjunction with the limitations of authority.

Delivery Order. An order for supplies or services placed against an existing contract, or with the Government sources of supply, e.g., GSA Schedule Contracts, DOD Requirements Contracts.

DOD FAR Supplement (DFARS) and Air Force FAR Supplement (AFFARS). Supplements which implement the FAR and establish uniform policies and procedures relating to contracting of commodities, services and construction for the Department of Defense and Air Force.

Federal Acquisition Regulation (FAR). Directive which applies to all Federal contracting agencies, not just the Air Force, and is based on Federal statutes.

Formal Contract. A bilateral agreement, containing numerous terms and conditions, which is required for sealed bidding and negotiated purchases. The entire formal contracting procedure is a lengthy process involving a relatively long lead time (approximately 75 to 135 days).

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

Invitation for Bids (IFB). A widely publicized solicitation for bids used in formally advertised acquisitions.

Inspection. The examination (testing) of supplies and services to determine whether they conform to contract requirements.

Logistics Civil Augmentation Program (LOGCAP). LOGCAP plans for the use of civilian contractors during contingencies or in wartime to augment the logistics support of selected forces.

Negotiation. Making purchases and contracts using either competitive or other than competitive proposals and discussions, e.g., 8(a) contracting, without using sealed bidding procedures. This should not be construed to mean without competition. Negotiation simply allows for further discussion and revision of offers after receipt of proposals.

Ordering Officer. An individual appointed by the chief of the contracting office (AFARS 1.603190) to purchase goods or services paid by a specific, limited fund. Neither property book officers nor class A agents may be ordering officers.

Request for Proposal (RFP). A solicitation used in negotiating an acquisition.

Purchase Order. A simplified ordering instrument less complex than a formal contract and used for simple acquisitions.

Purchase Request.- AF Form 9 or other authorized form prepared as the initial request or any contracting action by the activity authorized to request direct contracting support for the purchase of supplies or services.

Quality Assurance Evaluator (QAE). The authorized representative of the Contracting Officer for the technical surveillance functions of the contract. The QAE is not authorized to direct the contractor to take any action which would affect the terms, conditions, provisions, or price of a contract.

Ratification. Ratification means the act of approving an unauthorized commitment by an official who has the authority to do so.

Sealed Bids. Contracting or acquisition by competitive bidding based on a firm requirement. Bids are firm and can't be changed after public opening.

Simplified Acquisitions. Purchases of supplies and services of \$100,000 or less. Simplified solicitation and negotiation procedures are allowed which significantly reduce the lead time and the administrative cost of preparing contracts. In CONUS, simplified purchases between \$2,500.00 and \$100,000 are set aside exclusively for small business.

Small Purchase. The acquisition of supplies and nonpersonal services through simplified purchase procedures. Small purchases may not exceed a dollar ceiling (threshold) established by Congress.

Supplemental Agreement. Any contract modification which is accomplished by mutual agreement of the contractor and the contracting officer (bilateral agreement)

Termination. The act and procedure of canceling (terminating) an active contract for convenience of the Government, for contractor default, or for breach of contract.

Unauthorized Commitment. Unauthorized commitment means an agreement that is not binding solely because the Government representative who made it lacked the authority to enter into that agreement on behalf of the Government

"-6". - Refers to a DD Form 1348-6, Automated Purchase Request, from Base Supply, which provides contracting with the item description and AOX demand authority to spend funds locally. (AFR 67-23, How to Complete a DD Form 1348-6)

Purchase Request (Form 9) Instructions and Samples

INSTRUCTIONS FOR COMPLETING AF FORM 9, REQUEST FOR PURCHASE

Following is a sample of an AF Form 9, and some general instructions for its preparation

BLOCK 1 - Purchase Requisition Number.

BLOCK 2- Installation. Self explanatory.

BLOCK 3 - Date. Date AF Form 9 was prepared.

BLOCK 4 - To: Contracting Officer. Enter the Contracting Office Squadron number and office symbol.

BLOCK 5 - Class. Leave blank.

BLOCK 6 - Through. Include the offices through which the PR passes for certification before arriving to contracting
(Resource Advisor, Comptroller's Squadron (FMA), etc)

BLOCK 7 - From. Customer's organization, office symbol and telephone number of point of contact. (This information is vital. Constant contact with the customer is essential to avoid delays.

BLOCK 8 - Contract, Purchase Order or Delivery Order Number. No entry necessary, unless form applies to a current purchase order or contract.

BLOCK 9 - Purchased For. Customer's unit and office symbol.

BLOCK 10 - For Delivery To. Where (address including building number and room number) is the commodity to be delivered or the service to be performed.

BLOCK 11 - Not Later Than. Enter the two position priority designator and the required delivery date commensurate with the priority designator for which delivery is required.

Priority Designators

For commodities:

Priority 01-08 - Priority Requirement. Attach priority justification letter signed by squadron commander or division chief.

Priority 09-15 - Routine Requirement.

For Services:

Priority 08 - Priority Requirement. Attach priority justification letter signed by squadron commander or division chief.

Priority 09 - Routine Requirement

BLOCK 12 - Item. Four position Line item number, starting with 0001.[Begin with a new one each day.]

BLOCK 13 - Description of Material or Services to be Purchased. Enter a valid stock number of up to 15 positions, an item description or specification of the item being requested or the service to be performed, a suggested source with address, telephone number, and fax if possible. Also include authorization from the Office of Primary Responsibility (e.g. if communication or computer requirement, coordinate through Communication Squadron before turning the request in to contracting squadron).

BLOCK 14 - Quantity. Enter the quantity desired of the specific line item.

BLOCK 15 - Unit. Enter two position unit of issue code.

BLOCK 16 - Estimated Unit Price. Enter a unit price estimate for each unit of the line item. Base it on current market information or obtain it from catalogs, magazines, etc. If this information is not available, enter your best estimate.

BLOCK 17 - Estimated Total Cost. Enter the estimated total cost for each specific line item.
(Quantity X Estimated Unit Price).

BLOCK 18 - Total. Enter the total cost of all line items included in the purchase request.

BLOCK 19 - Enter Demand Code, Supplementary address six-position account code of the receiving activity if different from the requisitioner cited in the PR number, the signal code and the fund code. (See AFM 70-333)

BLOCK 20 - Purpose. State the purpose of the acquisition (Recurring or Nonrecurring).

BLOCK 21 - State the Requesting Official Information with date, grade, telephone number and signature of the requesting official.

BLOCK 22 - State the Approving Official Information. to include date, name grade and signature of the person.

BLOCK 23 - Funding Certification. Customers obtain accounting classification from resource advisors. (Leave blank spaces where required). The complete fund citation must be certified by the comptroller's office before the purchase request is submitted to contracting.

BLOCK 24 - Amount. Should be the same as Total in block 18. This is the total amount that will be certified by comptroller squadron.

BLOCK 25 - Funds Certification. This is the name, grade and signature of the person certifying the funds, and the date the funds were certified.

ATTACHMENT 1

REQUEST FOR PURCHASE				NO. F11AQC70030100 (1)	
INSTALLATION CONTINGENCY CONTRACTING AFB (2)				DATE 3 Jan 97 (3)	
TO: CONTRACTING OFFICER 1 CONS/LGC				CLASS (5)	
THROUGH 1 DAO/FAP 1 SUPS (6)				CONTRACT, PURCHASE ORDER OR DELIVERY ORDER NO. (8)	
FROM: (Insert RC/CC, if applicable) REQUESTING ORGANIZATION (7)					
IF IS REQUESTED THAT THE SUPPLIES AND SERVICES ENUMERATED BELOW AND IN THE ATTACHED LIST BE					
PURCHASED FOR REQUESTING ORGANIZATION (9)		FOR DELIVERY TO ORGANIZATION (10)		NOT LATER THAN 11	
ITEM	DESCRIPTION OF MATERIAL OR SERVICES TO BE PURCHASED	QUANTITY	UNIT	ESTIMATED UNIT PRICE	ESTIMATE TOTAL COS
0001 12	PURCHASE THE FOLLOWING: (13) REFRIGERATOR: FROST FREE WITH ICE MAKFR SIZE: 21 CUBIC INCH COLOR: WHITE MFG: WHIRLPOOL MODEL NUMBER: ABC123 SUGGESTED SOURCE: JOSE'S APPLIANCE CENTER 123 MAIN STREET ANYTOWN, USA 12345 PHONE NUMBER: (800) 555-1212 CONTACT PERSON: MR. MEDINA _____ RESOURCE ADVISOR _____ BASE SUPPLY#	(14) 0001	(15) EA	(16) \$1300.00	(17) \$1300.00
(19) RESPONSIBILITY COST CENTER (RCC) ELEMENT OF EXPENSE CODE (EEIC)		TOTAL			(18) \$1300.00
PURPOSE (20) FOR USE IN SHOP BREAK AREA					
DATE 3 JAN 97 (21)	TYPED NAME AND GRADE OF REQUESTING OFFICER TOP DOLLAR, TSGT (21)	SIGNATURE (21)			
		TELEPHONE NO. 5678			
DATE 3 JAN 97 (22)	TYPED NAME AND GRADE OF APPROVING OFFICER TOM SNYDER, CAPT	SIGNATURE (22)			
I certify that the supplies and services listed above and in the attached list are properly chargeable to the following allotments, the available balance which are sufficient to cover the cost thereof, and funds have been committed.					
ACCOUNTING CLASSIFICATION TO BE COMPLETED BY ACCOUNTING AND FINANCE (23)				AMOUNT (24)	
DATE 4 JAN 97 (25)	TYPED NAME AND GRADE OF CERTIFYING OFFICER JOHN PERRY (25)	SIGNATURE (25)			

