**DEPARTMENT OF THE NAVY**
**HEADQUARTERS UNITED STATES MARINE CORPS**
**3044 CATLIN AVENUE**
**QUANTICO, VIRGINIA 22134-5103**

IN REPLY REFER TO:
4240
MRB
MAY 0 4 2017

From: Commandant of the Marine Corps

Subj: LETTER OF INSTRUCTION FOR NONAPPROPRIATED FUND REGIONAL PROCUREMENT TRANSFORMATION - UPDATE

Ref: (a) CMC Letter of Instruction for Implementation of NAF Procurement Transformation of 15 Jul 2015 (cancelled)
(b) Marine Requirements Oversight Council (MROC) Decision Memorandum 08-2014
(c) Minutes of the 23 Sep 2014 Marine Corps Community Services (MCCS) Board of Directors (BOD) Meeting
(d) CMC (MR) ltr 4240 MRB of 6 May 2014
(e) CMC (MR) ltr 4240 MRB of Jul 15, 2015

Encl: (1) Nonappropriated Fund Procurement Standard Operating Procedures (March 2017)
(2) Procurement Transformation Staffing Plan
(3) Procurement Transformation Implementation Timeline
(4) Workforce Shaping Data Sheet

1. Situation. Implementation of Nonappropriated Fund (NAF) Regional Procurement Offices (RPOs) continues. This LOI replaces reference (a) which is hereby cancelled. This updated LOI incorporates changes, including but not limited to: revising the timeline to implement procurement systems, eliminating the Formal Procurement Planning Process (FPPP), and incorporating a new Business Inquiry process. RPOs provide NAF procurement support to installations within the region with Installation Procurement Coordinators (IPCs) reporting to RPOs. The goal of the regional procurement organization structure is to standardize processes and improve efficiencies to reduce total spend and increase commissions from revenue-generating contracts while ensuring continued support for installations. RPOs will implement policies and procedures as developed and defined by the NAF Procurement Branch, CMC (MRB), including use of updated Standard Operating Procedures (SOP) at enclosure (1).

2. Mission. MCCS will operate with a regionalized procurement organization structure; professionalize the procurement workforce; establish SOPs to improve efficiencies and facilitate regionally and centrally coordinated procurement

actions; maximize use of the NAF purchase card to streamline processes and increase rebates; and develop robust metrics and a compliance program to ensure transformation goals are met and to identify opportunities for improvement.

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) Transition MCCS NAF procurement from decentralized business management to a coordinated regional procurement structure focused on leveraging volume discounts and standardizing processes to reduce total spend and overhead costs.

(b) Upon issuance of this LOI, RPO NCR will continue to be in effect at MCB, Quantico, RPO EAST will be in effect at MCB, Camp Lejeune, RPO WEST will be in effect at MCB, Camp Pendleton and RPO PAC will be in effect at MCB, Camp Butler. RPOs will proceed with regional procurement initiatives to coordinate regional and enterprise contracts which will leverage volume to reduce spend and increase revenues.

(c) Per BOD approval and decision, the RPOs will provide regional and installation procurement support within the total staffing structure identified at enclosure (2), with the intent of meeting regional and installation procurement workload requirements at both the regional and installation levels.

(d) RPO Directors have authority to review requirements; determine appropriate methods of procurement; assign, review and approve procurement work at any installation within their respective region; and monitor and mentor the performance of RPO and installation procurement staff.

(e) Until such time that the IPC positions are filled, the heads of NAF procurement at the installation will be acting IPCs and report operationally to the RPO.

(f) Final Staffing Operational Capability (FSOC) is targeted for 31 July 2017 and is defined as installation staffing changes complete and all procurement actions are accomplished in accordance with the SOP.

(g) Installations will establish a plan of action and milestones within 30 days after issuing of this LOI to transition NAF procurement staff to the approved model and transition procurement workload from the installation to RPO by 31 July 2017. Regional procurement offices and MR will support installations in development of this plan.

(h) Funding. Until notified otherwise in writing by CMC (MR), each installation will pay for procurement staff working on the installation in support of Regional Procurement. Guidance for funding future regional procurement support will be issued under separate cover.

(2) Concept of Operations

(a) Organization Structure

1. CMC (MRB). CMC (MRB) establishes policies and procedures and provides oversight of RPOs and supported installations. CMC (MRB) is responsible for monitoring and improving procurement planning processes and will continue to be responsible for awarding and administering corporate contracts for enterprise-wide use and CMC (MR) contracts; issuing and overseeing compliance with policy and procedures; administering the NAF purchase card program; and implementing and providing the RPOs with train-the-trainer training on automated procurement systems. To meet organizational objectives and to leverage subject matter expertise, CMC (MRB) and RPO Directors will coordinate as required to award and administer enterprise-wide contracts.

2. RPOs. The purpose of the RPOs is to support commanders' needs by providing NAF procurement support for the installations within the MCCS regions as defined below. The RPO regions are based on geographic location and do not mirror Marine Corps Installations Command (MCICOM) regions. Further, RPO establishment does not change or impact official Marine Corps chain of command and authority. RPO Directors have authority to review requirements; determine appropriate methods of procurement; assign, review and approve procurement work at any installation within their respective region; and monitor and mentor the performance of installation procurement staff. RPOs are supported on-site by NAF procurement personnel at the RPO and remotely by NAF procurement personnel at the MCCS installations within their respective region. RPO Directors are responsible for implementing the policies and procedures

developed and defined by CMC (MRB) in enclosure (1). As identified in enclosure (1), RPOs will continue to exercise warrant authority for their respective region, coordinate designated procurement actions with the other RPOs and CMC (MRB) for enterprise-wide procurement, and manage procurement planning processes in coordination with CMC (MRB) to enable installation program managers to inform the RPO and CMC (MRB) of planned procurement actions. The RPOs and supported installations are as follows:

Table 1 - MCCS RPO Regional Organization

| RPO NCR Quantico | RPO EAST Camp Lejeune | RPO WEST Camp Pendleton | RPO PAC Camp Butler |
|---|---|---|---|
| Quantico | Lejeune-New River | Pendleton-Barstow | Butler |
| Henderson Hall | Cherry Point | San Diego | Iwakuni |
| MARBKS WSH | South Carolina (Parris Island & Beaufort) | Yuma | Hawaii |
| Camp Allen | Albany | Miramar | Korea |
| Garden City | | Twentynine Palms | Australia |
| New Orleans | | Bridgeport | Camp Fuji |
| | | Bangor | |

3. Installations. Based upon anticipated volume of procurement actions and in consideration of geographic locations, most installations have an IPC position. IPCs will continue to: serve as the primary liaison to coordinate procurement actions between the installation program managers and the RPO; serve as the Purchase Card Agency Program Coordinator (APC) and manage the installation NAF purchase card program; manage the Contracting Officer's Representative (COR) program at the installation-level; and facilitate workflow processes, including training managers on requisitioning processes. Commensurate with required warrant qualifications and organizational need, IPCs and installation procurement staffs may be appointed with procurement authority to be exercised in accordance with enclosure (1). Due to their geographic isolation and unique requirements, Hawaii and Iwakuni require a robust IPC capability and are Satellite Procurement Offices (SPOs) of, and reporting to, RPO PAC at Camp Butler. Due to time zones, application of U.S. laws, and contract requirements, RPO PAC at Camp Butler and RPO WEST at Camp

Pendleton will continue coordination and may include Hawaii in contracts from either region and provide technical support; however, RPO PAC at Camp Butler retains operational and administrative oversight of procurement for Hawaii. The SPOs will continue following regionally and centrally coordinated procurement processes. IPC positions are designated as follows:

Table 2 - IPC Requirement and Support Plan

| Installation | IPC | No IPC, instead supported by: |
|---|---|---|
| **RPO NCR** | | |
| Quantico | | RPO NCR |
| Henderson Hall | Yes | |
| Camp Allen | | RPO NCR |
| MARBKS WSH | | IPC Henderson Hall |
| Garden City | | RPO NCR |
| New Orleans | | RPO NCR |
| **RPO EAST** | | RPO EAST |
| Lejeune-New River | | |
| Cherry Point | Yes | |
| South Carolina | Yes | |
| Albany | Yes | |
| **RPO WEST** | | |
| Pendleton-Barstow | | RPO WEST |
| Miramar | Yes | |
| Twentynine Palms | Yes | |
| San Diego | Yes | |
| Yuma | Yes | |
| Bridgeport | | IPC Twentynine Palms |
| Bangor | | RPO WEST |
| **RPO PAC** | | |
| Butler | | RPO PAC |
| Iwakuni | Yes, with expanded capability as Satellite Procurement Office (SPO) | |
| Hawaii | Yes, with expanded capability as Satellite Procurement Office (SPO) | |
| Korea | | RPO PAC |
| Australia | | RPO PAC |
| Camp Fuji | | RPO PAC |

(b) Enterprise and Regional Contracts. To achieve savings and efficiencies, a suite of enterprise and regional contracts will be established to support NAF procurement requirements. Unless otherwise designated, enterprise and regional contracts will be mandatory for use. Preference will be given to establishing enterprise contracts when there is any potential for use by installations outside a given region. Further guidance is provided in enclosure (1).

(c) Procurement Authority. Reference (d) provides guidance for training, education, and experience requirements to qualify for warrant authority. Until otherwise revised in writing by CMC (MR), warrants issued prior to reference (d) remain in effect for delegated warrant authority in compliance with policy and as described below. As needed, updated warrants will be issued to standardize and appropriately align procurement authority.

1. CMC (MRB) contracting officers may award contracts for CMC (MR), the enterprise, regions, and individual installations; enterprise contracts will be coordinated with the CMC (MR) or CMC (MF) program manager and the RPOs as required.

2. RPO MCCS contracting officers may award contracts for their respective region and for the installations therein. RPO MCCS contracting officers may award enterprise contracts as requested by CMC (MRB); enterprise contracts will be coordinated with CMC (MRB) and the CMC (MR) or CMC (MF) program manager. RPO Directors may award contracts for other regions as requested by the RPO Director of that region.

3. Installation MCCS contracting officers and procurement staffs may award contracts and perform procurement actions for their respective installation, in coordination with the cognizant RPO. Installation MCCS contracting officers may award regional contracts as requested by the RPO.

(d) Staffing. Recruitment or reassignment actions for all NAF MCCS procurement positions must be approved by CMC (MRB). The RPOs and CMC (MRB) will coordinate implementation of the staffing plan (enclosure (2)) with installation commanders, retaining and giving preference to current qualified staff for similar graded positions to the maximum extent possible. Current NAF procurement staff are encouraged to apply and will be considered for procurement positions for which they qualify before vacancies are announced to the general public. Military spouse preference provides preference eligibility to military

spouses for all competitive NAF positions NF-03 and below, including those announced internally. Staffing changes will occur in coordination with labor agreements and will be managed through attrition and reassignments to the maximum extent possible. The standard position descriptions (SPDs) posted in the NAF Position Description Management System (PDMS) on Crossroads must be used for all procurement staffing recruitment or reassignment actions. To ensure consistency in data within the human resources and financial management systems, setup of records for current regional and installation procurement staffs and any future RPO and IPC staff must comply with the cost center and position standardization requirements per reference (e). MCCS locations in Japan may use standard IHA and MLC procurement PDs for local national staff. Unless otherwise authorized in writing by CMC (MRB), all new SPDs are for full-time procurement staff only and shall not be assigned as a collateral or "dual-hatted" duty.

1. RPOs. RPO staffs are employees of, and report to, the respective regional AC/S or MCCS Director. All new recruitments for NF-5 positions at the RPOs require an NF-5 from CMC (MRB) to participate in the selection process. Similarly, during the recruitment and selection of NF-5 procurement personnel at CMC (MRB), at least one NF-5 from an RPO will participate on the selection board.

2. Installations. Until such time that the IPC positions are filled, the heads of NAF procurement at the installation will be the acting IPCs.

3. Upon implementation of the procurement systems (described below), the RPOs and CMC (MRB) will analyze procurement data annually, validate and, as needed, adjust the procurement staffing plan at enclosure (2) to meet workload requirements. Any staffing changes will be effected in close coordination with installation commanders.

(e) Systems and Procedures. All NAF procurement staffs will use designated systems and procedures as required by enclosure (1) and per guidance issued by CMC (MRB) or the RPOs. Enclosure (1) identifies roles and responsibilities as well as standard processing lead times, which are referred to as procurement action lead times (PALT) therein. PALT measures the number of days from receipt of a complete and approved purchase request (PR) package at the procurement office to contract award; PALT does not include additional time that may be

required for the contractor to perform services or deliver supplies. There are several procurement systems planned for use to optimize the procurement process:

1. e-PR is an electronic purchase request form and SharePoint site for submitting purchase requests to the procurement office. RPOs and IPCs will assist program managers with using the system, which will provide automatic notifications and on-line tracking of status.

2. Enterprise Contract Management (ECM) is a contract writing system and repository for use by procurement staff. ECM will provide functionality that is not currently supported through the Financial Management System. ECM benefits include standard contract templates, a clause library, suspense notifications, and robust reporting.

3. The financial management system (currently Computron) will continue to be used with the ECM system for receiving and payment. CMC (MR) will provide train-the-trainer resources to the RPOs to coordinate training for the installations not currently using the financial management system for purchasing, receiving, and voucher 3-way match (payment).

(f) Implementation Timelines and Transition of Procurement Actions

1. Enclosure (3) identifies the overall plan and dates for implementing procurement systems at the RPOs. Full use of ECM is effective immediately upon implementation at the RPO. Full use of ePR and FMS receiver is required within 60 days following MR providing train-the-trainer at the RPO. Upon request, dates may be extended to ensure systems and processes are in place and to address commanders' needs. CMC (MR) will provide status reports and implementation timeline updates during regular meetings with commanders and MCCS Directors. Initial Operational Capability (IOC) was reached in July 2015 with RPOs established and beginning to implement regional procurements. Final Operational Capability (FOC) was reached in February 2016 with all procurements accomplished in accordance with the SOP for the regional organization structure. Final Staffing Operational Capability (FSOC) is targeted for July 2017 and is defined as installation staffing changes, if required, complete and all procurement actions are accomplished in accordance with the SOP.