ATTACHMENT 1

REQUEST FOR PURCHASE				NO. F11OMS70040100 (1)	
INSTALLATION CONTINGENCY CONTRACTING AFB (2)				DATE 4Jan 97 (3)	
TO: CONTRACTING OFFICER 1 CONS/LGC				CLASS (5)	
THROUGH 1 DAO/FAP 1 SUPS (6)				CONTRACT, PURCHASE ORDER OR DELIVERY ORDER NO. (8)	
FROM: (Insert RC, CC, if applicable) REQUESTING ORGANIZATION (7)					
IF IS REQUESTED THAT THE SUPPLIES AND SERVICES ENUMERATED BELOW AND IN THE ATTACHED LIST BE					
PURCHASED FOR REQUESTING ORGANIZATION (9)			FOR DELIVERY TO ORGANIZATION (10)		NOT LATER THAN 11
ITEM	DESCRIPTION OF MATERIAL OR SERVICES TO BE PURCHASED	QUANTITY	UNIT	ESTIMATED UNIT PRICE	ESTIMATE TOTAL CO\$
0001 12	SERVICES NONPERSONAL: (13) Rental of the below listed item (s) for the period of _____ Location of rental: Bldg No. 200 Rm No.3 Point of Contact: Sgt John Doe Telephone 123-4567 Item Description: 42 Passenger Bus/ No Driver Required 1 MONTH RENTAL SUGGESTED SOURCE: MARY'S BUS CENTER 123 MAIN STREET ANYTOWN, USA 12345 PHONE NUMBER: (800) 555-1212 CONTACT PERSON: MARY PERRY _____ RESOURCE ADVISOR _____ TRANSPORTATION#	(14) 0001	(15) JB	(16) \$450.00	(17) \$450.00
(19) RESPONSIBILITY COST CENTER (RCC) ELEMENT OF EXPENSE CODE (EEIC)			TOTAL		(18) \$450.00
PURPOSE (20) FOR USE IN SHOP BREAK AREA					
DATE 4 JAN 97 (21)	TYPED NAME AND GRADE OF REQUESTING OFFICER TOP DOLLAR, TSGT (21)	SIGNATURE (21) TELEPHONE NO. 5678			
DATE 4JAN 97 (22)	TYPED NAME AND GRADE OF APPROVING OFFICER BRENT S. SMELTZER, Lt Col	SIGNATURE (22)			
I certify that the supplies and services listed above and in the attached list are properly chargeable to the following allotments, the available balance which are sufficient to cover the cost thereof, and funds have been committed.					
ACCOUNTING CLASSIFICATION TO BE COMPLETED BY ACCOUNTING AND FINANCE (23)				AMOUNT (24)	
DATE 4 JAN 97 (25)	TYPED NAME AND GRADE OF CERTIFYING OFFICER TOM SNYDER (25)	SIGNATURE (25)			

ATTACHMENT 1

REQUEST FOR PURCHASE				NO. F11AQC70040100 (1)	
INSTALLATION CONTINGENCY CONTRACTING AFB (2)				DATE 3 Jan 97 (3)	
TO: CONTRACTING OFFICER 1 CONS/LGC				CLASS (5)	
THROUGH 1 DAO/FAP 1 SUPS (6)				CONTRACT, PURCHASE ORDER OR DELIVERY ORDER NO.	
FROM: <i>(Insert RC/CC, if applicable)</i> REQUESTING ORGANIZATION (7)				(8)	
IF IS REQUESTED THAT THE SUPPLIES AND SERVICES ENUMERATED BELOW AND IN THE ATTACHED LIST BE					
PURCHASED FOR REQUESTING ORGANIZATION (9)		FOR DELIVERY TO ORGANIZATION (10)		NOT LATER THAN 11	
ITEM	DESCRIPTION OF MATERIAL OR SERVICES TO BE PURCHASED	QUANTITY	UNIT	ESTIMATED UNIT PRICE	ESTIMATED TOTAL COST
0001 (12)	PURCHASE THE FOLLOWING: (13) SERVICES NONPERSONAL: Contractor to furnish all labor, tools, parts, materials, equipment, transportation and other incidentals necessary to accomplish services listed below: Mess Attendant Services in accordance with the attached performance work statement for the period of _____ (1 month) Estimated number of meals 7,000. SUGGESTED SOURCE: BOTIA'S CAFETERIA 456 MAIN STREET ANYTOWN, USA 12345 PHONE NUMBER: (800) 555-1212 CONTACT PERSON: Olivia _____ RESOURCE ADVISOR _____ BASE SUPPLY#	(14) 0001	(15) JB	(16) \$13000.00	(17) \$13000.00
(19) RESPONSIBILITY COST CENTER (RCC) ELEMENT OF EXPENSE CODE (EEIC)				TOTAL	(18) \$1300.00
PURPOSE (20) FOR USE IN SHOP BREAK AREA					
DATE 3 JAN 97 (21)	TYPED NAME AND GRADE OF REQUESTING OFFICER TOP DOLLAR, TSGT (21)	SIGNATURE (21)			
		TELEPHONE NO. 5678			
DATE 3 JAN 97 (22)	TYPED NAME AND GRADE OF APPROVING OFFICER TOM SNYDER, CAPT	SIGNATURE (22)			
I certify that the supplies and services listed above and in the attached list are properly chargeable to the following allotments, the available balances which are sufficient to cover the cost thereof, and funds have been committed.					
ACCOUNTING CLASSIFICATION TO BE COMPLETED BY ACCOUNTING AND FINANCE (23)				AMOUNT (24)	
DATE 4 JAN 97 (25)	TYPED NAME AND GRADE OF CERTIFYING OFFICER JOHN PERRY (25)	SIGNATURE (25)			

ATTACHMENT 2

Unit of issue designations

Commodities or Supplies

AM Ampoule Assembly	AT Assortment	AY
BA Ball	BC Block	BD Bundle
BE Bale	BF Board Feet	BG Bag
BK Book	BL Barrel	BO Bolt
BR Bar	BT Bottle	BX Box
CA Cartridge	CB Carboy	CC Cubic
Centimeters		
CD Cubic Yard	CE Cone	CF Cubic
Feet		
CK Cake	CL Coil	CM
Centimeters		
CN Can	CO Container	CS Case
CT Carton	CY Cylinder	CZ Cubic
Meters		
DR Drum	DZ Dozen	EA Each
EN Envelope	FD Fold	FT Feet
GL Gallon	GM Gram	GP Group
GR Gross	HD Hundred	HF
Hundred Feet		
HK Hank	IN Inch	JR Jar
KE Keg	KG Kilograms	KT Kit
LB. Pound	LF Linear Feet	LG Length
LI Liter	LO Lot	MC Thousand Cubic
Feet		
ME Meal	MG Milligrams	MM
Millimeters		
MR Meters	MX Thousand	OT Outfit
OZ Ounce	PC Piece	PD Pad
PG Package	PK Pack	PL Pail
PM Plate	PN Panel	PR Pair
PT Pint	PZ Packet	QR Quire
QT Quart	RA Ration	RL Reel
RM Ream	RO Roll	R.Y Thousand
Rounds		
SA Sack	SC Square Centimeters	SD Skid
SE Set	SF Square Feet	SH Sheet
SK Skein	SL Spool	SM Square
Meters		

ATTACHMENT 2

SO Shot
Subscription
SV Sleeve
TN Ton
UN Unit
YD Yards

SP Strip
SX Stick
TO Troy Ounce
VI Vial

SU
SY Square Yards
TU Tube
XX Ten

Services

JB Job
MO Month
QR Quarter
YR Year

Sample Statements of Work

**THIS SECTION WAS EXTRACTED FROM AIR FORCE LOGISTIC
MANAGEMENT AGENCY AFLMC REPORT LC912108, STATEMENTS OF
WORK (SOW) FOR CONTINGENCY CONTRACTING**

CONTRACT QUARTERS STATEMENT OF WORK (SOW)

This statement of work (SOW) contains a recommended format for contracting for contract quarters in extended deployments and contingency situations. It may be used by all persons and organizations that prepare, review, award, and administer these contracts. The standards describe the minimal acceptable standards for billeting military or civilian DOD personnel. When local conditions differ, modifications should seek the highest standards attainable at a reasonable price.

SECTION 1

GENERAL

1.1 SCOPE OF WORK: The contractor shall furnish lodging accommodations for (insert base name) on a rental basis. The performance standard and requirements for these services include the following responsibilities:

- a. Blanket Purchase Agreement (BPA) - provide single and double occupancy hotel or motel rooms if and when called for by the contracting officer or designated representative.
- b. Requirements type contract - provide reservations for a specified number of rooms and beds for specific periods of time.

1.2 QUALITY CONTROL: The contractor shall establish and maintain a complete quality control program for the performance requirements of this contract.

**SECTION 2
DEFINITIONS**

2.1 BILLETING OFFICE: The office which is responsible for providing off base accommodations to authorized transient government employees and military personnel.

2.2 CONTRACTING OFFICER: A person with the authority to enter into, administer, or terminate contracts for the United States Government and make related determinations and findings.

2.3 DESIGNATED REPRESENTATIVE OF THE CONTRACTING OFFICER: The individual(s) designated in writing to the contractor as being authorized to assign lodging, place calls, and make advance reservations for lodging. The written designation must be issued and executed by the contracting officer.

ATTACHMENT 3

2.4 LODGING FACILITY. A hotel, motel, or inn which provides sleeping accommodations to the traveling public.

SECTION 3

CONTRACTOR FURNISHED ITEMS

3. The contractor shall furnish the following:

3.1 ROOMS:

3.1.1 Living Space: Single and double occupancy room shall contain adequate net living and sleeping areas. No more than two people shall be assigned to a room.

3.1.2 Standards:

3.1.2.1 Rooms shall be constructed and finished to provide good light and sound attenuation.

3.1.2.2 All windows shall be provided with blackout lining, shades, or blinds. If drapes are provided, they must screen out the light.

3.1.2.3 Sufficient electrical outlets shall be available and in good working condition.

3.1.2.4 All entrance doors to rooms shall have interior security locks, either deadbolt or double locking locks. Each room occupant shall be provided with a room key.

3.1.2.5 Bathrooms must be constructed to provide convenient sanitary facilities. Bathrooms must contain a shower and/or tub combination with a wash basin, a properly functioning toilet, and a mirror.

Additionally, bathrooms should have adequate lighting and grounded electrical outlets for use of electrical razors, hair dryers etc. The shower or shower/tub combination shall have shower doors or curtains.

3.1.2.6 A telephone in the room is desirable, if not available due to location, have telecommunication devices in the immediate area.

3.1.2.7 A television in the room is desirable, if not available due to location, have information as to where television is available to patrons.

3.1.2.8 Rooms shall have adequate heating and cooling capabilities.

3.1.3 Furnishing and Equipment: Must be clean and in good repair. The following minimum furnishings are required:

- a. Lamp --1 per desk or writing table
- b. Adequate clothes storage drawers and closet space
- c. Desk or writing table with chair
- d. Trash container

3.1.3.1 Additional desirable amenities:

- a. Radio
- b. Working tables and chairs
- c. Restaurant within the facility
- d. Refrigerators or ice machines
- e. Chair, occasional
- f. Alarm clock

SECTION 4

CONTRACTOR SERVICES

FURNISHED

ATTACHMENT 3

4. SERVICES. The contractor shall provide the following services:

4.1 ASSIGNMENT OF QUARTERS/ROOMS: Government personnel should not be billeted under this contract arrangement without presenting proper authorization to the contractor. The contractor must be adequately manned to provide a 24 hour check in and check out service, 7 days a week. Individuals of the same sex, designated for double room occupancy, shall be billeted in rooms with two beds. If these rooms are not available, single rooms shall be used.

4.2 CUSTODIAL/SANITATION SERVICES: Daily custodial services shall include, but is not limited to, room cleaning, bed making, linen change (as required), adequate quantities of soap, bath towels, hand towels, sanitized drinking glasses, facial tissues, and a cloth bath mat.

4.3 LINEN SERVICE: Linen service shall be provided once a week or when occupancy changes, whichever occurs first. Additional blankets shall be made available if requested by occupant. All linen and blankets shall be clean, freshly laundered, without any objectionable odors, and in good repair, free from

tears, rips, holes, stains, and extensive wear. Pillows shall be at least six inches thick to provide proper support.

4.4 ADDITIONAL DESIRABLE AMENITIES:

- a. 24 hour wake up service
- b. message service
- c. shuttle service

4.5 COMMON USE AREAS: The contractor shall keep all hallways, corridors, grounds, and other adjacent areas under the contractor's control in a clean, neat, and safe condition.

4.6 "DO NOT DISTURB" SIGNS: All rooms shall have such signs available. Contractor's employees shall respect them when displayed.

4.7 INFORMATION SERVICES: Customer service representatives shall be able to explain to occupants miscellaneous charges not covered by this statement of work, i.e., telephone charges. The contractor shall provide information on bus schedules, taxis and other local transportation, dining facilities and locations, and commercial telephone directory service.

ATTACHMENT 3

REFUSE COLLECTION STATEMENT OF WORK (SOW)

This statement of work (SOW) contains a recommended format for contracting refuse collection and disposal services in extended deployments or contingency situations. It may be used by all persons and organizations that prepare, use, award, and administer these contracts. The standards describe the minimum acceptable standards for refuse collection and disposal services. When local conditions dictate, modifications should seek the highest standards attainable at a reasonable price.

SECTION 1

GENERAL

1.1 SCOPE OF WORK: The contractor shall provide all personnel, equipment, tools, materials, supervision, and other items necessary to perform refuse collection and disposal services as defined in this SOW for (insert base name). The contractor shall perform to the standards in this contract.

1.2 QUALITY CONTROL: The contractor shall establish and maintain a complete quality control program for the performance requirements of this contract.

SECTION 2

DEFINITIONS

2.1 TECHNICAL DEFINITIONS PECULIAR TO THIS SOW:

2.1.1 Bulk Container. A large container that can either be pulled or lifted mechanically into a service vehicle.

2.1.2 Collection Station. The locations designated on the drawings, Technical Exhibit 1, where refuse may be assembled and stored in containers for collection. (May be referred to as collection points or pick-up stations.)

2.1.3 Collection Frequency. The number of times collection is provided in a given period.

2.1.4 Refuse Collection Containers. Includes cans, drums, bins or similar receptacles which can be handled easily, and multiple containers which are handled by mechanical, truck-mounted hoists.

2.1.5 Contaminated Waste. A material of liquid, solid, or gaseous composition which must be disposed of due to degradation of material during use or from a determination that a new material does not meet specifications. Hazardous waste requires special handling during collection, storage, transportation, and disposal.

2.1.6 Curb-side Pickup. Collection of refuse which is placed next to a curb, roadside or alley by the occupant.

2.1.7 Refuse. Includes all garbage, ashes, debris, rubbish, and other similar waste material intended for disposal. Not included are explosives and incendiary waste and contaminated waste from medical and radiological processes.

ATTACHMENT 3

2.1.8 Refuse Collection. A system of transporting refuse from collection stations to points of disposal.

2.1.9 Sanitary Landfill. A site where refuse is disposed using an engineered method in a manner that protects the environment by spreading the waste in thin layers, compacting it to the smallest practical volume, and covering it with soil by the end of each working day. These procedures must meet the conditions of the particular local area.

SECTION 3

CONTRACTOR FURNISHED ITEMS AND SERVICES

3.1 GENERAL. The contractor shall furnish all equipment and labor required to perform this statement of work.

3.2 MINIMUM QUALITY STANDARDS. (May add any quality requirement you desire.) All refuse collection vehicles shall be specifically designed for that purpose.

3.2.1 Vehicles. The contractor shall provide all the vehicles necessary to fulfill the requirements of this contract.

3.2.1.1 All vehicles be in operable condition and meet local requirements.

3.2.1.2 Vehicles shall present a neat appearance and have the contractor's name affixed on it for easy identification.

3.2.1.3 All vehicles shall be operated in accordance with base traffic regulations.

3.2.2 Containers. The contractor shall provide bulk containers that meet the following requirements:

3.2.2.1 All bulk containers shall be leakproof and in good condition.

3.2.2.2 All bulk containers shall be clearly marked, warning personnel to stay clear of the container when emptying and not to park vehicles within a specified distance.

3.2.2.3 All bulk containers mounted on wheels must have a positive braking/locking device to prevent inadvertent movement.

3.2.2.4 Missing or deteriorated containers will be replaced or repaired by the contractor at no additional cost to the government.

SECTION 4 SPECIFIC TASKS

4.1 COLLECTION REQUIREMENTS. The contractor shall provide the services of refuse collection and disposal as described below.

4.1.1 Route and Collection Schedules.

4.1.1.1 The contractor shall establish vehicle routes and collection schedules to meet the requirements of Technical Exhibits 2 and 3 and submit these routes and schedules to the contracting officer prior to performance.

4.1.1.2 The contractor shall establish routes so as to gain access to the base

ATTACHMENT 3

through _____ (NOTE: LIST ALL GATES WHICH THE CONTRACTOR MAY USE) and collection operations shall be made between the hours of _____. (NOTE: INSERT HOURS AND DAYS OF WEEK.) (NOTE: IF MAIN BASE AND INDIVIDUAL LIVING AREAS COLLECTION HOURS ARE TO BE DIFFERENT, SPECIFY DESIGNATED TIMES.) Collection operations outside established hours will require prior approval of the contracting officer.

4.1.2 Points of Collection.

4.1.2.1 The points of collection (collection stations) for pickup of refuse by the contractor shall be shown in Technical Exhibit 3. The location of individual living areas where collection is to be provided (IF APPLICABLE) is indicated in Technical Exhibit 3.

4.2.1.2 The government reserves the right to change the capacity requirements at any collection station as long as it does not increase the overall cubic yard refuse capacity requirement of this specification.

4.1.2.3 The contractor may relocate or combine pick-up stations only after receiving approval from the contracting officer.