2. To ensure consistency with planned enterprise and regional contracts, installation program managers must coordinate with CMC (MR) Business Operations Division to identify if there is an opportunity for a corporate contract for all revenue-generating requirements with anticipated gross sales above $150,000 for the life of the contract. This coordination is considered the business planning phase and will identify opportunities to leverage regional or enterprise initiatives.

3. The RPOs, with CMC (MRB) support as needed, will work with the installations to establish a plan of action and milestones to gradually transition NAF procurement workload from the installation to the RPO or to delegate the procurement workload between the RPO and the IPC and installation procurement staff. IPCs will retain warrant authority as determined by the RPOs and in accordance with enclosure (1). CMC (MRB) will coordinate periodic assist visits at each RPO to support ongoing procurement operations. RPOs and/or CMC (MRB) may conduct assist visits at installations as needed to support ongoing procurement operations; RPOs and CMC (MRB) will coordinate the installation assist visits to the maximum extent practical.

(g) Counsel Support. RPOs and installations will seek legal support from the MCCS Counsel supporting the RPO; however, Hawaii may obtain legal support from Counsel at RPO Camp Butler or RPO Camp Pendleton. MCCS Counsel will coordinate with CMC (MR) Counsel on waivers and deviations from NAF procurement policies that will have enterprise-wide implications or impact. The Counsel for the Commandant, CMC (CL), will be consulted, when necessary, to obtain a controlling legal opinion for the Marine Corps.

(h) Funding. Until notified otherwise in writing by CMC (MR), each installation will pay for its own procurement staff. Guidance for funding future regional procurement support will be issued under separate cover.

b. Subordinate Element Missions

(1) CMC (MRB) will:

(a) Develop, staff, and issue policies and procedures.

(b) Collect, analyze, and maintain metrics for MCCS NAF procurement.

(c) Conduct regular meetings with RPOs and IPCs to review procurement operations.

(d) Provide status updates to commanders, MCCS Directors, and the MCCS Budget Oversight Committee (BOC)/BOD on the regional procurement initiative. Identify and elevate any systemic issues that may arise for regional procurement operations to the respective commanders and the MCCS BOC/BOD for resolution, as appropriate.

(e) In coordination with CMC (MRG), approve all recruitment or reassignment actions (including actions in response to attrition) and staffing changes for MCCS NAF procurement positions.

(f) In coordination with RPO Directors, evaluate the staffing levels of MCCS NAF procurement to ensure staffing is appropriate for workload goals. Enclosure (2) identifies the procurement staffing plan to be validated, adjusted as needed, and implemented in coordination with installation commanders.

(g) Monitor and ensure compliance with this LOI and enclosure (1).

(2) Commanding Generals. Commanding generals will assist with communicating the changes described in this LOI and ensure that installations adjust their local operations to conform to this guidance for regional procurement.

(3) Regional/Installation Commanders. Regional/installation commanders will ensure regional and installation MCCS Directors adjust local operations to conform to this guidance for regional procurement, forwarding actions that cannot be accomplished locally by NAF purchase card to the RPO for action. Commanders retain authority, which may be delegated to MCCS Directors, over installation MCCS NAF procurements by maximizing local use of NAF purchase cards, funding and approving procurement requests, reviewing and contributing to regional or enterprise statements of work, and providing "go" or "no-go" recommendations for contract awards supporting installation-unique requirements.

(4) MCCS Directors/NAF Procurement RPOs and IPCs will:

(a) Adjust local operations to conform to this guidance and enclosure (1) for regional procurement.

(b) Ensure all requiring activity program managers and staff use the NAF purchase card to the maximum extent allowed by CMC (MR) policies and procedures.

(c) Ensure RPOs and IPCs return any procurement requests that qualify for the NAF purchase card to the requesting program manager.

(d) Participate in enterprise and regional contracts.
A list of current enterprise and regional contracts, updated periodically, is posted at http://crossroads/MRB/Contracts/Forms/AllItems.aspx.

(e) Coordinate with CMC (MR) Business Operations Division to identify if there is an opportunity for a corporate contract for all revenue-generating requirements with anticipated gross sales above $150,000 for the life of the contract. Respond to CMC (MR) or RPO inquiries and submit requested data as needed to to ensure alignment with current and future enterprise and regional contracts.

(f) Participate in CMC (MRB) led meetings to discuss the implementation and progress of regional procurement operations.

(g) As required, provide data to CMC (MRB) for inclusion in updates to the MCCS BOC and BOD for procurement operations.

(h) Initiate and submit requests for procurement staffing changes to CMC (MRB) for approval.

(i) Work closely with the supporting MCCS Human Resources Office to ensure that local unions are notified of staffing changes and given an opportunity to bargain the impact and implementation of those changes when Bargaining Unit Employees (BUEs) will be impacted. No BUE will be impacted until all bargaining is complete.

(5) MCCS Directors/Installation MCCS Human Resources Directors will:

(a) Manage recruitment and reassignment and provide human resources support to RPO and IPC staff.

(b) Provide general and specific notice to local unions as required.

(c) Seek guidance from the MCCS Labor Relations Specialist, Manpower Plans and Policy Division, Civilian Workforce Management Branch, Labor and Employee Relations Section, CMC (MPC-40), 703-432-9429, if a demand to bargain is received.

(d) Ensure that unions are invited to be part of local sub-management working groups if BUEs will be impacted by any changes to working conditions.

(e) Ensure that unions are notified of all formal meetings with employees and given the opportunity to participate in such meetings.

(f) Ensure that unions are notified and are invited to be members of any local sub-management working groups that may be established to assist in planning, deciding, and/or implementing future state staffing changes.

(g) Use enclosure (4) to provide quarterly status updates to CMC (MRG) on workforce shaping tools necessary to meet required staff reductions.

(h) Identify and reclassify PDs as necessary for "dual-hatted" positions impacted by the transition to full-time procurement staffing. Note that the IPC is responsible for NAF purchase card APC duties which may require reclassification if non-procurement staff currently perform APC functions.

(i) Request CMC (MRB) approval, in coordination with CMC (MRG), prior to proceeding with any MCCS procurement recruitment or reassignment actions. Approval requests must be submitted with position and salary information.

4. Administration and Logistics. This LOI remains in effect until cancelled. Forward any recommended changes to this document to the Business and Support Services Division, CMC (MRB).

5. Command and Signal

a. Command. This LOI is applicable to those commanders and staff responsible for the operation of MCCS NAF procurement.

b. Signal. This LOI is effective on the date signed.

CINDY WHITMAN LACY
Director
Business and Support
Services Division

Distribution:
COMMARFORCOM
CG MCCDC
CG TECOM
COM MCICOM
CG MCIPAC
CG MCIWEST
CG MCIEAST
CG MCRD/WRR
CG MCAGCC
CG MCRD/ERR
CO MCINCR - MCB Quantico
CO Camp Allen
CO H&S Bn HQMC
CO MARBKS WSH
CO MCAS Beaufort
CO MCAS Cherry Point
CO MCAS Iwakuni
CO MCAS Miramar
CO MCAS New River
CO MCAS Yuma
CO MCB Hawaii
CO MCLB Albany
CO MCLB Barstow

MCCS Dir MCICOM
MCCS MCIEAST - MCB Camp Lejeune
MCCS MCIWEST - MCB Camp Pendleton
MCCS MCIPAC - MCB Camp Butler
AC/S MCCS MCRD/WRR
AC/S MCCS MCAGCC
MCCS Dir MCB Quantico
MCCS Dir Camp Allen
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MCCS Dir MCAS Yuma
MCCS Dir MCB Hawaii
MCCS Dir MCLB Albany
MCCS Dir South Carolina

MCCS

MARINE CORPS COMMUNITY SERVICES

# *Nonappropriated Fund Procurement*

# *Standard Operating Procedures*

***March 2017***

Enclosure (1)

## *RECORD OF CHANGES*

| IDENTIFICATION OF CORRECTION OR CHANGE | DATE OF CHANGE | DATE OF ENTRY | ENTERED BY |
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# CHAPTER 1
# Overview

## 1-1 Purpose

a. To provide Standard Operating Procedures (SOPs) in support of the Letter of Instruction for Nonappropriated Fund Regional Procurement and expand upon Marine Corps Order (MCO) 7010.20, Marine Corps Community Services (MCCS) Nonappropriated Fund (NAF) Procurement Policy. This manual is in effect upon issuance and will be referenced in the next revision to MCO 7010.20.

b. This manual establishes processes effective with the establishment of RPOs and includes resources for program managers to prepare and submit complete and accurate purchase request (PR) packages to the procurement office. Current versions of this manual and referenced forms, samples, templates, and checklists are posted on the NAF Procurement Page of Crossroads at http://crossroads/MRB/default.aspx. Appendix A-1 is a list of procurement definitions and A-2 is a list of acronyms.

c. The goal of NAF procurement is to work as a team to assist program managers with acquiring goods or services in a timely manner and in compliance with regulations. Please contact the MCCS procurement staff with any questions related to NAF procurement.

## 1-2 NAF Procurement Organization Structure

a. Headquarters, U.S. Marine Corps, Business and Support Services Division, NAF Procurement Branch, HQMC (MRB), develops procedures, coordinates procurement policies, and provides oversight of RPOs and supported installations. HQMC (MRB) is responsible for monitoring and improving procurement planning processes and will continue to be responsible for awarding and administering corporate contracts for enterprise-wide use and CMC (MR) contracts; developing and overseeing compliance with policy and procedures; administering the NAF purchase card program; and implementing and providing the RPOs with train-the-trainer training on automated procurement systems. To meet organizational objectives and to leverage subject matter expertise, HQMC (MRB) and RPO Directors coordinate as required to award and administer enterprise-wide contracts.

b. Regional Procurement Offices. The purpose of the RPOs is to support commanders' needs by providing NAF procurement support for the installations within the MCCS regions as defined below. The RPO regions are based on geographic location and do not mirror Marine Corps Installations Command (MCICOM) regions. Further, RPO establishment does not change or impact official Marine Corps chain of command and authority. RPO Directors have authority to review requirements; determine appropriate methods of procurement; assign, review and approve procurement work at any installation within their respective region; and monitor and mentor the performance of installation procurement staff. RPOs are supported on-site by NAF procurement personnel at the RPO and remotely by NAF procurement personnel at the MCCS installations within their respective region. RPO Directors are responsible for implementing the policies and procedures developed and defined by HQMC (MRB) in enclosure (1). As identified in enclosure (1), RPOs will continue to exercise warrant authority for their respective region, coordinate designated procurement actions with the other RPOs and HQMC (MRB) for enterprise-wide procurement, and manage procurement planning processes in coordination with HQMC (MRB) to enable installation program managers to inform the RPO and HQMC (MRB) of planned procurement actions. The RPOs and supported installations are as follows:

| RPO NCR | RPO EAST | RPO WEST | RPO PAC |
|---|---|---|---|
| Quantico | Lejeune-New River | Pendleton – Barstow | Butler |
| Henderson Hall | Cherry Point | San Diego | Iwakuni |
| MARBKS WSH | South Carolina (Parris Island & Beaufort) | Yuma | Hawaii |
| Camp Allen | Albany | Miramar | Korea |
| Garden City | | Twentynine Palms | Australia |
| New Orleans | | Bridgeport | Camp Fuji |
| | | Bangor | |
| | | | |

c. Installation Procurement Coordinators (IPCs) report to and coordinate with the RPOs and serve as liaisons between the installations and the RPOs. Installations that do not have an IPC will receive support from their respective RPO or a nearby IPC.

d. General Transition Process

(1) The RPO, with HQMC (MRB) support as needed, will work with each installation to identify a plan of action and milestones (POA&M) to transition NAF procurement workload from the current decentralized process to the regional process as

identified within this manual. For installations where personnel other than procurement staff are currently performing purchase card Agency Program Coordinator (APC) duties, the POA&M will identify the plan to transition APC duties to the IPC or RPO. The transition of APC duties may be deferred until after data and metrics are analyzed following implementation of the procurement systems. The RPO and CMC (MR) will address exceptions to ensure continuing APC support as needed.

(2) To ensure consistency with planned enterprise and regional contracts, installation program managers must coordinate with CMC (MR) Business Operations Division to identify if there is an opportunity for a corporate contract for all revenue-generating requirements with anticipated gross sales above $150,000 for the life of the contract. This coordination is considered the business planning phase and identifies opportunities to leverage regional or enterprise initiatives. The RPO Directors coordinate with the other RPOs and HQMC (MRB) to ensure alignment with procurement efforts and goals. For requirements that will be combined with planned regional or enterprise contracts, RPO Directors or CMC (MR) may deny a request for an installation contract and instead issue a bridge contract to continue local support until the regional or enterprise contract is established. The RPO Directors or CMC (MR) will establish and communicate procurement timelines for award of the regional or enterprise contract.

(3) Until the RPOs advise otherwise, installations will continue to conduct procurement actions for all other requirements within local warrant authority limits.

## 1-3 Background

a. The mission of the RPOs, IPCs, and HQMC (MRB) is to provide responsive and effective procurement support for Marine Corps NAF procurement. Communicating requirements effectively in procurement packages and ensuring contracting processes are streamlined as effectively as possible are critical for the timely delivery of goods and services for MCCS.

b. To achieve savings and efficiencies, a suite of enterprise and regional contracts will be established to support NAF procurement requirements. The list of contracts available for use is posted on Crossroads. Unless otherwise designated, enterprise and regional contracts are mandatory for use.

1-4 Formal Procurement Planning Process (FPPP). The previous version of this SOP required submission of an FPPP worksheet for use as a forecasting and planning tool. The FPPP worksheet is discontinued effective immediately. Instead, future regional and enterprise contract initiatives will be identified through the business inquiry processes, via periodic data calls, and through analysis of otherwise available procurement and budget data. The RPOs and HQMC (MRB) will coordinate to identify potential volume buys, plan workload, and assist installations with pre-procurement planning and timelines. Refer to Chapter 2 for more information.

1-5 Procurement Plan. A procurement plan (also referred to as an acquisition plan) is a document that relates to a specific requirement; details procurement objectives; and addresses the technical, business, management and other significant considerations that will impact the procurement. A procurement plan is initiated by the program manager (or requesting activity) and includes input from key stakeholders, including procurement staff. Procurement plans are required for actions above $150,000 and must be included with a PR Package. Refer to Crossroads for the Procurement Planning Handbook which includes templates. Some initiatives (such as major information technology requirements) also require submission of a project justification document (PJD) through the capital planning process. PJDs have separate, specific requirements and timelines and are usually completed before a procurement plan. To avoid duplication of effort, a procurement plan may cross-reference data elements already contained in a PJD. RPO Directors may waive the requirement for a procurement plan on a case-by-case basis for regional or installation requirements. HQMC (MRB) may waive the requirement for a procurement plan on a case-by-case basis for system-wide or MR requirements. The waiver for a procurement plan must be in writing and does not preclude the requirement for RPOs and HQMC (MRB) to coordinate on requirements to identify corporate contract initiatives.

1-6 Coordination for Enterprise and Regional Contracts. When requirements are identified for enterprise contracts, CMC (MR) will notify MCCS program staff and copy MCCS Directors and the requirement will be added as a "pending enterprise contract" to the list of contracts available for MCCS use on Crossroads. To ensure full coordination, HQMC (MRB) or the RPO will staff procurement plans and statements of work (SOWs) for enterprise or regional contracts through the official chain of command prior to issuing the solicitations, unless time sensitive or otherwise determined to be of minimal risk for

disrupting continuity of operations (e.g., contracts for supplies). Commanding Officers or MCCS Directors may be requested to indicate concurrence with participating in the resulting enterprise or regional contract. This advance coordination will help to identify and mitigate risks, improve negotiating positions, and increase the overall success of MCCS contracts. This advance coordination is considered procurement sensitive and must be limited to individuals with a need to know. All parties involved must use caution to prevent unauthorized disclosure of procurement sensitive information to individuals outside the MCCS organization which could give a company a competitive advantage and jeopardize the integrity of the procurement process.

1-7 PR Packages. A complete and approved PR package, which includes the PR and supporting documents, is required to initiate a request to purchase or contract for goods or services. Program managers contribute to the success of the resulting contract by communicating early and submitting complete PR packages. IPCs, RPOs and HQMC (MRB) are available to assist program managers and provide guidance for additional training to develop PR packages and requirements descriptions. Refer to Chapter 5 for more information and the PR Package Checklist at Appendix A-3 or Crossroads, which summarizes the information required for a complete PR package.

1-8 Procurement Action Lead Times (PALT). To meet delivery and performance dates, program managers must submit PR packages in a timely manner to allow procurement adequate time to obtain competition, evaluate, and award the purchase order or contract. Program managers are encouraged to coordinate with their respective IPC prior to submitting a procurement package in the MCCS Electronic Purchase Request (ePR) system to ensure the package is complete. The table at Appendix A-4 lists standard PALTs for planning purposes. The times stated are from receipt of a complete and approved PR package at the RPO or HQMC (MRB) to contract award. Allow additional time for contractor shipping or performance. If additional time beyond the standard PALT is needed to complete a requirement, the RPO will contact the installation to address timeline concerns and to prioritize requirements. For requirements needing a procurement plan, a customized procurement timeline with milestones will be developed by the procurement planning team and provided to stakeholders.

1-9 Understanding the Procurement Process. The entire procurement process is comprised of five phases. Refer to

Appendix A-5 for a detailed flowchart of the NAF RPO requisition process.

a. Planning Phase. The planning phase is the most critical in preparing a PR package for submission to the RPO. This phase includes defining requirements, conducting market research, and preparing a PR package. The program manager is the primary individual responsible for the planning phase and is strongly encouraged to coordinate with procurement staff for guidance. Program managers are encouraged to use the Business Inquiry system to obtain CMC (MR) support in planning; refer to Chapter 2 for more information on the Business Inquiry process. The planning phase ends when the PR package is accepted by the RPO. Program managers will submit PR packages to procurement using the ePR system. The RPO or HQMC (MRB) will accept the PR package and assign the request to a contract specialist or contracting officer within their office. If the PR package is complete and contains all the necessary documentation to ensure a successful contract award, the contracting officer will then begin the next phase (solicitation phase). If, however, the PR package is inadequate, the PR may be sent back to the program manager which could result in delays. Once the RPO or HQMC (MRB) has accepted the PR, there are still many tasks/phases that must be completed prior to contract award. Refer to Chapters 5 and 6 for more information on the PR and contract award processes. The PR package checklist outlines requirements to include with a PR package; refer to Appendix A-3 or the most current version of the checklist as posted on Crossroads.

b. Solicitation Phase. The assigned contract specialist responsible for the solicitation phase, which includes preparing and issuing the solicitation, amending the solicitation as necessary, and receiving proposals. In compliance with MCO 7010.20, MCCS NAF Procurement Policy, the contract specialist

may request quotes in lieu of issuing a solicitation for actions below the Simplified Acquisition Threshold (SAT), currently $150,000. The objective of the solicitation is to meet DoD NAF requirements to obtain competition to the maximum extent practicable. The solicitation will ultimately form the basis of the contract, and the contracting officer will work with the program manager during this phase to ensure requirements are met. From solicitation through the award phase, the program manager must refrain from interacting with interested contractors and must refer any contractor inquiries to the contracting officer.

c. Evaluation Phase. The purpose of the evaluation phase is to evaluate all proposals in accordance with the evaluation factors set forth in the solicitation. The analysis will include identifying strengths, weaknesses, deficiencies, and providing a sound basis for an award decision. Although ultimate responsibility for conducting a proper evaluation lies with the contracting officer, the program manager plays a significant role in evaluations, source selections, and debriefings. The contracting officer may conduct negotiations on either a competitive or single source basis. All personnel involved in this phase must comply with nondisclosure and confidentiality guidance to protect the offerors' proprietary information from unauthorized disclosure. For actions below the SAT, the contracting officer may award a purchase order or contract based on requirements identified in the Request for Quote. The contracting officer will coordinate with the program manager as needed to confirm quotes meet the program manager's needs.

d. Award Phase. The contracting officer is responsible for the award phase which includes making pre-award notifications, appointing a contracting officer's representative (COR), conducting debriefings with unsuccessful offerors, and distributing the contract.

e. Post Award Phase. The contracting officer and COR have significant contract administration, program management and technical responsibilities after a contract has been awarded to

include monitoring contractor performance throughout the term of the contract and executing renewal options and modifications.

1-10 Roles and Responsibilities

a. Program Manager or Requesting Activity. MCCS program managers are responsible for identifying requirements to support their program. Program managers having a procurement need are often referred to as the "requesting activity" or "requester." The program manager is responsible for:

(1) Using the NAF purchase card to accomplish requirements valued up to $5,000 within purchase card guidelines and per appointment delegation.

(2) Identifying requirements, obtaining planning guidance from procurement as needed, conducting market research, preparing PR packages, coordinating funds approval for procurement actions that cannot be accomplished by NAF purchase card, and submitting PR packages using the ePR system. Seek additional guidance from the IPC or RPO to coordinate requirements with the CMC (MR) program manager for participation on MCCS enterprise contracts or Sister-service support service or revenue-generating contracts.

(3) Serving on technical evaluation panels as requested by the contracting officer.

(4) Serving as the COR (if appointed by the contracting officer) to assist with contract oversight and administration or coordinating with the COR as needed (if the contracting officer appoints another individual as COR). Refer to Chapter 7 and MCO 7010.20 paragraph 7001 for additional guidance on COR appointments.

(5) Coordinating questions and guidance with the IPC. In the event the IPC is unavailable to assist with emergency requirements, or is unavailable for an extended period of time to assist with regular requirements (i.e., a week or more), or there is no IPC at the installation, contact the appropriate RPO.

b. MR and MCCS Counsel. RPOs and installations will seek legal support from the MCCS Counsel supporting the RPO; however, Hawaii may obtain legal support from Counsel at RPO Camp Butler or RPO Camp Pendleton. MR Counsel will provide legal support for all MR and enterprise contracts. MCCS Counsel will

coordinate with CMC (MR) Counsel on waivers and deviations from NAF procurement policies that will have enterprise-wide implications or impact. The Counsel for the Commandant, CMC (CL), will be consulted, when necessary, to obtain a controlling legal opinion for the Marine Corps. By CMC ltr 4240 of 22 Dec 2015, the threshold for Counsel review of contracts is raised to $150,000 (from $100,000).

c. RPO. The RPO serves as the hub of the procurement process. The RPO provides procurement support for the installations by performing procurement actions or by providing oversight to the IPCs and/or installation procurement staffs performing procurement actions. The RPO contracting officers will issue requests for quotes or requests for proposals, oversee technical evaluations, negotiate contract terms and pricing, award contracts, and administer contracts. The RPOs and HQMC (MRB) will work together to determine requirements that qualify for installation, regional, or enterprise contracts. RPO directors have authority to review requirements; determine appropriate methods of procurement; assign, review and approve procurement work at any installation within their respective region; and monitor and mentor the performance of IPCs and installation procurement staff.

d. IPC and Installation Procurement Staff

(1) The IPC is the liaison between MCCS program managers and the RPO and assists program managers with procurement planning and using the ePR system for the PR process.

(2) The IPC serves as the APC for the installation's NAF purchase card program; therefore, the IPC cannot be a cardholder but assists MCCS staff with understanding when/how to use the purchase card. For installations with no IPC, APC support will be coordinated with the appropriate RPO. If APC duties are provided by the RPO, the RPO and HQMC (MRB) Purchase Card Program Manager will provide additional written guidance to clarify processes for approvals and coordination. Approving Official (AO), cardholder, and monthly cardholder reconciliation processes remain as stated in the Purchase Card SOP.

(3) The IPC is a procurement position; therefore, IPCs must comply with NAF procurement training and warrant requirements in accordance MCO 7010.20. IPCs assist program managers with participation in mandatory regional or enterprise contracts and/or developing complete and understandable requirements to include adequate specifications and SOWs.

(4) At the direction of the RPO, the IPC and/or installation procurement staff may execute procurement actions, including emergency orders and contracts, within delegated warrant authority and SOP guidelines.

(5) For installations with no IPC, program managers will seek support from the appropriate RPO or HQMC (MRB).

e. CMC (MR)

(1) MRB. MRB is the headquarters staff that issues warrant authority and procurement training requirements, oversees policy and compliance, and provides guidance and support for NAF procurement. The RPOs and HQMC (MRB) will work together to analyze procurement and budget data and use the business rules defined in Chapter 2 to determine if procurements should be issued to support an individual installation, a region, or the enterprise. HQMC (MRB) is responsible for centralized or enterprise-wide contracts. As workload permits, HQMC (MRB) may request procurement support from an RPO for an enterprise contract.

(2) CMC (MR) or CMC (MF) Program Manager. A branch head or other designee from CMC (MR) or CMC (MF) who serves as the lead program manager for all enterprise contracts and Sister-service support service or revenue-generating contracts. For example, the Food, Hospitality, Commercial Recreation, and Entertainment Branch, CMC (MRK), serves as the lead for all enterprise or Sister-service food concession contracts.

f. COR. CORs are liaisons between contractors and contracting officers on technical matters relating to contracts. CORs provide oversight of contractor performance to ensure both the contractor and MCCS are performing in accordance with contract terms and conditions. The COR's authority is limited to that which has been delegated to him or her by the contracting officer. The MCCS Director or program manager will nominate an individual for COR appointment. Usually, the individual is involved in developing the SOW and participates in the technical evaluation process. The contracting officer must appoint the COR in writing, designating the individual's name and position title. Refer to Chapter 7 for additional COR guidance and mandatory training requirements.

g. Receiving Personnel. Receiving personnel are individuals who inspect goods or services delivered or performed

per the order or contract and complete receiving reports in the electronic system or sign paper documentation to acknowledge receipt and acceptance. Refer to MCO 7010.20 for more information on the role of receiving personnel.

h. Accounting Offices. The accounts payable or accounts receivable office is listed on the purchase order or contract. The accounts payable office listed in the contract is responsible for ensuring internal controls are properly maintained and that vouchers are paid only with a valid 3-way match between the procurement document (i.e., purchase order, delivery order, or contract), receiving report, and invoice. Refer to MCO 7010.20 and MCO 7010.19, Chapter 3, paragraph 4, for more information. The accounts receivable office designated in the contract is responsible to receive payments and to notify the COR or contracting officer in the event payments and late fees (if applicable) are not received per contract terms.