4.1.3 Frequency of Collection.

4.1.3.1 The contractor shall pick up refuse bulk containers according to the schedule listed in Technical Exhibit 2.

4.1.3.2 (IF APPLICABLE) Collection at individual living units shall normally be from 20 - 30 gallon containers or plastic bags with ties in front of individual living

areas located on the map in Technical Exhibit 3. (NOTE: BASES SPECIFY SIZES AND TYPES OF CONTAINERS)

4.1.4 Position of Containers.

4.1.4.1 The contractor shall position the containers at collection stations to best aid the user in disposing of refuse. The contractor shall also position to minimize interference with adjacent parking lots, roadways, overhead utilities, and other potential obstructions.

4.1.4.2 When more than one container is positioned at one collection station, the contractor shall place the containers as close together as feasible for user convenience.

4.1.4.3 The contractor shall return nondisposable containers to their proper station in an upright position with the lids securely in place.

4.1.4.4 The contractor shall furnish replacement containers for all containers removed for cleaning, maintenance, or repair to ensure that collection stations have adequate refuse containers.

4.1.5 Spillage. The contractor shall pick up all spillage around bulk containers within a _____ radius.

4.1.6 Special Refuse Collection. In addition to the regular scheduled refuse collections, the contractor shall be required to make special collections within 24 hours of notification by the contracting officer.

4.1.7 Inclement Weather Schedule. The contractor shall collect refuse during

ATTACHMENT 3

inclement weather except in cases of unduly severe weather and as authorized by the contracting officer. Make-up collections shall be performed 24 hours after the severe weather has terminated. If all make-up collections can not be made in 24 hours, the contractor shall submit a revised schedule to the contracting officer for approval.

4.1.8 Cleaning Requirements. The contractor shall thoroughly wash all collection containers with steam, soap, or detergents and water. The contractor shall keep all collection vehicles in a clean condition. The contractor shall clean all bulk containers not less than the cleaning frequencies designated by the contracting officer.

4.1.9 Off-Base Disposal. The contractor shall dispose of all refuse at an off-base location. Disposal shall be according to existing local and national regulations. The contractor shall be responsible for all arrangements associated with the use of off-base disposal locations.

4.1.10 On-Base Disposal. (IF APPLICABLE - NOT RECOMMENDED) The contractor shall dispose of all refuse at an on-base disposal location as shown on Technical Exhibit 3. The contractor shall place the refuse in trenches/hopper provided by the government.

ATTACHMENT 3

TECHNICAL EXHIBIT 1

COLLECTION STATION SCHEDULE - REFUSE

STATION DESCRIPTION PICKUP	STATION CUBIC YARDS	STATION FREQUENCY	APPROXIMATE FREQUENCY EQUIPMENT	CONTAINER # CLEANING BUILDING #
----------------------------------	------------------------	----------------------	---------------------------------------	---------------------------------------

(NOTE: TO BE COMPLETED.) SPECIFY:

- a. Collection Stations Designated for Main Base Area
- b. Collection Stations Designated for Individual Living Areas
- c. Individual Pickup Areas

TECHNICAL EXHIBIT 2

MAPS AND WORK AREA LAYOUTS

1. INCLUDE ANY MAPS OR SKETCHES OF THE CONTRACTOR'S AREA OF RESPONSIBILITY BOTH ON AND OFF THE INSTALLATION, IF APPLICABLE, AND WORK AREA LAYOUTS, SUBDIVIDE INTO SECTIONS (3a, 3b, 3c, etc.), IF NECESSARY. OBTAIN BASE MAP OR SKETCHES AND ANNOTATE LOCATION OF COLLECTION STATIONS AND SANITARY LANDFILL (IF ON BASE) USING LEGEND BELOW.

1, 2, 3, etc. - denotes collection stations and their numbers. These numbers correspond to the station numbers on Exhibit 1.

- denotes living areas where collection is to be made from 20 - 32 gallon containers or plastic bags with tie.

- denotes sanitary landfill area (IF APPLICABLE).

2. IT MAY BE NECESSARY TO USE SEVERAL MAPS OR SKETCHES TO SHOW ALL COLLECTION STATIONS AND INDIVIDUAL LIVING AREAS NEEDING ROADSIDE PICKUP.

ATTACHMENT 3

CUSTODIAL SERVICES STATEMENT OF WORK (SOW)

This statement of work (SOW) contains a recommended format for contracting custodial services in extended deployments or contingency situations. It may be used by all persons and organizations that prepare, use, award, and administer these contracts. The standards describe the minimal acceptable standards for custodial services. When local conditions dictate, modifications should seek the highest standards attainable at a reasonable price.

SECTION 1

GENERAL

1.1 SCOPE OF WORK: The contractor shall provide all personnel, equipment, tools, materials, supervision, and other items necessary to perform custodial services as defined in the SOW for (insert base name). The contractor shall perform to the standards in the contract.

1.2 QUALITY CONTROL: The contractor shall establish and maintain a complete quality control program for the performance requirements of this contract.

SECTION 2

DEFINITIONS

2.1 TECHNICAL PROVISIONS PECULIAR TO THIS SOW:

2.1.1 Basic Cleaning. Tasks normally done together on a weekly or more frequent basis.

2.1.2 Periodic Cleaning. Tasks that are done less often than at weekly intervals.

2.1.3 Floor Maintenance. Floor maintenance tasks include dry buffing, spray buffing, stripping, and waxing.

SECTION 3

CONTRACTOR FURNISHED ITEMS AND SERVICES

3.1 MINIMUM QUALITY STANDARDS. (MAY ADD ANY QUALITY REQUIREMENT YOU DESIRE)

3.1.1 Vehicles. (NOTE: INSERT COMMENTS IF APPLICABLE.)

3.1.2 Equipment. All equipment shall be in operable condition and meet local requirements. This equipment must operate on the existing electrical current available in government buildings. It shall be the responsibility of the contractor to prevent the operation of electrical equipment, or combinations of equipment, which require power exceeding the capacity of the circuits available in government buildings.

3.1.3 Vacuum cleaners shall be of commercial quality.

3.1.4 Trash Can Liners. The contractor shall furnish trash can liners of adequate quality to protect each trash can.

3.1.5 Restroom Supplies. (OPTIONAL) The contractor shall furnish the following restroom supplies. Samples of material shall be submitted to the contracting

ATTACHMENT 3

officer for approval prior to contract start and whenever a change occurs. These items shall include but are not limited to: toilet tissue, paper hand towels, soap (hand, liquid, or powder), deodorants for the urinals and toilet bowls.

3.1.6 Walk-off Mats. (OPTIONAL) The contractor shall furnish walk-off mats at all exterior entries to prevent excessive soiling of the building interior.

SECTION 4

SPECIFIC TASKS

4.1 GENERAL. The contractor shall provide custodial services as outlined in this SOW.

4.2 CLEANING TASKS. The contractor shall accomplish all cleaning tasks to meet the completeness, quality, and frequency requirements set forth in this SOW. A task and frequency chart is set forth in Technical Exhibit 1.

4.2.1 Basic Cleaning. The contractor shall provide the cleaning services indicated on the Task and Frequency Chart, Technical Exhibit 1 to include:

4.2.1.1 Vacuum Carpet. The contractor shall vacuum all floor areas so that after vacuuming, they are free of all visible litter, dust, and soil. The contractor shall remove all spots as soon as noticed.

4.2.1.2 Sweep Floors. The contractor shall sweep the entire floor surface, including corners and abutments, so that, after sweeping, they are free of visible litter, dust, and debris. The contractor shall move chairs, trash receptacles, and

easily moved items to sweep underneath and return them to their original position.

4.1.1.3 Mop Floors. The contractor shall mop all accessible areas, including corners and abutments, so that after mopping they have a uniform appearance and are free of streaks, swirl marks, detergent residue, or any evidence of soil, stains, film, debris, or standing water. The contractor shall move chairs, trash receptacles, and easily movable objects to mop underneath and return to original position. The contractor shall not mop wood or carpeted floors.

4.2.1.4 Maintain Floors. The contractor shall maintain all floors using a floor machine unless specified elsewhere as having carpet or special flooring. After receiving floor maintenance, the contractor shall apply a uniform coating of nonskid floor finish, so that floors have a glossy appearance, and are free of scuff marks, heel marks, and other stains and discoloration. The contractor shall not apply floor finish to surfaces that have not been cleaned.

4.2.1.5 Clean Walk-off Mats. (OPTIONAL) The contractor shall clean walk-off mats by appropriate method (vacuum if carpet, sweep and hose down if mat) to remove soil and grit. Soil and moisture underneath entrance mats shall be removed by the contractor and mats returned to their normal location.

4.2.1.6 Remove Trash. The contractor shall empty and return to their initial location, all waste baskets, cigarette butt receptacles (ash trays, butt cans, etc.), and other trash containers in the area. Boxes, cans, and papers placed near a trash receptacle shall be removed by the

ATTACHMENT 3

contractor. Any obviously torn or soiled trash receptacle liner in such receptacles shall be replaced. The contractor shall deposit all trash in the nearest outside trash collection point.

4.2.1.7 Perform Low Dusting. The contractor shall perform low dusting so that after dusting all dust, lint, litter, and dry soil shall be removed from the surfaces of the desks, chairs, filing cabinets, and other types of office furniture and equipment, and from ledges, window sills, hand rails etc., to a line of 7' above the floor level. Typewriters, computers, and equipment of similar nature shall not be dusted by the contractor.