## CHAPTER 2
## Planning for Enterprise and Regional Procurements

2-1 Planning for Enterprise and Regional Procurements

a. The RPOs and HQMC (MRB) will analyze available procurement and budget data to manage workload and strategically group requirements to allow for regional or enterprise coordinated procurement actions. The ePR system will be used and requires users to identify the United Nations Standard Product and Services Code (UNSPSC) that is associated with the requested equipment, supply, or service. For simplicity and ease-of-use, a condensed "super list" of the most commonly purchased UNSPSCs is posted on Crossroads. Analysis of purchase history by UNSPSC will help to identify high-volume or high-dollar value requirements that may benefit from a system-wide contract.

b. Business Inquiry System. Installation MCCS program managers will use the Business Inquiry System, once implemented, to facilitate initial coordination with CMC (MR) program managers and to consolidate known requirements. Before drafting and submitting PRs, and in advance of creating procurement plans, installation program managers will use the system to pose questions to and receive feedback from CMC (MR) program managers about potential purchases or contracts. In response to a request initiated in the system, the CMC (MR) program manager and installation program manager will engage in dialogue and develop a business case analysis (as needed). Potential outcomes following this collaboration could include guidance to join an existing mandatory-use contract or a recommendation to:

(1) Join an existing available-for-use contract,
(2) Pursue a corporate contract, or
(3) Proceed with a regional or local contract.

If pursuing a regional or corporate contract, the MR program manager will form a team of stakeholders who will begin the advance planning process to conduct market research, develop a collaborative SOW, etc., in preparation for submitting a PR package to the procurement office.

2-2 Notification of Planned Enterprise and Regional Procurements. The RPO or HQMC (MRB) will periodically issue notifications or data requests to support planning for regional or enterprise procurements; the notifications must include deadlines for submitting requested information. It is essential

that program managers respond by stated deadlines to ensure requirements are included in the procurement action. Examples include major entertainment events (e.g., 4th of July and airshows), vehicle leases, equipment purchases, or revenue-generating concessions.

2-3 Business Rules to Determine Regional and Enterprise Contracts

a. The RPOs and HQMC (MRB) will give preference to using existing Sister-service contracts or establishing enterprise contracts to the maximum extent practical to standardize and refresh contracted programs or services for patrons and when there is any potential for use by installations beyond the given region unless otherwise cost prohibitive to the organization as a whole. Benefits include leveraging spend by combining quantities, increasing commissions by leveraging volume, and reducing administrative overhead by eliminating redundancies.

b. Enterprise contracts are mandatory for use unless specifically excepted by CMC (MR). Waivers will be considered on a case-by-case basis (refer to paragraph 2-6).

c. The primary determining factors in making the decision for regional or enterprise contracts are the ability to leverage spend, increase commission/fees to achieve projected savings goals, and reduce redundancies to include administrative overhead. When the RPOs and HQMC (MRB) cannot reach immediate consensus on proceeding with an enterprise or regional contract, a cost-benefit analysis (refer to Appendix A-6) will be used to help make the determination. The following sources will be considered when conducting the cost-benefit analysis:

DoD, SECNAV, CMC, or HQMC Guidance
MR Program Office Initiatives and Future Plans
Purchase Card Historical Spend
Procurement Systems, including Computron and ECM

d. Issuing a delivery order against an existing HQMC (MRB) enterprise contract or Sister-service contract is preferable to writing a new contract.

e. A list of MR-issued Direct Delivery Agreements (DDAs) for Retail/Resale Merchandise is available on Crossroads. The RPOs are responsible for issuing and administering all other retail/resale DDAs for the installations within their respective region.

2-4 Waivers from Participation in Enterprise Contracts. When advance concurrence confirming participation in enterprise or regional contracts was not obtained (refer to paragraph 1-6), waiver requests to exempt installations from participating may be granted when non-participation will not negatively impact the organization as a whole or when there are extenuating circumstances that prohibit participation. Waiver requests must include information detailing the negative impacts to the installation, including a financial analysis. Refer to the "Waiver Request for Enterprise Contract Participation" template posted on Crossroads. Waiver requests require coordination and routing through the chain of command for approval by Director, MR.

2-5 Emergency Procurements. MCO 7010.20, paragraph 6207, provides guidance for emergency purchases which may be accomplished by personnel without a procurement warrant when such requirements cannot be accomplished through the use of normal purchase procedures and the delay of action may cause destruction or loss of MCCS property or assets. For other actions that are needed on an expedited basis in advance of standard PALT, the RPO will accommodate and expedite the procurement process to the maximum extent practicable and within regulations. The IPC may accommodate emergency requirements within delegated warrant authority. Refer to paragraph 5-6 for more information and procurement reporting requirements for emergency procurements.

2-6 Cooperative Efforts. HQMC (MRB) enterprise and regional contracts will include the Sister-service clause to promote cooperative efforts and to allow optional participation by other DoD NAFIs, including NEXCOM, CNIC (Navy MWR), The Exchange (formerly known as AAFES), Army IMCOM (Army MWR), and Air Force Services.

## Chapter 3
## Defining the Requirement

3-1 Who, What, When, Where, and Why. Every procurement begins with identifying the "who, what, when, where, and why" of the requirement. In addition, program managers must be able to identify the program's mission, describe the program's relevant history, and detail the desired scope of the requirement. Requirements for supplies or services should be stated as thoroughly as possible in terms of:

- Functions to be performed
- Performance required
- Essential characteristics

3-2 Market Research

a. Market research is a process used to collect, organize, maintain, analyze, and present data for the purpose of maximizing the capabilities, technology, and competitive forces of the marketplace to meet an organization's need for products and services. Because market research can identify standard commercial practices, it is the foundation for building an effective solicitation and a successful contract. The challenge of market research is to identify commercially available products and services to meet MCCS needs, rather than to create unique products and services.

b. Scope. The scope of market research performed depends upon the dollar value of the procurement, the complexity of the supply or service being procured, past experience in procuring the item, and the urgency of the procurement. The program manager initiates market research to determine requirements and identify potential sources. For complex requirements, the program manager and the contracting officer may share the responsibility of conducting market research. The contracting officer retains authority to determine the scope of market research required. Market research is part of the Business Inquiry and planning phase where the purpose is to determine requirements. As discussed in Chapter 1, market research should not be confused with the solicitation phase where the purpose is to obtain quotes or proposals, which is the responsibility of the contracting officer.

c. Mandatory Sources for Supplies and Services. Before conducting market research, review the below lists in descending order of priority to determine if there is already an MCCS

contract in place or if a federally mandated source can meet the need. A list of MCCS contracts is posted on Crossroads. The IPC or RPO may provide copies of contract documents to MCCS staffs with a need to know upon receipt of a non-disclosure agreement (NDA). (The NDA template is available on Crossroads.)

(1) Supplies
- MCCS Contracts
- Sister-service Contracts
- Federal Prison Industries
- Supplies available from the Committee for Purchase from People who are Blind or Severely Disabled (JWOD/NIB-NISH)

(2) Services
- MCCS Contracts
- Sister-service Contracts
- Services available from the Committee for Purchase from People who are Blind or Severely Disabled (JWOD/NIB-NISH)
- Federal Prison Industries

d. Objectives. There are several objectives of market research, including, but not limited to, the following:

(1) Identifying products and technologies in the market.

(2) Identifying sources (potential offerors, companies or organizations, interested in doing business with MCCS) for inclusion with the PR package.

(3) Assessing competitiveness of the market and its effect on price.

(4) Identifying commercial practices, such as warranty, financing, and maintenance terms.

(5) Locating other similar successful procurements.

(6) Justifying noncompetitive procurements.

(7) Assessing product quality.

e. Techniques. There are several effective market research techniques available, including, but not limited to, the following:

(1) Obtaining and reviewing source lists and contract files for similar items or services previously procured.

(2) Contacting Government and industry representatives knowledgeable about the item or service being procured.

(3) Reviewing previous market research results for similar items or services.

(4) Publishing requests for information (RFIs) in appropriate publications, such as the *Commerce Business Daily*.

(5) Performing an Internet search on the item or service being procured.

(6) Reviewing hard copy or online catalogs or other product literature published by manufacturers, dealers, or distributors.

(7) Issuing draft solicitations or RFIs and/or holding pre-solicitation meetings with industry to solicit their comments regarding the proposed procurement. To use this market research technique, coordinate with the RPO or HQMC (MRB).

f. Unfair competitive advantage. Requesting activities and contracting officers must be careful when conducting market research to ensure that one firm does not gain an unfair competitive advantage over another. Please note that if a contractor provides assistance in any significant manner to develop the SOW or RFP, the contractor may be ineligible for contract award unless the assistance has been properly coordinated with procurement in advance.

g. For additional information, refer to: MCCS Market Research Handbook, Guide for Communicating with Contractors, and Product Demos and Tests as posted on Crossroads.

3-3 Specifications, Purchase Descriptions, Performance Work Statements (PWS), Statements of Objectives (SOO) and SOWs. For requirements that are not available from an existing contract, the IPC will provide program managers with guidance for preparing PWSs, SOWs or specifications. The RPO will return PR packages with insufficient information to the IPC for corrective action. The purchase description shall be as precise as possible without unduly restricting competition, unless it is determined that only one product or service is available from a

single/sole source that will satisfy the requirement. Since specifications must communicate in terms that both parties understand, industry-developed specifications should be used when possible. When technical specifications are required, assistance may be obtained from the IPC or RPO. In the event of a dispute between the contractor and MCCS concerning ambiguous specifications provided by MCCS, the ambiguity will usually be construed against the writer of the specifications, usually MCCS. Therefore, it is imperative that specifications are clearly written. Refer to Crossroads for the Statement of Work Handbook.

3-4 Single or Sole Source Procurement. If market research does not reveal additional potential sources for a requirement, then the program manager must prepare and submit a "Request for Single or Sole Source Justification" with the PR package. Refer to MCO 7010.20 for the criterion to qualify for single or sole source procurement. Refer to Appendix A-1 for definitions of single and sole source and to Crossroads for sample justification memorandums. While the program manager may request a single or sole source procurement action, the contracting officer makes the final decision in coordination with legal review as required.

3-5 Brand Name or Equal Requirements. For brand name or equal requirements, the item description *must* be followed by the words "or equal" with a description of the pertinent physical, functional, or performance characteristics of the brand name item that could be satisfied by an "equal" item. Item descriptions that do not include "or equal" with supporting pertinent characteristics must either include a single or sole source justification or be competed on an open market basis. The exception is retail and resale items which may be purchased on the basis of brand name without further justification or supporting characteristics.

## CHAPTER 4
## Purchase Card and Debit Card Programs

4-1 Mandatory Use of Purchase Card. After conducting market research, if the procurement is estimated to be under $5,000 for supplies, less than $2,500 for a service, or less than $2,000 for construction, then it is mandatory to use the NAF purchase card to accomplish the requirement unless otherwise prohibited or restricted; refer to CMC ltr 4240 MRB of 6 May 14, Subj: Mandatory Use of NAF Purchase Card and the Purchase Card SOP. The NAF purchase card is the primary method that installation MCCS program managers will use to obtain requirements up to $5,000 within the limitations noted above.

4-2 Qualifying Purchase Card Actions. The IPC and RPO will monitor incoming PR packages. PR packages with requirements eligible for the purchase card will be returned back to the program manager for action.

4-3 Purchase Card Metrics. The IPC and RPO are responsible to locally manage the purchase card program and will track and report metrics to HQMC (MRB) related to purchase card program usage, including transaction counts, volumes, and rebates.

4-4 Purchase Card Analysis. The IPC and RPO are responsible to analyze purchase card transaction history to identify requirements that would benefit from a consolidated contract. For such requirements, the preferred method is to competitively solicit and award one or more Indefinite-Delivery Indefinite-Quantity (IDIQ) contracts, and designate that orders may be placed by purchase card or delivery order. After coordination with installation MCCS Directors, RPO Directors may be granted access to the installation's purchase card program hierarchy in order to conduct analysis and oversee the regional procurement program.

4-5 Purchase Card Guidance. Refer to MCO 7010.20 and the MCCS NAF Purchase Card Standard Operating Procedures which are posted on Crossroads. Except as authorized by MCO 7010.20 and MCO 1754.9, MCCS activities may not enter into local purchase card programs (credit or debit cards) without prior approval of CMC (MR). RPOs using the NAF purchase card on behalf of a supported installation will comply with guidance posted on Crossroads.

## Chapter 5
## Initiating a Purchase Request (PR) Package

5-1 Initiating a PR Package. A PR package is required to initiate the request for every purchase order, contract, and modification, even if the dollar value for the requirement is zero. The program manager develops the PR packages after completing procurement planning, including business inquiry and market research as needed. The PR package consists of PR Forms 408-1 and 408-2 (or online ePR Phase 2 form to be released in late 2016 through mid-2017) with funding and approvals and additional supporting documents as required. Supporting documents will vary based on the requirement and are summarized in the PR Package Requirements Checklist as posted on Crossroads.

5-2 Submitting the PR Package

a. Program managers coordinate with IPCs to submit PR packages using the ePR system. Refer to Crossroads for ePR instructions.

b. The ePR system includes basic workflow functionality to submit ePR packages to the RPO or HQMC (MRB) and on-line visibility for the status of the action. Further capability is planned and the ePR instructions will be updated as needed to reflect changes. The most current version is available on Crossroads.

c. Computron PRs and the Camp Butler ePR system are used on a limited basis as directed by the RPO or HQMC (MRB).

d. The IPC or RPO provides guidance for submitting PR packages if the ePR system is unavailable.

5-3 Delivery Date of Supplies or Services. Requesting activities shall make every effort to establish realistic delivery dates so purchases can be properly accomplished. The amount of time required for the delivery or performance of items or services is an essential element that must be considered when submitting a PR package. PR packages submitted to the RPO must allow sufficient time for PALT, production time, and delivery of the items or services by the required delivery date. Refer to Appendix A-4 for the PALT Table and Appendix A-7 for Understanding Procurement Action Lead Times. Required delivery

dates must meet the need of the requesting activity but also take into consideration the following:

a. Urgency of need

b. Production time

c. Market conditions

d. Transportation time

e. Industry practices and sources of supply

f. Time for obtaining and evaluating bids/quotes, conducting negotiations, obtaining legal review as required, and awarding of the purchase.

5-4 Taxes

a. U.S. Federal, State, and Local Taxes. NAF purchases are exempt from all U.S. taxes with the exception of the fuel excise tax and lodging taxes in some localities.

b. Japanese Consumption Tax. The NAFIs are tax exempt in Japan except for the purchase of merchandise and supplies. Calculate the tax at 8% of the subtotal and include it as a separate line item on the PR. (Note: Businesses that expect to hire Japanese workers need Japanese business licenses and must be subject to and comply with Japanese employment laws, taxes, etc.).

c. Other Foreign Country Consumption Tax. The requesting activity shall plan for consumption taxes that may be charged for goods, materials, equipment, and services procured from other foreign countries.

5-5 PR Funding and Approvals. The requesting activity and IPC should retain a copy of the approved PR for their files.

a. The program manager is responsible for preparing the PR package, obtaining certification that the funds are available, and ensuring all required approvals/signatures per local MCCS requirements. The IPC may assist with verifying that the PR package is complete before submitting the PR package in the ePR system.

(1) No purchase or award can be made without proper certification that adequate funds are available to cover the procurement, including any freight costs. If, for any reason, the originally certified funds are subsequently determined to be insufficient to accomplish the procurement, the RPO will contact the IPC to obtain authorization and certification of the availability of additional funds before the purchase order or contract will be awarded. If additional funds cannot be certified, the procurement will be canceled.

(2) IDIQ-Requirement Contracts and Blanket Purchasing Agreements (BPAs) may be established prior to obtaining fund certification because they do not commit the MCCS to make a purchase or an award until a delivery order or a call is issued. Fund certification, either by individual certifications or by bulk funding methods, must be made available prior to placing delivery orders or calls against these contracts or agreements. As allowed by contract terms, purchase cards may be used to place orders against IDIQ contracts and BPAs; funding is considered certified per purchase card procedures but verification of funds is still required.

b. MCCS Accounting Management Office (AMO). Program managers ensure PR packages include approval from the installation AMO or Finance Office. The Accounting office ensures the lines of accounting are consistent with CMC (MRF) guidance to standardize cost centers and account codes and in compliance with contract guidance to use specific lines of accounting for recording information related to enterprise or regional contracts. Refer to Crossroads for more information regarding lines of accounting, Financial Accounting Standards Committee (FASC) documentation, and Finance and Accounting Standardization Guides (FASG).

c. Program managers ensure PR packages include the appropriate approval(s), when such approval(s) is/are required, for the following:

(1) MCCS Facilities Maintenance (FM). Activities requesting any kind of equipment that requires utility installation, e.g., electrical, gas, plumbing, or structural modifications, must obtain written approval from the installation Public Works, or Facilities Maintenance Director.

(2) MCCS Information Technology (IT). Activities requesting any kind of automated data processing equipment (ADPE), e.g., computers, printers, or software, must obtain

written approval from the CMC (MR) or MCCS Information Systems Manager.

(3) MCCS Internal Control Branch (ICB). Activities requesting security supplies and equipment, such as video surveillance cameras, safes, electronic door locks, electronic key cards, etc., must obtain written approval from the installation ICB Director in coordination with the Information Systems Manager as required locally.

d. Each MCCS or other NAFI seeking procurement support from an RPO or HQMC (MRB) will provide the procurement office with a current list of PR package approving officials and authorized approval dollar thresholds. PR package approving officials may be designated by title or by individual names. The list will be provided via letterhead and signed by the MCCS Director or NAFI Head. Individuals to whom the MCCS Director has delegated authority may further delegate PR package approval authority by providing the RPO or IPC a signed list of authorized titles or individuals on letterhead. Refer to the sample Purchase Request Approval Thresholds on Crossroads. Installations that do not have a PR package approval threshold list on file with the RPO may submit PR packages to the RPO with the written approval of the MCCS Director (or designee) or the IPC including the following statement: "PR approvals on this PR package comply with local MCCS requirements."

e. Family Readiness Officers (FROs) will submit PR packages to the IPC, RPO, or HQMC (MRB) per local guidance for requirements that cannot be accomplished via other methods. For Camp Butler, FROs will submit PR packages via the Director, Marine and Family Programs (MFP); the Director, MFP, will submit the approved PR package to the IPC or RPO. The MFP designee is responsible for ensuring the correct PR system is used, i.e., Computron or ePR.

## 5-6 Reporting Requirements for Emergency Purchases

a. IPCs may be required to accomplish emergency purchases, within delegated warrant authority, in order to meet emergency requirements to maintain the MCCS mission. Emergency purchase orders or contracts must be reported to the RPO upon issuance by forwarding a copy of the purchase order along with the Emergency Procurement summary sheet; refer to Appendix A-8 or the current version on Crossroads. Emergency purchases will be limited to services, repairs, or purchases of resale or consumable goods that are needed due to a combination of unforeseeable

circumstances that require immediate action, i.e., the requirement cannot be obtained through the use of normal purchase procedures and the delay of action may cause destruction or loss of MCCS property or assets or mission failure. Emergency purchase procedures shall not be used to alleviate the need for prior planning. Program managers that repeatedly submit emergency requirements may be requested to attend training classes recommended by the RPO Director or CMC(MRB) with the concurrence of the MCCS Director. The RPO Director or CMC(MRB) may recommend to the MCCS Director that program managers that repeatedly submit emergency requirements be subject to a performance improvement plan.

b. If a program manager makes an emergency purchase that cannot be accomplished by his or her NAF purchase card (e.g., to replace club refrigeration unit that fails during an evening event), the program manager shall report the purchase action in full detail by phone or email to the IPC or RPO Director within twenty-four (24) hours. In the absence of valid emergency criteria and prompt formalization of the purchase, emergency purchase actions will be handled as unauthorized commitments and will be processed per ratification procedures. The PR package must be submitted within three (3) business days following the emergency action. Refer to MCO 7010.20, paragraph 6207.

5-7 Modifications. To request a modification (change) to an existing order or contract, program managers must submit a PR package, even if the modification is at no cost. The PR package must reference the existing order or contract number and the "modification" box must be checked. Include an explanation of the modification requirement and include funding (if needed) to support additional costs and approvals.

5-8 Options. To exercise an optional period of performance or other option against an existing contract, the program manager shall submit a PR package to initiate the request (typically 90 days before the current period of performance expires). The PR package must reference the existing contract number and include funding (if needed). PRs for optional periods of performance will include the following additional documentation:

a. Summary of contractor performance;

b. MCCS annual business review report (required for revenue-generating contracts only);

c. Summary of Interactive Customer Evaluation (ICE) comments and resolution; and

d. Most recent four (4) contractor surveillance reports, if not already provided to the RPO. Surveillance report requirements vary with each contract and may include, but are not limited to, inspections for safety, health, Naval Medical, Army veterinarian, etc.

5-9 Delivery Orders/Task Orders. As allowed by contract terms, program managers may use the NAF purchase card to place orders against an existing contract. If the requirement cannot be obtained via purchase card, the program manager will prepare and submit a PR and will cross-reference the applicable contract number.

5-10 Participating in a Sister-Service Contract. To be added as a participating location to existing Sister-service contracts for support or revenue-generating services, program managers will submit a PR package via the RPO to HQMC (MRB). HQMC (MRB) will coordinate with the corresponding CMC (MR) program manager and the Sister-service to coordinate the request and contract modification. Include "PR Attachment -Revenue-Generating Service" with the PR package; this form is available on Crossroads.

## Chapter 6
## Solicitation and Contract Award

6-1 Receipt and Assignment of PR Packages. Upon receipt of an approved PR package, the RPO Director or designee assigns the PR package to an RPO or IPC contracting officer or installation procurement staff member for procurement action. The RPO Director will provide guidance for which actions are accomplished at the RPO or installation procurement office.

6-2 Request for Quote or Request for Proposal. The assigned contract specialist or contracting officer prepares and issues the request for quote or request for proposals and contract documents as required MCO 7010.20. A request for proposal and the resulting contract consist of many clauses and provisions, terms and conditions, of which the SOW is one section. The contracting officer includes clauses and provisions, as required by MCO 7010.20, including but not limited to termination, insurance, and labor clauses. If the MCCS program manager is aware of requirements that should be included in the contract (e.g., installation sanitation or environmental requirements), the program manager must include such requirements with the PR package.

6-3 Evaluation Panels. The contracting officer may establish a technical and/or price evaluation panel for the purpose of evaluating proposals based on the terms of the solicitation and instructions provided by the contracting officer. The panel provides the contracting officer with an evaluation report.

6-4 Award. The contracting officer considers input provided by the evaluation panel(s); however, the contracting officer is the source selection authority and has the ultimate authority to make the award decision. If designated in the procurement plan, the contracting officer will provide the Director, MR or MCCS leadership with information regarding the pending award decision to provide a "go" or "no go" recommendation.

6-5 Lines of Accounting. All regional and enterprise contracts will designate mandatory lines of accounting, per HQMC (MRF) guidance, to standardize tracking and reporting. All modifications adding installations to Sister-service support services or revenue-generating services contracts will require installations to use CMC (MR) designated lines of accounting to standardize tracking and reporting. Enterprise and Sister-service contracts will require the contractor to submit payment to CMC (MRF) for disbursement of fees to installations.

## CHAPTER 7
## Receiving, Contract Administration, and CORs

7-1 Receipt and Acceptance. Receipt and acceptance are accomplished in compliance with MCO 7010.20, par. 5106. Refer questions to the IPC, RPO, or HQMC (MRB).

7-2 Contract Administration. Contract administration is the management of a contract from the time of award through its expiration or termination and final retirement of records. The purpose of contract administration is to ensure that the contractor performs according to the contract provisions and that MCCS receives the quantity and quality of the goods or services for which it contracted. To aid in the contract administration function, especially where contract performance is remote from the contracting officer's location or program expertise is required, the contracting officer may appoint a COR. Final responsibility for contract administration, however, rests with the contracting officer.

7-3 COR Appointment. A COR is an individual appointed in writing, by the contracting officer, to oversee the terms and conditions of a contract.

a. MCCS Directors may provide the contracting officer with a recommendation or nomination for an individual to serve as a COR. In general, the IPC or installation procurement staff will not be appointed as a COR. The MCCS Director will ensure the designated COR has adequate time to complete mandatory COR training and perform COR duties in compliance with the contract and COR appointment letter.

b. COR appointment letters are signed by the contracting officer and acknowledged by the individual appointed as the COR. The COR appointment letter serves to identify the individual that is appointed, in writing, and details his or her duties and responsibilities. The contracting officer has the authority to rescind COR appointments (for example, when CORs are not performing required duties).

7-4 Headquarters Marine Corps-CORs (HQMC-CORs) and Local-CORs (L-CORs) for Enterprise Contracts. For enterprise contracts, the contracting officer may appoint an HQMC-COR to provide administrative support for the overall contract and L-CORs to provide administrative support for the contract at a specific installation. Duties, reporting requirements, and processes for communication will be designated in the COR appointment letters.

7-5 COR Responsibilities. CORs may not re-delegate COR responsibilities to another individual. The contracting officer may terminate COR appointment and appoint another individual as COR or the contracting officer may issue a temporary COR appointment for a limited period as needed.

a. A COR is responsible to oversee contractor performance, ensure adherence to the terms and conditions of the contract, and coordinate with the contracting officer for issues that cannot be resolved at the lowest level.

b. A COR is not authorized to make changes or modifications to a contract, including but not limited to deliverables, periods of performance, etc.

7-6 COR Reporting. CORs are required to complete and submit reports to the contracting officer as required by the contract and/or the COR appointment letter which may include, but are not limited to, the following:

a. Contractor Performance Report. COR prepares and submits reports to the contracting officer on a monthly or quarterly basis as specified by the contract. Refer to the Contractor Performance Reports template on Crossroads which may be customized as needed for a specific contract.

b. COR Business Review. COR prepares and submits to the contracting officer annually or, at a minimum, prior to requesting a modification to exercise an optional period of performance. The COR may obtain input from MCCS subject matter experts in preparing the report (e.g., MCCS staff from finance, facilities, analysis). The COR Business Review may be customized as needed for a specific contract but at minimum must address the following topics:

(1) Contractor compliance with contract pricing or commission/fee schedule and late payment commissions/fees.

(2) Summary of changing market conditions, if any.

(3) Trend comparison with previous years' performance regarding overall performance, costs, or profitability.

(4) Summary of semi-annual, annual, or other meetings as required by the contract identifying key issues, resulting plans of action, and current status.

(5) Determination that it is in the best interest of the MCCS to continue contract performance. Other considerations may be to provide the service as a direct MCCS operation or to discontinue the operation.

c. Inspections. COR obtains and submits copies of additional inspection reports to the contracting officer as required by the contract which may include, but are not limited to, safety, health, veterinary, etc.

d. HQMC-COR or L-COR reports. CORs that are assigned to provide COR duties for a specific location that is covered under a regional or enterprise contract will follow additional reporting and coordination requirements established within the contract, COR appointment letter, and as requested by the HQMC-COR.

7-7 COR Training. CORs are required to comply with mandatory training requirements; refer to the MCCS COR Training Guide posted on Crossroads or obtain guidance from the contracting officer.