4.2.1.8 Other Cleaning Requirements (PERIODIC CLEANING ITEMS). The contractor may be required to clean other fixtures in and around a facility. The contractor shall clean all additional items, so that after cleaning, there shall be no traces of dust, litter, dirt, film, smudges, water, or other foreign matter. These other cleaning requirements may include but are not limited to: cleaning glass (inside and out), drinking fountains, chalk boards, spot cleaning, high dusting, cleaning window surfaces, and light fixtures, etc. These additional requirements will be indicated on the Task and Frequency Technical Exhibit 1.

4.1.2.9 Disinfect Restroom/Locker Room. The contractor shall disinfect all surfaces of partitions, stalls, faces of toilet bowls, urinals, lavatories, showers, dispensers, and other such surfaces, using a germicidal detergent.

4.1.2.10 Descaling Restrooms/Locker Rooms. The contractor shall descale toilet bowls and urinals, so that, after descaling, the entire surface shall be free from streaks, stains scum, urine deposits, and rust stains.

4.2.1.11 Supply Restrooms/Locker Rooms. (OPTIONAL) The contractor shall resupply restrooms/locker rooms, so that after resupplying, the restrooms are stocked so that supplies do not run out.

4.2.1.12 Sweep and Damp Mop Restroom/Locker Room Floors. The contractor shall sweep the floor so it is free of visible litter, dust, debris, then damp mop accessible areas. After mopping, floors should have a uniform appearance and be free of streaks, debris, or standing water.

4.2.1.13 Apply Floor Finish, Restroom/Locker Room Floors. The contractor shall apply a uniform coating of non-skid floor finish so that floors are free of scuff marks, stains, and decolorations.

4.2.2 Wet Floor Caution Signs. The contractor shall display caution signs when cleaning floors in an area in which people other than contracting personnel are or will be present before the floors are dry.

TECHNICAL EXHIBIT 1

PERIODIC

BASIC CLEANING

CLEANING

BASIC CLEANING	Area/SF Cleaned by Contractor	Vacuum Carpet	Mop Floors	Main Main Floors	Clean Mats	Low Dusting	Remove Trash	Clean Glass	Spot Cleaning	Grounds Cleaning	Descalcify Toilets/Urinals	Resupply Restrooms	Sweep/Damp Mop Restrooms	Apply Finish Floor Restrooms	High Dusting	Clean Int/Ext Windows	Shampoo Carpets
1	Wing HQ (38,000)	5W	5W		W	5W	5W	W	5W	3W	5W	5W	3D	3W	M	Y	AR
2	Theater (15,000)	AD	AD	W	AD	2M	AD	W	W	AD	W	AD	AD	W	M	Y	AR
3	Library (25,000)	5W	5W	3W	W	5W	5W	W	W	W	3W	5W	W	W	M	Y	AR
4	Family Services (20,000)	AD	AD	W	2W	AD	AD	2M	2M	2M	3W	3W	W	W	M	Y	AR
5	Base Civil Engineering (20,000)	AD	AD	W	2W	AD	AD	2M	2M	2M	2M	5W	W	W	M	Y	AR
6	Billeting (9,000)	AD	AD	W	2W	AD	AD	2M	2M	2M	2M	5W	W	W	2M	Y	AR
7	School (In Session) (50,000)	5W	5W	3W	W	5W	5W	2M	2M	3W	W	5W	W	2W	2M	Y	AR

SAMPLE TASK AND FREQUENCY CHART

ATTACHMENT 3

TECHNICAL EXHIBIT 2

WORKLOAD ESTIMATES

VARIATION IN WORKLOAD--CUSTODIAL SERVICES. The estimated workloads stated in this exhibit, for the performance of custodial services are subject to variation. If, at the end of each calendar quarter, the actual total square footage which the contractor is required to provide custodial services for increases or decreases more than _____ percent from the estimated square footage set for in Technical Exhibit 2, negotiations for an equitable adjustment may be initiated by either party. Any determination concerning an equitable price adjustment shall be based on the net of all increases and decreases in the total square footage. Adjustment to the contract price shall be made only for that portion of any increase or decrease in the total workload which exceeds _____ percent.

NOTE: SHOW WORKLOAD FLUCTUATIONS BY TIME OF DAY, DAYS OF WEEK, MONTH DURING THE YEAR, ETC.

TECHNICAL EXHIBIT 2a

CODE INDEX CHART

ABBREVIATION--MEANING

AD Alternate Work Day
(do MWF one week, Tth, the next week)

2D Twice Daily
W Once Weekly

ABBREVIATION--MEANING

2W Twice Weekly
3W 3 Times Weekly
4W 4 Times Weekly
5W 5 Times Weekly
6W 6 Times Weekly
7W 7 Times Weekly

1M Monthly
2M Twice Monthly
M2 Every Two Months
M3 Quarterly
M4 Every Four Months
M6 Semiannual
Y Annual

ABBR--MEANING

MF Mon-Fri
FM Fri-Mon
(2400 Fri -0800 Mon)

ABBR--MEANING

DS Day Shift
(___ hrs to ___ hrs)
Mid-Shift
(___ hrs to ___ hrs)

NS Night Shift
(___ hrs to ___ hrs)

ATTACHMENT 3

AR As Required
WU When Occupied

TECHNICAL EXHIBIT 3 MAP AND WORK AREA LAYOUTS

NOTE 1: INCLUDE ANY MAPS OR SKETCHES OF THE CONTRACTOR'S AREA OF RESPONSIBILITY BOTH ON AND OFF THE FACILITY, IF APPLICABLE, AND WORK AREA LAYOUTS, SUBDIVIDE INTO SECTIONS (3a, 3b, 3c, etc.) IF NECESSARY.

NOTE 2: PREPARE MAPS OR SKETCHES OF THE BASE AND BUILDINGS AS APPROPRIATE TO MEET THE REQUIREMENTS OF THE INSTALLATION. MAKE SURE BUILDING DRAWINGS SHOW NET SQUARE FOOTAGE TO BE USED AS THE BASIS FOR THE VARIATION IN WORKLOAD PROVISION IN TECHNICAL EXHIBIT 1. IN ADDITION, SHOW CONTRACTOR USE AREAS, RESTROOMS, AND INDICATE VARYING TYPES OF FLOORS.

FULL FOOD SERVICE STATEMENT OF WORK (SOW)

This statement of work (SOW) contains a recommended format for full food services in extended deployments or contingency situations. It may be used by all persons and organizations that prepare, use, award, and administer these contracts. The standards describe the minimal acceptable standards for full food services. When local conditions dictate, modifications should seek the highest standards attainable at a reasonable price.

NOTE: BEFORE PUTTING THIS SOW IN YOUR CONTINGENCY CONTRACTING KIT, CONSULT YOUR FOOD SERVICES REPRESENTATIVE FOR APPLICABLE INFORMATION IN AFR 161-26, CONTROL OF FOODBORNE ILLNESSES AND AFP 146-17, UNITED STATES AIR FORCE WORLDWIDE MENU.

SECTION 1

GENERAL

1.1 SCOPE OF WORK: The contractor shall provide all the personnel, supervision, and other items necessary to perform full food service management in government facilities as defined in this SOW at (insert base name). The contractor shall perform to the standards in this contract.

1.2 QUALITY CONTROL: The contractor shall establish and maintain a complete quality control program for the performance requirements of this contract.

1.3 QUALITY ASSURANCE: (INSERT METHOD OF CONTRACTOR SURVEILLANCE, IF ANY.)

1.4 SANITATION INSPECTIONS: In addition to any government performed surveillance, medical services personnel (Director of Base Medical Services), will also inspect for compliance with sanitary conditions.

1.5 HOURS OF OPERATION: The contractor shall maintain the operating hours for the dining facilities as listed in Technical Exhibit 1.

SECTION 2

DEFINITIONS

2.1 TECHNICAL PROVISIONS PECULIAR TO THIS SOW:

2.1.1 Director of Base Medical Services (DBMS). The installation medical authority who defines and monitors sanitation standards and procedures for food service activities.

2.1.2 Equipment. Items used to store, prepare, cook, serve and transport, food and supplies. Equipment also includes items used in cleaning and sanitizing.

2.1.3 Food Handlers. Food service personnel who handle, process, prepare or serve food and who touch food or food contact surfaces in any way.

2.1.4 Food Service Officer (FSO). Individual responsible for matters relating to food service.

ATTACHMENT 3

2.1.5 Installation Menu. Specifies installation menu choices (except leftovers), including, but not limited to, entrees, salads, desserts, and soups, to be served at each meal during a menu cycle.

2.1.6 Leftovers: Leftovers are unserved portions of any item prepared for a specified meal period.

2.1.7 Meal Serving Hours. Hours that the Government requires the dining facility to be open for service.

2.1.8 Potentially Hazardous Foods. Any perishable food which consists in whole or in part of dairy products, eggs, meat, poultry, fish, shellfish. These foods are good mediums for bacterial growth and are potential causes of foodborne diseases especially if creamed, ground, mixed, or handled often.

2.1.9 Progressive Food Preparation (BATCH COOKERY). The preparation of food items at selective time intervals during an entire meal period matching the flow of patrons through the serving lines.

2.1.10 Serving Line. This term refers to the location and equipment used in dining facilities to serve food cafeteria style.

2.1.11 Subsistence. Food items, including beverages and condiments.

2.1.12 Supplies. Expendable items such as paper and plastic products, cleaning and janitorial materials, kitchen utensils, and tableware.

2.1.13 Trash. Any nonsalvagable waste material other than garbage, rocks, or dirt. The waste includes metal, paper,

glass, cardboard, floor sweepings, cartons, and similar materials.

SECTION 3

GOVERNMENT-FURNISHED PROPERTY AND SERVICES

3.1 GENERAL. The Government will provide, without cost, the facilities, subsistence, fixtures, equipment, supplies, and services listed below. (INSERT ALL GOVERNMENT FURNISHED ITEMS)

SECTION 4

SPECIFIC TASKS

4.1 MENU PLANNING AND POSTING. The contractor shall coordinate meal planning with site representatives and use AFP 146-17, United States Air Force Worldwide Menu, if available. The contractor shall post daily menus before the breakfast meal in an appropriate location at each dining facility.

4.2 REQUISITIONING SUBSISTENCE. The contractor shall coordinate with government personnel to requisition, pick up food, deliver, and off-load it at various food service facilities.

4.3 STORAGE AND ISSUE.

4.3.1 Proper Storage. Upon receipt the contractor shall promptly store perishable and semiperishable subsistence. Store frozen and chilled items at specified temperatures.

ATTACHMENT 3

4.3.2 First In - First Out. The contractor shall ensure the oldest food items are issued first, except when the condition of an item dictates earlier use.

4.4 SUBSISTENCE INVENTORY.

4.4.1 Month-end Inventory. The contractor shall take a physical inventory of all subsistence following the last meal on the last day of each month. The contractor must reconcile the book inventory with the physical inventory and must submit proof of this to the government.

4.4.2 Other Inventories. The contractor shall perform other inventory measures, i.e., annual inventory, equipment inventory before and after contract completion, etc., as required by the contracting officer. The government also reserves the right to conduct an independent inventory at any time during the performance of the contract.

4.5 FOOD PREPARATION AND SERVICE.

4.5.1 Approved Menu. The contractor shall follow the approved installation menu when planning and preparing all meals.

4.5.2 Progressive Food Preparation. Progressively prepare food items to yield optimum freshness, flavor, color, and texture.

4.5.2.1 Cook short-order breakfast items to order.

4.5.2.2 Prepare short-order items such as hamburgers, hot dogs, and french fries. Ensure an

adequate flow of patrons through the line.

4.5.3 Serving Lines. Set up serving lines by the scheduled opening time. Food on the serving line shall be logically arranged and all foods shall be maintained at the specified temperatures. Replenish all foods, tableware, beverages, and condiments as necessary to ensure they are available to all patrons throughout the meal. Remove all food from the serving line within 15 minutes after the serving line is closed and cover, label, and properly store all food, unless disposal of a leftover is appropriate.

4.5.4 Table Clearing. The contractor shall be responsible to clear and clean all dining room tables and chairs or benches within ___ minutes after they are vacated to ensure a timely flow of patrons.

4.6 SANITATION REQUIREMENTS:

4.6.1 Personal Hygiene. The contractor shall ensure all employees meet all personal hygiene requirements to include but not limited to; clean hands and fingernails at all times, proper hair and facial grooming, hair restraints, proper smoking restraint, etc. (FILL IN REQUIREMENTS)

4.6.2 Food Storage and Preparation. The contractor is responsible for preventing all foodborne diseases by properly storing and preparing food in accordance with AFR 161-26, Control of Foodborne Illnesses. This includes, but is not limited to: storage of bulk foods, refrigerated food, leftovers, perishables, etc. The contractor shall prepare foods on surfaces that are cleaned and sanitized. All meats and poultry shall be

ATTACHMENT 3

cooked and prepared at the proper temperatures ensuring the food is thoroughly cooked throughout. (FOR PROPER TEMPERATURE RANGES ON VARIOUS FOODS. CONSULT AFR 161-26 OR YOUR SERVICES REPRESENTATIVE)

4.6.3 Equipment and Utensil Cleaning. The contractor shall clean and sanitize all food service equipment and cookware to remove food particles, other soil, grease and cleaning or sanitizing agent residue to the standards set forth in this contract. (REFER TO AFR 161-26 AND AFR 146-14 FOR FURTHER DETAILS)

4.7 HOUSEKEEPING.

4.7.1 General. The contractor shall furnish housekeeping services in food service facilities at the frequencies stated in Technical Exhibit 2. The contractor shall provide all equipment necessary to perform these services. The cleaning standards and housekeeping charts are intended to produce an acceptable level of performance. (ADD ADDITIONAL LOCAL REQUIREMENTS BELOW)

4.7.2 Lavatories. The contractor shall clean all lavatories in food service facilities.

4.7.3 Insect and Rodent Control. The contractor shall take those actions directed by the government to assist in the control of insects and rodents.

SECTION 5

APPLICABLE PUBLICATIONS AND FORMS

5.1 GENERAL. The following publications are applicable to the performance of this contract. The contractor shall be bound to perform to the requirements set forth in these regulations. (ADD REGULATIONS AVAILABLE TO YOU AT THE DEPLOYMENT, CONSULT YOUR SERVICES REPRESENTATIVE TO ACQUIRE THE REGULATIONS NEEDED TO PERFORM THIS CONTRACT, AFR 161-26 CONTROL OF FOODBORNE ILLNESSES AND AFP 146-17 UNITED STATES AIR FORCE WORLDWIDE MENU ARE HIGHLY SUGGESTED.)

TECHNICAL EXHIBIT 1 WORKLOAD ESTIMATES

TECHNICAL EXHIBIT 1a HOURS OF OPERATION

ATTACHMENT 3

NOTE: LIST DINING FACILITIES, MEAL SERVING HOURS, NUMBER AND TYPES OF SERVING LINES, WEEKDAY AND WEEKEND SCHEDULES ETC.

TECHNICAL EXHIBIT 1b SAMPLE MENUS

NOTE: INCLUDE REPRESENTATIVE ACTUAL MENUS SERVED FOR ALL MEALS INCLUDING BRUNCH AND SUPPER AS WELL AS SHORT ORDER LINE MENU. GIVE MENU PATTERN SHOWING NUMBER OF CHOICES OFFERED IN SALADS, DESSERTS, AND BEVERAGES.

TECHNICAL EXHIBIT 1c MEAL ESTIMATES

NOTE: LIST TOTAL ESTIMATED MEALS TO BE SERVED EACH MONTH. GIVE BREAKDOWN BY FACILITY, MEAL PERIODS, AND DAYS OF WEEK FOR THE INFORMATION OF CONTRACTORS.

TECHNICAL EXHIBIT 2 TASK AND FREQUENCY CHART

Area Cleaned by Contractor	Sweep Floors/ Vacuum Carpet	Damp Mop Floors	Wet Mop	Wash	Main tain Floors	Remove Trash	Spot Clea ning	Low Dus- ting	Damp Wimpling	Metal Wood Polish- ing	Wall & Door Clean- ing	Glass Clean- ing	High Dus- ting	Win- dow Clean- ing Ext.	Win- dow Clean- ing Int.	Light Fix- ture Clean- ing
Kitchen Areas	AM	--	AM	AM	--	5W	W	5W	3W	5W	5W	3D	3W	2Y	M	AR
Serving Lines Beverage Area	AM	--	AM	AM	--	D	AR	D	AM	W	W	D	M	--	--	M
Washing Areas	AM	--	AM	AM	--	D	AR	D	AM	WW	W	D	M	2Y	M	M
Dining Area Entrance Hall	AM	4 AM	D	D	D	AM	AR	D	AM	W	W	D	M	2Y	M	M
Stockrooms Dry Food Storage	D	--	W	W	W	D	5AR	W	W	2Y	W	W	M	2Y	M	M
Refrigerator	D	--	W	W	W	D	5AR	--	W	2Y	W	W	--	--	--	M
Office Supply	D	--	W	W	W	D	AR	W	W	2Y	M	D	2Y	2Y	2Y	M
Lavatories & Lockers	AM	--	D	D	D	D	AR	D	AM	W	W	D	M	2Y	M	M

SAMPLE HOUSEKEEPING TASK AND FREQUENCY CHART

FREQUENCY CODES:
 AM= AFTERMEALS
 2M=TWICE A MONTH
 (NOTE INSERT TASKS AND FREQUENCIES WHICH ARE NEEDED LOCALLY)

D=DAILY
 Y=YEARLY

W=WEEKLY
 2Y=TWICE A YEAR

M=MONTHLY
 4Y=FOUR TIMES A YEAR AR=AS REQUIRED

ATTACHMENT 3

**TECHNICAL EXHIBIT 3
GOVERNMENT FURNISHED FACILITIES, ITEMS, EQUIPMENT, AND
SERVICES**

The Government shall furnish the following facilities:

BLDG NO.	USE/DESCRIPTION	SQ FT
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The Government shall furnish the following items and equipment:

NAME	SERIAL/STOCK	QTY
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The Government shall provide the following services:

SERVICE	USE/DESCRIPTION
---------	-----------------

LAUNDRY AND DRY CLEANING STATEMENT OF WORK (SOW)

This statement of work (SOW) contains a recommended format for contracting laundry and dry cleaning services in extended deployments or contingency situations. It may be used by all persons or organizations that prepare, use, award, and administer these contracts. The standards describe the minimal acceptable standards for laundry and dry cleaning service. When local conditions dictate, modifications should seek the highest standards attainable at a reasonable price.