7-8 COR Contract Files. CORs are required to maintain a file in support of each contract to which he or she is appointed as a COR. The following table is provided as an example of documents that may be included in the file. Questions regarding specific requirements should be directed to the contracting officer. As approved by the contracting officer, the file may be stored electronically. This file is considered official contract documentation and is subject to audit or inspection by the contracting officer or other authorized personnel. The COR contract file is provided to the contractor at the completion of the contract.

| FILE FOLDER SECTION | DOCUMENTS FILED |
|---|---|
| Part 1 | Copy of PR package with funding and approvals<br>COR Appointment Letter<br>Purchase request for option years, including supporting documents (at a minimum, most recent business review and summary of contractor performance/surveillance reports) |
| Part 2 | Contractor-required submittals, such as: Certifications or licenses<br>Insurance |
| Part 3 | Contract or Agreement<br>Delivery or Task Orders<br>Modifications |

| | |
|---|---|
| Part 4 | Miscellaneous Correspondence<br>Copies of Installation Access Passes (if allowed by local procedures)<br>Notice to Proceed |
| Part 5 | Contractor Deliverables<br>Surveillance and Inspection Reports<br>Invoices or Commission/Fee Reports<br>Note: COR must review and validate invoices against the contract; ensuring late payment terms are applied in compliance with the contract. |
| Part 6 | Annual business review of contract<br>Quarterly Contractor Surveillance/Inspection Reports<br>Follow-up actions or correspondence regarding contract performance issues<br>Patron/customer comments (MCCS Customer Evaluations (ICE)) |

7-9 Installation Access for Contractors. Unless advised otherwise by the contracting officer, the local COR or program manager has the primary responsibility for coordinating installation access for contractors in compliance with the respective installation policies and directives.

## CHAPTER 8
## Procurement Systems, Support, and Training

8-1 Procurement Systems. Procurment systems refers to the suite of tools that support processes for purchase request, contracting, receiving, and payment. Refer to the MCCS NAF Procurement Systems Guide posted on Crossroads for a list of the current systems which are designated as mandatory use. Training resources supporting Procurement Systems are also posted on Crossroads. Contact the IPC, RPO, or HQMC (MRB) for implementation, training, and additional support as needed.

8-2 Procurement Support. This SOP, other procurement resources, and training materials are posted on Crossroads. MCCS Directors, program managers, or CORs needing assistance with a NAF procurement or purchase card should first contact their IPC. For installations without an IPC, contact the RPO designated to support the installation. HQMC (MRB) is also available to assist as needed.

8-3 NAF Purchase Card Training. Refer to the MCCS NAF Purchase Card SOP for purchase card mandatory training requirements.

8-4 COR Training. CORs must complete training a minimum of every two years and provide evidence of completion to the IPC, RPO, or HQMC (MRB). For current training requirements, refer to the MCCS COR Training Guide posted on Crossroads.

8-5 General Procurement Training. Contact the IPC, RPO, or HQMC (MRB) regarding local availability or on-line resources for "Procurement 101 Training for Requesting Activities" and other available courses. Specific information is also available for FROs and Marine Corps Birthday Ball unit representatives.

8-6 Procurement Staff Training. Procurement personnel, including IPCs and installation procurement staff, RPOs, and HQMC (MRB) staff, will comply with the current NAF Training and Warrant Guide as posted on Crossroads.

## CHAPTER 9
## Program Controls and Reporting Requirements

9-1 Internal Controls. All NAF procurement is subject to oversight and control as identified in MCO 7010.20.

9-2 Ratifications

a. An unauthorized procurement action is an agreement, either verbal or written, that commits MCCS funds and/or resources by an individual who does not possess contracting authority or exceeds his or her contracting authority. The ratification of an unauthorized procurement action is an after-the-fact approval of the unauthorized procurement action by a warranted contracting officer acting within the scope of his or her warrant authority. An unauthorized procurement action, purportedly on behalf of MCCS, which exceeds the authority of the individual who made such a commitment, may result in a void contract in some circumstances or may result in personal liability of the individual who made the unauthorized procurement action.

b. Refer to MCO 7010.20, par. 1013 for ratification procedures.

c. Employees who make an unauthorized procurement action using MCCS resources shall be required to attend procurement and ethics training and, depending on the commitment, may be subject to adverse administrative action. Subsequent or repeated unauthorized procurement actions by the same individuals may be grounds for progressive adverse administrative action and shall require additional training as deemed appropriate by the RPO Director. Individuals and approving officials responsible for unauthorized procurement actions may be personally liable for the amounts improperly committed.

d. Refer to the ratification request form posted on Crossroads.

## CHAPTER 10
## Procurement Scorecard and Staffing

10-1 Procurement Scorecard. RPOs and HQMC (MRB) summarize goals and metrics by fiscal year in a procurement scorecard, which will include information for the categories listed below. The scorecard report is shared with Commanding Officers and MCCS Directors. Annual goals are adjusted as efficiencies are achieved. With each report, the RPOs and HQMC (MRB) will analyze scorecard metrics and processes to identify opportunities for improvement, updating processes and guidance as needed to implement changes.

a. Valuation for dollars saved or revenues increased including but not limited to:

(1) administrative savings through consolidated actions (e.g., issuance of 1 contract versus 5 contracts or 18 contracts)

(2) savings of volume pricing when compared with individual unit pricing (e.g., price breaks per volume)

(3) savings in comparison to historical pricing

b. Total number of actions and dollar value of contracts and orders awarded

c. Procurement Actions per full time employee (FTE)

d. PR packages submitted and completed within stated PALTs

e. Number of Emergency Actions

f. Number of Ratifications

g. COR training and reports

h. Customer survey ratings

10-2 Procurement Workforce Staffing Goals

a. The table below reflects baseline and projected workload goals as briefed to the MCCS Board of Directors in September 2014. The workload per FTE is an average and considers that more time is needed to execute and administer the following types of contracts versus simple purchase orders or delivery

orders: construction, regional, enterprise, and revenue-generating contracts.

| Installation | FY12 FTEs | FY12 Actions per FTE | FY13 Actions per FTE | Regional Goal as Briefed to BOD 9/2014 | Future goal TBD after analysis of data |
|---|---|---|---|---|---|
| **RPO NCR** | | | | | |
| Quantico | 3.2 | 269 | 218 | 99 | TBD |
| Henderson Hall | 1.9 | 30 | 74 | | |
| Camp Allen | 0.5 | 76 | 274 | | |
| Eighth and I | 1.2 | 29 | 46 | | |
| **RPO EAST** | | | | | |
| Lejeune | 4.0 | 204 | 100 | 102 | TBD |
| New River | 2.8 | 102 | 78 | | |
| Cherry Point | 3.0 | 130 | 85 | | |
| South Carolina | 3.0 | 131 | 102 | | |
| Albany | 1.3 | 75 | 56 | | |
| **RPO WEST** | | | | | |
| Pendleton | 11.0 | 104 | 85 | 98 | TBD |
| Miramar | 8.0 | 109 | 112 | | |
| Twentynine Palms | 5.0 | 56 | 39 | | |
| San Diego | 1.7 | 622 | 302 | | |
| Yuma | 2.2 | 96 | 112 | | |
| Barstow | 1.0 | 54 | 81 | | |
| **RPO PAC** | | | | | |
| Butler | 16.2 | 79 | 75 | 50 | TBD |
| Iwakuni | 6.0 | 104 | n/a | 100 | TBD |
| Hawaii | 5.0 | 57 | 49 | 41 | TBD |
| **MRB** | 13.0 | 27 | 13 | 22 | TBD |
| **Totals** | **90.0** | **101** | **79** | **72** | **TBD** |

b. Upon implementing procurement systems, the RPOs and HQMC (MRB) will analyze procurement data annually, validate and, as needed, adjust the procurement staffing plan to meet workload requirements. Evaluation of data will include, but will not be limited to, analysis of the following categories: use of the purchase card at the program office level; consolidating redundant or repetitive requirements; use of regional and

enterprise contracts; use of standard processes; and implementation of procurement systems. Determinations of appropriate workload per FTE will consider best practices within industry and Sister-service NAFI procurement offices benchmarks. Proposed staffing plan changes will be coordinated with installation commanding officers and MCCS Directors prior to finalization to address specific installation concerns regarding levels of procurement support.

# Appendixes

## Appendix A-1

## DEFINITIONS

The following are commonly used definitions. Many of the definitions are found in MCO 7010.20 and are provided here for convenient reference only:

1. *Amendment*. A method used to make changes, corrections or revisions to a solicitation (RFP/RFQ).

2. *Appropriated Funds (APF)*. Funds appropriated by Congress.

3. *Best and Final Offer (BAFO)*. A request by the contracting officer for interested parties to submit their best and final offer (usually includes both cost and proposal) to be considered. Also referred to as Final Proposal Revision.

4. *Bilateral Contract*. A contract that requires signature from both the contracting officer and the contractor.

5. *Bilateral Modification*. A modification that requires both the contractor's and the contracting officer's signatures and is based on negotiation and agreement between the two sides.

6. *Blanket Purchase Agreement (BPA)*. Establishes an account with select suppliers to fill recurring needs for goods or services and invoice monthly or other designated period.

7. *Blanket Purchase Agreement Caller*. An individual who is appointed in writing by the contracting officer to place calls against a specific BPA that has been established with a supplier.

8. *Brand Name Only*. A method of justifying single source procurement. This justification applies when only a particular product (not a substitute) will meet the essential requirements and is often used for purchases of resale products based on customer preference.

9. *Bulk Funding*. A method that allows the contracting officer (with authorization from a fund manager or accounting officer) to obligate funds against a lump sum reserved for a specific purpose over a designated period of

time.

10. *Clause*. A particular article, stipulation, or provision in a request for proposal or contract.

11. *Compensation*. Payment for services rendered.

12. *Contract Modification*. The method used to make changes to an existing contract. Modifications may be unilateral or bilateral depending on the scope of the change.

13. *Contract Period*. The length of time a contract is valid. Also referred to as a contract period of performance (PoP).

14. *Contract Specialist*. An individual who has specific duties related to the procurement process. Duties include developing and writing all contractual documentation, soliciting quotes and proposals, negotiating and closing deals, evaluating a contractor's performance, reviewing final documentation prior to signature by the contracting officer, and providing contractual assistance to all MCCS Directors, RPOs, IPCs, CORs, etc.

15. *Contracting Agency*. Marine Corps Community Services (MCCS) or CMC (MR) for the purposes of this SOP.

*16*. *Contracting Officer*. An individual appointed in writing by CMC (MR) with the warrant authority to enter into, administer, and/or terminate contracts on behalf of a NAFI and make related determinations and findings.

17. *Contracting Officer's Representative (COR)*. A qualified individual appointed in writing by the contracting officer to assist in the technical monitoring or administration of a contract.

18. *Contracting Officer Warrant*. The expressly stated dollar thresholds up to which a warranted contracting officer may sign on behalf of a NAFI. A warranted contracting officer may execute contracting actions only up to the amount for which they are warranted, applicable to the whole contract value (inclusive of all Options).

19. *Contractor*. An independent entity that agrees to furnish a

certain number or quantity of goods, material, equipment, personnel, and/or services that meet or exceed stated requirements of specifications at a mutually agreed upon price within a specified timeframe. The contractor is not deemed to be an employee of the contracting agency.

20. *Cure Letter*. A written document issued by the contracting officer notifying the contractor that the MCCS considers the current performance of the contractor a condition that is endangering performance of the contract.

21. *Formal Procurement Planning Process (FPPP)*. An FPPP spreadsheet was formerly used as a planning and forecasting tool to identify upcoming requirements for equipment, supplies or services. Use of this spreadsheet is discontinued upon issual of this manual.

22. *General Provisions*. Additional articles, stipulations, clauses, provisions and/or guidelines that are included in or attached to a contract.

23. *Government*. The United States Government and any entity thereof, including MCCS, USMC, Department of the Navy (DoN), Department of the Army, Department of the Air Force, United States Coast Guard, and any other Government agency, whether military or civilian.

24. *Head of the Agency*. Director, MR, as delegated by DoDI 4105.67, SECNAVINST 7043.5B, and MCO 7010.20.

25. *Hold Harmless*. A contract clause requiring contractors to protect MCCS from loss or liability; indemnification; and guaranty. Hold harmless agreements do not prevent lawsuits. In California they are used to lessen liability by showing that an individual knew of and accepted the risk of any activity.

26. *Indemnity*. A clause requiring contractors to secure against loss or damage, which may occur in the future, or to provide compensation for or to repair loss or damage already suffered; to insure; and to save harmless.

27. *Lowest Price Technically Acceptable (LPTA)*. A best value

contract method where award is made based on the lowest priced technically acceptable offer. Technical factors are rated only as "meets" or "does not meet" requirements stated in the RFP.

28. *MCCS Facilities*. Buildings, structures, land areas, or other real property primarily used for MCCS activities.

29. *MCCS*. A general staff section of the Marine Corps responsible for providing and administering Marine Corps Community Services (MCCS) programs for Marine Corps personnel on Marine Corps installations.

30. *MCCS Programs*. Those military MCCS programs (exclusive of private organizations as defined in MCO 5760.4) located on Marine Corps installations or on property controlled (by lease or other means) by the Marine Corps or furnished by a Marine Corps contractor that provide for the mission sustainment, community support, and revenue generating programs for authorized DoD personnel. Civilian employee MCCS activities are controlled by MCO 12790.2.

31. *Modification*. A method used to make authorized and binding changes to an existing contract. Modifications may be unilateral or bilateral depending on the scope of the change.

32. *Nonappropriated Fund Instrumentality (NAFI)*. A DoD organizational and fiscal entity supported in whole or in part by nonappropriated funds. A NAFI, as an instrumentality of the U.S. Government, enjoys the same immunities and privileges as the U.S. Government in the absence of specific Federal statute. It is not incorporated under the law of any State, but has the legal status of an instrumentality of the United States. References to United States, the Government, and other related references will generally be implied to mean the NAFI throughout a contract. MCCS is a NAFI and some contract clauses refer to MCCS or CMC (MR) as the NAFI.

33. *Procurement Action Lead Time (PALT)*. PALT is the amount of time between acceptance of a PR package by the RPO and the date of the issuance of a purchase order or contract award. RPO processing time begins after receipt of a complete and adequate PR package.

34. *Proposal*. A documented plan, offer, etc. presented for acceptance identifying how an offeror (prospective contractor) will accomplish or perform a specific service. A proposal also includes a price.