SECTION 1

GENERAL

1.1 SCOPE OF WORK: The contractor shall furnish all management, labor, transportation, pickup and delivery service, housekeeping and facility operation in accordance with the terms and conditions of this contract. This contract includes all laundry, dry cleaning, and all other tasks and responsibilities deemed necessary and spelled out in this contract. The contractor shall receive, account for, process, and return all organizational and individual items tendered for cleaning. Technical Exhibit 1, Workload Estimates, lists the estimated quantities of work.

1.2 QUALITY CONTROL: The contractor is responsible to establish and have an active quality control plan.

1.3 INSPECTION OF SERVICES.

1.3.1 Inspection Service. The contractor shall provide and maintain an inspection system acceptable to the government covering the services under this contract.

1.3.2 Inspection and Testing. The government has the right to inspect and test all the services called for by the contract, to the extent practicable, at all times and places during the term of the contract.

1.3.3 Nonconformance with Contract Requirements. If any of the services do not conform to the contract requirements, the government may require the contractor to reperform the services in conformity with the contract requirements, at no additional expense to the government.

1.4 HOURS OF OPERATION: The contractor shall maintain the following customer service hours: (NOTE: SPECIFY THE DAYS AND HOURS OF OPERATION EACH FACILITY MUST BE OPEN TO SERVE CUSTOMERS.)

SECTION 2

DEFINITIONS

2.1 TECHNICAL DEFINITIONS PECULIAR TO THIS SOW.

2.1.1 Clean. Finished articles are dry and free of visible soil, lint and objectionable odor. Spots and stains are removed where practical to do so without damaging the fabric.

ATTACHMENT 3

2.1.2 Contracting Officer Representative. An individual appointed in writing by the contracting officer to perform expressed contract administration functions.

2.1.3 Dry Cleaning. Dry cleaning involves the immersion of garments in dry cleaning solvents and cleaning them by use of mechanical action and soaps or synthetic detergents. Dry cleaning removes some soluble and some insoluble soils and dissolves grease stains through the combined actions of dry cleaning solvents, mechanical action, soaps, synthetic detergents, and other cleaning aids.

2.1.4 Laundering. The process by which soiled fabric items are cleaned and treated. The term includes cleaning by mechanical action and by hand in appropriate temperature water solutions of detergents and other additives.

LAUNDRY

Small - an item requiring the approximate time, effort, and cost to process as a pillowcase or wrapper.

Medium- an item requiring the approximate time, effort, and cost to process as a sheet or bedspread.

Large - an item requiring the approximate time, effort, and cost to process as a sleeping bag.

DRY CLEANING

Small - an item requiring the approximate time, effort, and cost to process as a sleeveless sweater/blouse.

Medium- an item requiring the approximate time, effort, and cost to process as a pair of trousers/jacket.

Large - an item requiring the approximate time, effort, and cost to process as a coat/overcoat.

2.1.5 Packaging. The process by which clean garments or other items are placed on hangers and placed in protective paper or plastic film bags. Small items of clothing and other clothing which are not customarily placed on hangers shall be wrapped in protective polyrap in accordance with commercial or local practice.

2.1.6 Pressing. Pressing is the process for insertion of required creases and removal of undesirable wrinkles from clean garments or items.

SECTION 3

SPECIFIC TASKS

3.1 GENERAL

3.1.1 Services Provided. The contractor shall provide services to individuals and organizations on _____ (LOCATION). Services will be provided in accordance with the terms and conditions of this contract. The contractor shall process and finish all clothing and other items in accordance with the requirements contained in the workload data at Technical Exhibit 1.

3.1.2 Workmanship and Sanitation. Delivered articles shall conform to the generally accepted industry and local standards of quality, cleanliness, finish, appearance, and packaging. The items

ATTACHMENT 3

shall not only be clean in the sense of being free from soil and stains, but also free from bacteria, fungi and micro-organisms, including pathogens and disease producing organisms. All work performed shall be done under sanitary conditions. The contract facility shall be open to inspection of conditions at any time by a representative of the government, and the government reserves the right to perform or cause to have performed any test necessary to determine the sanitary condition of the articles delivered by the contractor.

3.1.3 Classification of Items. Clothing or linen articles received by the contractor shall be individually inspected for condition of serviceability and classified as to the type of service required.

3.1.4 Reperformance. Any items found to have been unsatisfactorily cleaned shall be recleaned by the contractor at no additional cost to the government.

3.1.5 Repair. The contractor shall repair, at his expense, all damages to individual garments which occur while in the custody of the contractor, to include rips, tears, holes, open seams, and replacement of buttons and repair or replacement of zippers.

3.1.6 Organizational Bulk Items. Organizational items shall be returned in bulk unless other method is specified. Items shall be counted from baskets into waiting vehicles or across the shipping counter to customer.

3.1.7 Linen Exchange Activity. The contractor shall operate a linen exchange activity. The contractor is responsible

for receiving, collecting, exchanging, and distributing linen exchange articles to and from organizations, activities, or authorized individuals and accomplishing the tasks below:

- Receive, collect, exchange and distribute linen exchange articles to and from organizations, activities, or authorized individuals.

- Verify count or weight of items received against receiving and shipping documents.

- Store items in storeroom and linen exchange points.

- Keep items properly segregated to comply with local safety, fire prevention, and other storage regulations.

3.1.8 The contractor shall establish a stockage inventory system to track all incoming and outgoing linen. The contractor shall perform a search for missing items in order to reconcile inventory with stock records.

3.1.9 Items being turned into the contractor will be counted in the presence of the organizational representative and contractor representative and agreement reached on the number count before the totals are permanently affixed to the laundry list. Both attesting parties shall sign the laundry list. (BE CAREFUL OF LOCAL CUSTOMS, SO AS NOT TO OFFEND THE HOST WHEN EXCHANGING LINEN. CONTRACTOR MAY BELIEVE YOU DO NOT TRUST HIM.)

ATTACHMENT 3

3.1.10 Items that have been identified for direct exchange shall be exchanged for like items at time of turn-in. Items that are not direct exchange shall be identified separately and processed to be ready for pickup by the customer within a 72-hour period. Sheets, pillowcases, mattress pads, mattress covers, and blankets received from organizations may be intermingled (except for medical, if applicable) and processed for reissue to any organization or individual.

3.1.11 (OPTIONAL). The contractor shall provide pickup and delivery service. This service shall include loading, unloading, segregating, transporting, counting and obtaining necessary documentation for items picked up or delivered. The contractor shall provide his own vehicles and they shall be maintained in safe operating condition at all times. The contractor shall establish routes so as to gain access to the base through _____ (NOTE: LIST ALL GATES WHICH THE CONTRACTOR MAY USE.) and delivery operations shall be made between the hours of

_____. (NOTE: INSERT HOURS AND DAYS OF WEEK.) The contractor shall pickup and deliver items in accordance with the map and schedule in Technical Exhibit 2 and 3.

3.1.12 Weighing/counting of articles, including the laundry bag, shall be done by government personnel prior to pickup. The laundry that the contractor picks up may be dirty/wet. The contractor shall verify weight or count and sign a pickup ticket for the items being picked up. Such a signature constitutes an agreement to the government's weight/count unless a specific exception is noted on the ticket. A copy of the ticket will remain with the government.

3.1.13 The contractor shall record the number of pounds/pieces delivered on the delivery ticket and the government rep will verify the amount. Items delivered must be within ____ of the items picked up plus items owed from the previous day's deliveries. The contractor must provide a list for items not delivered on schedule.

ATTACHMENT 3

TECHNICAL EXHIBIT 1

EXAMPLE OF LAUNDRY AND DRY CLEANING WORKLOAD ESTIMATES

Item	Supplies/Services	Estimated Quantity	Unit	Number	Unit
	Price				
0013A	Jackets, Convalescent, Par level 50 NSP 170 lb10's	63 lbs		WGDFWP.	
0014A	Trousers, Convalescent, Par level 50 NSP .63 lbs. 10's	170 lb		WGDFWP	
0015A	Sheets, Eye, Operating Room Par NSP level 100,13 LBS, 10'S, (24 X 24 Size)	500 lb		WGIDLFWP	
0016A	Robes, Patients, Par level 370 NSP 1,88 lbs, 5's	16,620 lb		WGDFWP	
0017A	Curtains, Cubicle, Gov't Owned NSP 2.45 lbs, 1 ea	166 lb		WGIFOH	
0018A	Curtains, Shower, Gov't Owned NSP 15 lbs, 1 ea	85 lb		WGIFWF	
0119A	Belt, Posie, Par level 25 NSP 15 lb., 2's	45 lbs		WGDWP	
0020A	Shirts, Operating Room, Par level 1280 NSP 63 lbs, 25's	20,825 lb		WGDLFWP	
0021A	Trousers, Operating Room Par level 1280 NSP , .63 lbs, 20's	20,825 lb		WGDLFWP	

ATTACHMENT 3

TECHNICAL EXHIBIT 2

PICKUP AND DELIVERY SCHEDULE

BUILDING	PICKUP DAY	RETURN DAY #
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(NOTE: TO BE COMPLETED)

EXAMPLE:

BLDG 100	MONDAY	FRIDAY
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TECHNICAL EXHIBIT 3

MAPS AND WORK AREA LAYOUTS

1. INCLUDE ANY MAPS OF THE CONTRACTOR'S AREA OF RESPONSIBILITY BOTH ON AND OFF THE INSTALLATION, IF APPLICABLE, AND WORK AREA LAYOUTS, SUBDIVIDE INTO SECTIONS (3a, 3b, 3c, etc.) IF NECESSARY. OBTAIN BASE MAP AND ANNOTATE LOCATION OF CONTRACTOR PICKUP AND DELIVERY OF LAUNDRY, IF APPLICABLE. 1, 2, 3, etc.-- DENOTES PICKUP AND DELIVERY LOCATIONS AND THEIR NUMBERS.
2. IT MAY BE NECESSARY TO USE SEVERAL MAPS TO SHOW ALL PICKUP AND DELIVERY LOCATIONS.