35. *Purchase Orders*. Purchase orders are individually negotiated agreements and may be unilateral or bilateral.

36. *Purchase Request (PR) Package*. The PR form with supporting documents as required.

37. *Ratification*. The act of approving an unauthorized commitment of NAF in order to pay a supplier for goods and services.

38. *Request for Proposals (RFP)*. A request for interested parties to submit a proposal for a specific supply and/or service. This term is often used interchangeably with solicitation.

39. *Request for Quotations (RFQ)*. A request for interested parties to submit a quotation for consideration.

40. *Revenue Generating Contract*. A contract for services that generates income for MCCS; may be a flat commission/fee or a commission/fee based on percentage of sales.

41. *Show Cause Letter*. A letter issued by a contracting officer if a contractor fails to cure performance. The show cause letter advises the contractor of the contracting officer's intent to terminate the contract for default unless the failure was due to causes beyond the control and without the fault or negligence of the contractor. The show cause letter requires the contractor to respond in writing to the circumstances that caused the breach of contract.

42. *Simplified Purchases*. A procurement of equipment, supplies, non-personal services, entertainment, or construction of which the aggregate amount does not exceed $25,000.

43. *Single Source Procurement*. Multiple sources could provide the goods or services, but the requesting activity has a

justified need for obtaining the goods or services from a particular single source. Refer to MCO 7010.20, paragraph 6005.

44. *Sole Source Procurement*. Goods or services are available from only one sole source. Refer to MCO 7010.20, paragraph 6005.

45. *Solicitation*. A request for interested parties to submit a proposal for a specific type of work and/or service. This term is often used interchangeably with request for proposal (RFP).

46. *Specifications*. Descriptions of the essential technical requirements for items, materials, or services, including the criteria for determining that requirements have been met.

47. *Statement of Objectives*. An MCCS-prepared document incorporated into the solicitation that states the overall performance objectives. It is used in solicitations when the MCCS intends to provide the maximum flexibility to each offeror to propose an innovative approach.

48. *Statement of Work (SOW)*. A document that defines service contract requirements in clear, concise language and identifies the specific work to be accomplished. An SOW must be individually tailored to consider the period of performance, deliverable items, if any, and the desired degree of performance. SOWs will be prepared for complex contracts such as telecommunications, concessionaires, etc., as well as small contracts such as entertainers (single or group), instructors, etc. A Performance Work Statement (PWS) is a SOW for performance-based acquisitions that describes the required results in clear, specific and objective terms with measurable outcomes.

42. *Terms and Conditions*. Contract clauses specifying contract requirements.

43. *Uniform Funding and Management (UFM)*. A funding mechanism/practice whereby appropriated funds (APF) are executed by a NAFI as nonappropriated funds (NAF) under NAF rules.

44. *Unilateral Contract*. A contract only requiring the

contracting officer's signature.

45. *Unilateral Modification*. A contract modification that requires only the signature of the contracting officer. The authority for this type of modification is normally based on clauses and other terms of the contract.

46. *Unpriced Purchase Orders (UPOs)*. Purchase orders used when the exact price(s) of supplies or services cannot be established at the time of the order.

## Appendix A-2

### ACRONYMS

The following are commonly used acronyms within various documents and contracts.

**AC/S** - Assistant Chief of Staff

**AMO** - Accounting Management Office

**APF** - Appropriated Funds

**BAFO** - Best and Final Offer

**BPA** - Blanket Purchase Agreement

**BUSOPS** -Business Operations

**CG** - Commanding General

**C/S** - Chief of Staff

**CLIN** - Contract Line Item Number

**COR** - Contracting Officer's Representative

**FMD** - Financial Management Division

**FOIA** - Freedom of Information Act

**FTID** - Federal Taxpayer's Identification Number

**GSA** - General Services Administration

**HRD** - Human Resources Division

**IPC** - Installation Procurement Coordinator

**LOG** - Logistics

**LPTA** - Lowest Price Technically Acceptable

**MRK** - Marketing Division

**MCCS** - Marine Corps Community Services

**MFP** - Marine and Family Programs

**NAF** - Nonappropriated Funds

**NAFI** - Nonappropriated Fund Instrumentality

**PALT** - Procurement Action Lead Time

**PCI** - Payment Card Industry

**PII** - Personally Identifiable Information

**PR** - Purchase Request

**RFP** - Request for Proposal

**RFQ** - Request for Quotation

**RPO** - Regional Procurement Office

**SOP** - Standard Operating Procedure

**SOO** - Statement of Objectives

**SOW** - Statement of Work

**SPO** - Satellite Procurement Office

**SSIC** - Standard Subject Identification Code

**SVC** - Service Division

**SSN** - Social Security Number

**UPO** - Unpriced Purchase Order

**EACO** - Eastern Area Counsel Office

**PACO** - Pacific Area Counsel Office

**WACO** - Western Area Counsel Office

## Appendix A-3: PR Package Checklist

Important: Contact the IPC, RPO, or HQMC (MRB) for additional clarification as needed. This PR Package Checklist applies for most requirements; however, based on the complexity of the requirement, the contracting officer may seek additional information, such as a procurement plan, at lower thresholds.

| # | Document Name | Supplies under $150K | Supplies over $150K | Services under $150K | Services over $150K | Construction |
|---|---|---|---|---|---|---|
| 1 | ePR Cover Page (created in SharePoint system when starting a new ePR workflow) | x | x | x | x | x |
| 2 | PR Form 408 with funding, approvals, and at least 3 recommended sources (with ePR Phase 2, this information will be completed directly in the ePR SharePoint system) | x | x | x | x | x |
| 3 | Procurement Plan (also referred to as Acquisition Plan) | | x | | x | x |
| 4 | Specifications including key performance requirements | x | x | x | | x |
| 5 | Performance Work Statement (PWS) or Statement of Work (SOW) | | | | x | x |
| 6 | Contractor Surveillance Plan or Quality Assurance Plan | | | x | x | x |
| 7 | Technical Evaluation Criteria | | x | | x | x |
| 8 | COR Nomination Letter with proof of Training Certificates | | x | | x | x |
| 9 | Market Research Checklist | x | x | x | x | x |

| Purchase Request (PR) Package Checklist | | | |
|---|---|---|---|
| **Procurement Type**<br>*Refer to PALT table for lead times.* | ✓ | **Requirements for an Acceptable PR Package:** | **Resources and Additional Information**<br>Crossroads >> Headquarters >> NAF Procurement >> Procurement Requisition Form Instructions and Resources |
| **Purchase Order (PO)**<br>One-Time Buy<br>Standard supplies or services | | ➢ Purchase Request (PR), including, but not limited to:<br>• Description of Item/Service (attach SOW if simple description is insufficient). Refer to Crossroads for supplemental forms for furniture, Individual Service Contracts, Portable Toilets, etc.<br>• Funding (estimated unit and total prices)<br>• Correct line of accounting and Approvals<br>• Calendar dates for required delivery or performance dates, not "ASAP" | ➢ PR Form 408.1 for U.S. and PR Form 408.2 for International Use (408.1 and 408.2 forms will be replaced by Phase 2 ePR SharePoint system)<br>➢ PR Form 408 – Instructions for Use<br>➢ SOW Handbook<br>➢ Contact RPO or HQMC (MRB) for relevant sample SOW from a similar requirement to use as starting point |
| **Delivery Order (DO)** | | ➢ Purchase Request (PR), per the above, AND:<br>• Contract Number against which DO will be placed | ➢ See above |
| **Modifications**<br>Change contract for performance period, quantity, price | | ➢ Purchase Request (PR), including:<br>• Reference contract number<br>• Description of change<br>• Funding and approvals if change involves additional funds<br>➢ If exercising an option year, provide summary statement of contractor performance to date<br>➢ Important: Many contracts with option years require 60 days' notice to exercise the option! | ➢ See above, and:<br>➢ Contractor Performance Report |
| **Non-Complex Contracts**<br>Contracts supported by SOW and may require an RFP. Award usually based on single/sole source or best value LPTA. | | ➢ Purchase Request (PR), including funding, lines of accounting, required delivery or performance dates<br>➢ SOW<br>➢ Technical Evaluation Factors | ➢ See above<br>Note: LPTA is a best value contract method where award is made based on the lowest priced technically acceptable offer. Technical factors are rated only as "meets" or "does not meet" requirements stated in the RFP. |
| **Complex Contracts**<br>Involve SOW, RFPs, and technical evaluations. Award usually based on best value trade-off analysis. | | ➢ Purchase Request (PR)<br>➢ SOW<br>➢ Technical Evaluation Factors and order of importance<br>➢ Procurement Plan for requirements over $150K, that impact multiple programs, or require Board of Director approval | ➢ See above, and:<br>➢ Procurement Planning Handbook<br>➢ Business Inquiry SOP<br>Note: Best Value Trade-off is a contract method where award is made to the offeror with the best value based on a trade-off analysis of technical factors and price. |
| "Other" – Include if Applicable | | | |
| **Single or Sole Source Justification** | | ➢ If requirement is over $5,000 and only one specific brand or one specific source is acceptable, then attach a Single or Sole Source Justification Memo to the PR Package. | ➢ Single and Sole Source Approval Request Samples Memos |

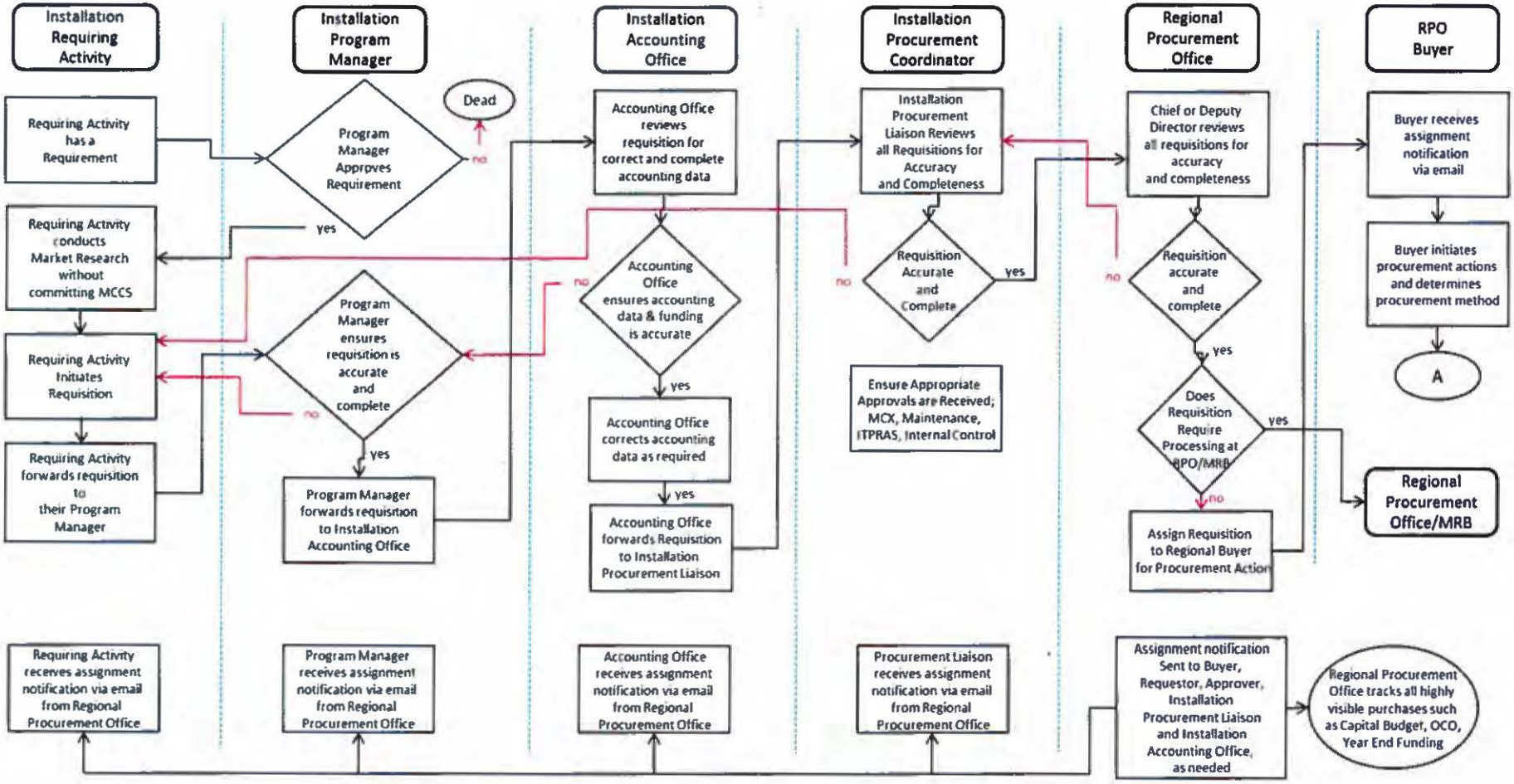
## Appendix A-4
## PROCUREMENT ACTION LEAD TIME (PALT) TABLE

**PALT refers to the time from receipt of an approved PR package at the RPO or HQMC (MRB) to contract award. Allow 2-3 business days to coordinate with the IPC for submittal of the PR package to the RPO or HQMC (MRB). Allow additional time needed for the contractor to manufacture and deliver items. Remember to allow time for procurement planning and the business inquiry process in advance of submitting a PR package.**

| Type of Action | Standard PALT (calendar days) |
|---|---|
| 1 Simple Requirements: commercial-off-the shelf (COTS) equipment or supplies, purchase orders, delivery orders, PO/DO modifications | 14 |
| 2 Low-Level Complex Requirements: supplies that require service or installation; simple service, maintenance, or repairs; BPAs, short-term concessions; individual service contracts; recurring IT maintenance and license contracts; contract modifications; adding locations to sister-service contracts | 38 |
| 3 Mid-Level Complex Requirements: renovation/minor construction, base-wide events or major entertainment; supply and services requiring RFP | 114 |
| 4 High-Level Complex Requirements: system-wide contracts; new program initiatives; multi/multiple year contracts (i.e., base and option years) | 228 |

## Appendix A-5

# NAF REGIONAL PROCUREMENT OFFICE (RPO) REQUISITION PROCESS




* **NOTE**: Requisitions that require an utility (gas, water, electricity), IT, or security equipment must be routed to the appropriate department (Facilities Maintenance, IT, ICB) before reaching the IPC or RPO office.