CHAPTER SIX

STATEMENTS OF WORK (SOW)

VEHICLE RENTAL

This statement of work contains a recommended format for contracting vehicle rental in extended deployments or contingency operations. It may be used by all persons and organizations that prepare, use, award, and administer these contracts. The standards describe the minimum acceptable standards for vehicle rentals. When local conditions dictate, modifications should seek the highest standards attainable at a reasonable price. Many of the items included in this statement of work are not required for mission accomplishment. However, they are included as areas you may negotiate into the contract at no additional cost to the government.

SECTION 1

GENERAL

1.1 SCOPE OF WORK. The contractor shall provide safe, operable vehicles and services in accordance with this contract.

1.2 POINTS OF CONTACT. The contractor will provide points of contact within his company to interface with the contract representative on issues concerning rental vehicles. Names, business address, phone numbers, and hours of operation are the minimum information requirements. Arrangements for contacting the contractor's points of contact after normal business hours should also be made.

SECTION 2

DEFINITIONS

2.1 TECHNICAL DEFINITIONS PECULIAR TO THIS SOW.

2.1.1 Acceptance inspection - An inspection shall be performed on all vehicles and equipment before placing them in service. This inspection shows the overall condition of the vehicle. Discrepancies must be fixed before putting the vehicle in service, if use of the vehicle would aggravate the problem or if the discrepancy creates a safety hazard.

2.1.2 Accident repairs - Repairs required as a result of collision; regardless of whether the object collided with a vehicle, or whether the vehicle requiring repairs was the moving unit.

2.1.3 Criminal act - A violation of a civil law.

2.1.4 Disabled vehicle - A damaged, worn out, or malfunctioning vehicle.

2.1.5 Fair wear and tear - The deterioration of items attributed to normal usage.

2.1.6 Hostile act - An act of war.

2.1.7 Scheduled maintenance - Periodic prescribed inspections or servicing of equipment, accomplished on a calendar, mileage, or hours-of-operation basis.

2.1.8 Unscheduled maintenance - Maintenance that is not scheduled but is required to correct deficiencies and to restore the vehicle or equipment to a serviceable condition.

SECTION 3

GOVERNMENT FURNISHED ITEMS AND SERVICES

3.1 GENERAL. The two items included in this section are items that may be incorporated into this type contract when they are found to be more advantageous to the government. Neither of the items are deemed to be essential to mission accomplishment and need not be incorporated if it will cause an inconvenience. The particular circumstances surrounding each situation will dictate how to proceed.

ATTACHMENT 3

3.1.1 Facilities. (OPTIONAL) If the contractor is willing to provide an on-site representative and the government can provide an office and telephone that is collocated with the office having primary responsibility for the maintenance and management of rental vehicles, the government may receive better service through a quicker response time from the contractor. A further step would be to provide a small area where contractor maintenance personnel could determine what maintenance is required on vehicles and perform work on vehicles that can be fixed on site. A small area for tools and parts storage, access to a telephone, and a restroom would be the minimum requirements. Note: security considerations may preclude this option from being implemented.

3.1.2 Operator Care. The government operator will be responsible for operator care (e.g., checking and replenishing fluids, tire pressure, lights, etc.) If any discrepancies are found, the contractor is responsible for correcting the problems.

3.1.3 Fuel. The government is responsible for supplying the fuel used in the rental vehicles.

SECTION 4

CONTRACTOR FURNISHED ITEMS AND SERVICES

4.1 GENERAL. Contractor shall provide specified vehicles and all services required to keep the vehicles in a safe, operational condition. Vehicles will be delivered within the time frame agreed to in this contract and must meet the minimum acceptance criteria provided herein. Failure to pass the acceptance inspection in the time frame specified may result in a monetary penalty.

4.1.1 Insurance. The contractor will carry insurance to cover the cost for replacement or repair of vehicles lost, stolen or damaged

through criminal acts, natural acts (commonly called acts of God), or hostile acts. This is to preclude the government from being held liable for claims generating from any of the above.

4.1.2 Records. The contractor should maintain records of transactions with the US Government and, upon request, make such records available to properly designated contract representatives within a reasonable period of time.

4.2 VEHICLES. The following minimum criteria shall be met at the time of the acceptance inspection:

4.2.1 Condition. Both the exterior and the interior of the vehicles must be free of excessive soil, rust, and damage.

4.2.2 Safety Items. Each vehicle must meet all host nation safety requirements and have, as a minimum, the following safety features: seatbelts, rear view mirrors, windshield wipers, parking brake, and horn.

4.2.3 Heating and Air Conditioning. If in an extreme climate, consideration may be given to making one or both of these two options required items.

4.3 SERVICES. The following services shall be provided by the contractor:

4.3.1 Maintenance. The contractor shall perform both scheduled and unscheduled maintenance at a facility he designates. He will provide all parts, labor, and expertise necessary to complete required maintenance tasks. Parts include those items that must be replaced due to fair wear and tear such as windshield wipers, tires, headlamps, filters, fluids, and lubricants. The cost of parts and labor for maintenance on damages resulting from operator negligence may be submitted through the contracting officer for consideration of payment.

ATTACHMENT 3

4.3.2 Recovery. Upon proper notification, the contractor will recover disabled vehicles. This service should be available 24 hours a day. If the recovery service is not available 24 hours a day, alternatives must be negotiated and agreed to by the contract representatives.

4.3.3 Cleaning. Contractor shall provide free exterior/interior cleaning or a location where operators can come to clean their vehicles with materials provided free of charge (buckets, cleaning solution, water supply, towels). □

4.3.4 Replacements. Replacements shall be provided for all vehicles that are out of commission. If no replacement vehicle is provided, consideration should be given to asking the contractor for compensation for noncompliance.

ATTACHMENT 4

Metric Conversions

1 centiliter = 10 milliliters = .34 fl. ounces
 1 centimeter = 10 millimeters = .39 inch
 1 deciliter = 10 centiliters = 3.38 fl. ounces
 1 decimeter = 10 centimeters = 3.94 inches
 1 liter = 10 deciliters = 33.81 fl. ounces
 1 meter = 10 decimeters = 39.37 inches
 1 dekaliter = 10 liters = 2.64 gallons
 1 dekameter = 10 meters = 32.8 feet
 1 hectoliter = 10 dekaliters = 26.42 gallons
 1 hectometer = 10 dekameters = 328.08 feet
 1 Kiloiter = 10 hectoliters = 264.18 gallons
 1 kilometer = 10 hectometers = 3,281 feet

1 sq. centimeter = 100 sq. millimeters = .155 sq. inch
 1 centigram = 10 milligrams = .15 grain
 1 sq. decimeter = 100 sq. centimeters = 15.5 sq. inches
 1 decigram = 10 centigrams = 1.54 grains
 1 sq. meter (centare) = 100 sq. decimeters = 0.76 sq. feet
 1 gram = 10 decigrams = .035 ounce
 1 sq. dekameter (are) = 100 sq. meters = 1,076.4 sq. feet
 1 dekagram = 10 grams = .35 ounce
 1 sq. hectometer (hectare) = 100 sq. dekameters = 2.47 acres
 1 hectogram = 10 dekagrams = 3.52 ounces
 1 sq. kilometer = 100 sq. hectometers = .386 sq. mile
 1 kilogram = 10 hectograms = 2.2 pounds
 1 quintal = 100 kilograms = 220.46 pounds
 1 metric ton = 10 quintals = 1.1 short tons

1 cu. centimeter = 1000 cu. millimeters = .06 cu. inch
 1 cu. decimeter = 1000 cu. centimeters = 61.02 cu. inches
 1 cu. meter = 1000 cu. decimeters = 35.31 cu. feet

Approximate Conversion Factors

To change	To	Multiply by
inches	centimeters	2.540
ounce inches	newtonmeters	.007062
feet	meters	.305
centimeters	inches	.394
yards	meters	.914
meters	feet	3.280
miles	kilometers	1.609
meters	yards	1.094
square inches	square centimeters	6.451
kilometers	miles	.621
square feet	square meters	.093
square centimeters	square inches	.155
square yards	square meters	.836
square meters	square feet	10.764
square miles	square kilometers	2.590
square meters	square yards	1.196

acres	square hectometers	.405
square kilometers	square miles	.386
cubic feet	cubic meters	.028
square hectometers	acres	2.471
cubic yards	cubic meters	.765
cubic meters	cubic feet	35.315
fluid ounces	milliliters	29.573
cubic meters	cubic yards	1.308
pints	liters	.473
milliliters	fluid ounces	.034
quarts	liters	.946
liters	pints	2.113

gallons	liters	3.785
liters	quarts	1.057
ounces	grams	28.349
liters	gallons	.264
pounds	kilograms	.454
grams	ounces	.035
short tons	metric tons	.907
kilograms	pounds	2.205
pound-feet	newtonmeters	1.356
metric tons	short tons	1.102
pound inches	newtonmeters	1.1296