This process flowchart is provided as an example; refer to RPO guidance for specific process requirements.

## Appendix A-6

## Cost-Benefit Analysis to Determine Regional or Enterprise Contract

The following questions were developed to determine if an item may be a candidate for an enterprise procurement. After answering the following questions, a determination can be made for the best procurement option - either a one-time purchase for the installation, a regional contract, or an enterprise-wide contract.

| Date | Prepared by:<br>Name<br>Title<br>Service<br>Contact Info |
|---|---|
| Synopsis of Procurement: | |

1. Is there any potential this item is a requirement for all or multiple installations? ☐Yes ☐No

   - If no, proceed with issuing an installation order or contract.
   - If yes, proceed to 2.

2. Consider the following:

   a) Is there an existing contract in-place and available for use? ☐Yes ☐No

   Comments:_____

   What price is currently being paid or commission/fee is currently being received?

   b) Identify the installations that need or may have a potential future need for the requirement:

   c) Volume (quantity and how often required for each installation). Consider past usage and anticipated usage.
   Attach supporting documents as needed. Comments:_____

   d) Is the requirement seasonal?
   ☐Yes ☐No Comments:_____

   e) Is this an end of year spend w/expiring UFM funds?
   ☐Yes ☐No Comments:_____

   f) Weight. Would item weight or size increase shipping costs and eliminate savings of an enterprise contract (i.e., does the weight of the item materially increase cost for shipping)?

☐Yes ☐No Comments:_____

g) Is the item available from multiple sources?
☐Yes ☐No Comments:_____

h) Is the item available from a local source?
☐Yes ☐No Comments:_____

i) Is the item available in various geographical locations?
☐Yes ☐No Comments:_____

j) Is the item for CONUS or OCONUS? (check all that apply)
☐CONUS ☐OCONUS Comments:_____

k) Are there any installation-specific requirements that must be followed which prevent a consolidated purchase?
☐Yes ☐No Comments:_____

l) Is the requirement mandatory-use for all MCCS?
☐Yes ☐No Comments:_____

m) Is any single RPO in a better position to process the contract for all MCCS
☐Yes ☐No Comments:_____

n) Is the requirement for a Resale item ☐Yes ☐No
- If yes, is it a Brand Name item?

☐Yes ☐No Comments:_____

o) Is the item appropriate for standardization?
☐Yes ☐No Comments:_____

p) Is there willingness to standardize?
☐Yes ☐No Comments:_____

q) Does the item require continued maintenance? ☐Yes ☐No
- Is there a nationwide provider? ☐Yes ☐No
- Comments:_____

r) Are there any reoccurring refresh/upgrade requirements? ☐Yes ☐No
- If so, have the reoccurring requirements been identified?

☐Yes ☐No Comments:_____

s) Is there a financial preference to Lease vs. Buy?
☐Yes ☐No Comments:_____

t) Is training required by the end user?
☐Yes ☐No Comments:_____

u) Can spend be leveraged to gain economies of scale?

☐Yes ☐No Comments:_____

v) What are the risks of consolidation of requirements (cost/schedule/performance)?

w) What are the benefits of consolidated requirements?

x) What are the barriers?

y) Who will monitor contract spend and performance of the contractor?

z) What metrics will be used to determine the success of an enterprise contract?

3. Summary/Action. Upon review of the above, it is decided to:

- Proceed with enterprise contract
  - Type of contract:
  - Lead Procurement Office:
  - Participating MCCS locations:
  - Upon award: identify savings achieved through cooperative effort:
- Proceed with regional contract at this time.
  - Type of contract:
  - Lead Procurement Office:
  - Participating MCCS:
  - Upon award: identify savings achieved through cooperative effort:
  - Additional comments: _____
- Do not proceed with an enterprise or regional contract at this time.
  - Additional comments: _____

4. Approved:

_____ _____

Name/Title Date

_____ _____

Name/Title Date

# Appendix A-7: Understanding Procurement Action Lead Times

- How long will it take to get my stuff or get my service in place?
  - For the program manager, the procurement timeline is important.
  - There are no "one size fits all" answers to how long it takes from planning to receipt.

- Typically, the program manager initiating the requirement is in control of the *Planning Time* which includes the Business Inquiry process (for Retail, Services, Commercial Recreation, Food and Hospitality initiatives), market research, defining requirements, developing a procurement plan (required for actions above $150K), and preparing/submitting the PR package to the procurement office.

- The procurement office is responsible for the *Procurement Action Lead Time* (PALT) and plans and measures the procurement process based upon standard PALTs. PALT begins upon receipt of an approved PR package and ends with award of an order or contract. PALT varies based on the complexity of the requirement. Refer to the PALT Table in Appendix 4 or posted on Crossroads for more information.

- *Production Time* is dependent upon the contractor and may vary from one day for simple, off-the-shelf items to months for complex IT systems requiring integration.

- *Delivery Time* is defined as the time required for the contractor to deliver the items or services ordered after Production Time. Delivery Time may vary from one day for simple, off-the-shelf items procured locally to much longer for items shipped cross country or services dependent upon contractor scheduling. The delivery date or period of performance is listed in the contract or order.

## Appendix A-8:

### Emergency Procurement

### Summary Sheet

| 1) Date | 2) PR # | 3) PO or Contract # | 4) Did RPO direct IPC to accomplish the PO or Contract? Answer: Yes or no. If yes, skip to column 7. | 5) Explain circumstances preventing compliance with regular procurement procedures (ePR submittal to RPO). | 6) Describe corrective action, if any, that is being taken to prevent similar emergency requirements in the future? | 7) Submitted by: | 8) Approved by: |
|---|---|---|---|---|---|---|---|
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Subj: LETTER OF INSTRUCTION FOR NONAPPROPRIATED FUND REGIONAL PROCUREMENT TRANSFORMATION - UPDATE

Procurement Transformation Staffing Plan

To be validated and adjusted if needed to support the regional procurement organization structure.

| Installation | FY15 Procurement FTEs |
|---|---|
| RPO NCR at Quantico | 5 |
| Henderson Hall | 1 |
| Camp Allen | 0 |
| MARBKS WSH | 0 |
| Garden City | 0 |
| New Orleans | 0 |
| RPO EAST at Lejeune-New River | 10 |
| Cherry Point | 1 |
| South Carolina | 1 |
| Albany | 1 |
| RPO WEST at Camp Pendleton | 16 |
| Miramar | 1 |
| Twentynine Palms | 1 |
| San Diego | 1 |
| Yuma | 1 |
| Bridgeport | 0 |
| Bangor | 0 |
| RPO PAC at Camp Butler | 16 |
| Iwakuni | 4 |
| Hawaii | 5 |
| MRB | 14 |

| RPO Position Descriptions |
|---|
| RPO Director, Supervisory Contract Specialist, NF-1102-05 |
| RPO Deputy Director, Supervisory Contract Specialist, NF-1102-05 |
| RPO Deputy Director, Supervisory Contract Specialist, NF-1102-04 |
| *Contracting Cell* |
| Supervisory Contract Specialist, NF-1102-04 |
| Senior Contract Specialist, NF-1102-04 |
| Contract Specialist, NF-1102-04 |
| Contract Specialist, NF-1102-03 |
| Procurement Technician, NF-1102-03 |
| Procurement Technician (Procurement Assistant) NF-1106-02 |
| *Planning and Compliance Cell* |
| Procurement Analyst (Systems Administrator) NF-1102-04 |
| Procurement Analyst (APC) NF-1102-04 |
| Contract Specialist (APC) NF-1102-03 |

| IPC Position Descriptions |
|---|
| Installation Procurement Coordinator-Liaison (Contract Specialist) NF-1102-04 |
| Installation Procurement Coordinator-Liaison (Contract Specialist) NF-1102-03 |

| RPO Organization Structure | NCR | EAST | WEST | PAC |
|---|---|---|---|---|
| RPO Director, Supervisory Contract Specialist, NF-5 | 1 | 1 | 1 | 1 |
| RPO Deputy, Supervisory Contract Specialist, NF-5 | | | 1 | 1 |
| *Contracting Cell* | | | | |
| Supervisory Contract Specialist, NF-4* | 1 | 1 | 2 | 2 |
| Contract Specialist, NF-4 | 1 | 2 | 4 | 4 |
| Contract Specialist, NF-3 | 1 | 4 | 6 | 6 |
| Procurement Technician, NF-3 | | 1 | 1 | 1 |
| *Planning and Compliance Cell* | | | | |
| Procurement Analyst, NF-4* | 1 | 1 | 1 | 1 |
| Total RPO Staffing | 5 | 10 | 16 | 16 |
| IPC Staffing (see IPC Staffing Structure Chart for locations designated an IPC) | | | | |
| Contract Specialist (IPC), NF-4 or NF-3 | 1 | 3 | 4 | |
| SPO Staffing (see below chart) | | | | 9 |
| TOTAL PROCUREMENT STAFF | 6 | 13 | 20 | 25 |

* Where two or more PDs exist for this position, the RPO Director will determine which PD to use for the RPO staffing structure.

| IPC Staffing Structure | NF-3 or NF-4 |
|---|---|
| RPO NCR | |
| Henderson Hall | 1 |
| RPO EAST | |
| Cherry Point | 1 |
| South Carolina | 1 |
| Albany | 1 |
| RPO WEST | |
| Miramar | 1 |
| Twentynine Palms | 1 |
| San Diego | 1 |
| Yuma | 1 |

| Satellite Procurement Office (SPO) Structure | Hawaii | Iwakuni |
|---|---|---|
| IPC, Supervisory Contract Specialist, NF-4 | 1 | 1 |
| Contract Specialist, NF-4 | 1 | 1 |
| Contract Specialist, NF-3 | 3 | 2 |
| Total SPO Staffing | 5 | 4 |

Procurement Transformation Timeline

**Initial Operational Capability (IOC) Checklist – Jul 2015**

- LOI - RPO procurement authority in effect
- SOP (w/ Business Rules) distributed & ready for use
- Confirmaton Brief to confirm systems and processes in place for RPOs to be in effect (complete May 2015)

**Final Operational Capability (FOC) Checklist –Feb 2016**

- All procurements accomplished in accordance with the SOP for the regional organization structure

**Final Staffing Operational Capability (FSOC) – (was Jul 2016) Target of 31 July 2017**

- IT procurement systems implemented: ePR and ECM in late 2016 thru mid-2017
- Staffing changes, if required, complete and all procurements accomplished in accordance with the SOP
- SOP and Business Rules documentation will be updated as needed

| Task | 2014 | 2015 | Jan – Oct 2016 | Nov 16 | Dec 16 | Jan 17 | Feb 17 | Mar 17 | Apr 17 | May 17 | Jun 17 | Jul-Dec 17 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| IT Implementation: Procurement Solution of SharePoint ePR, ECM, and FMS Receiver | | ePR Phase 1b | | MR | | | RPO NCR | RPO East | | RPO West | RPO PAC | |
| Policy, Process, Procedures (SOP) | | 15 Jul | | | | | | | | | | |
| Communication Plan | | 15 Jul | | | | | | | | | | |
| BOD Approval (Green Light) | 23 Sep | | | | | | | | | | | |
| Union Notification | | 12 Feb | | | | | | | | | | |
| Establish RPOs | | IOC 15 Jul | | | | | | | | | | |
| Establish IPCs and Transition to Regional | | | FOC Feb 16 | | | | | | | | | FSOC |
| Facilities and FF&E | | RPO East Jul 15 | | | | | | | | | | |

Dates are subject to change. Updates will be communicated via MR meetings with Commanders and MCCS Directors.

Subj: LETTER OF INSTRUCTION FOR NONAPPROPRIATED FUND REGIONAL PROCUREMENT TRANSFORMATION - UPDATE

| Installation | Target Reduction | Target Reduction | Actual Reduction | | Action Taken (# of billets) | | | | | | Dates of Action | Dates of BBA Approval by MR | Union Notification (if applicable) Date | Employee Notification Date |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | NAF | APF | NAF | APF | Hiring Freeze | Reduction By Attritition | Business Based Action & Type | Gapped Billets | Reassignment | Other | | | | |
| RPO NCR | | | | | | | | | | | | | | |
| Quantico | | | | | | | | | | | | | | |
| Henderson Hall | | | | | | | | | | | | | | |
| Camp Allen | | | | | | | | | | | | | | |
| Eighth and I | | | | | | | | | | | | | | |
| RPO EAST | | | | | | | | | | | | | | |
| Lejeune - New River | | | | | | | | | | | | | | |
| Cherry Point | | | | | | | | | | | | | | |
| South Carolina | | | | | | | | | | | | | | |
| Albany | | | | | | | | | | | | | | |
| RPO WEST | | | | | | | | | | | | | | |
| Pendleton - Barstow | | | | | | | | | | | | | | |
| Miramar | | | | | | | | | | | | | | |
| Twentynine Palms | | | | | | | | | | | | | | |
| San Diego | | | | | | | | | | | | | | |
| Yuma | | | | | | | | | | | | | | |
| RPO PAC | | | | | | | | | | | | | | |
| Butler | | | | | | | | | | | | | | |
| Iwakuni | | | | | | | | | | | | | | |
| Hawaii | | | | | | | | | | | | | | |
| MRB | | | | | | | | | | | | | | |