



**TRICARE MANAGEMENT ACTIVITY
FALLS CHURCH, VIRGINIA**

**CONTRACT OPERATIONS DIVISION –FALLS
CHURCH (COD-FC)**

CONTRACT FORMULATION PLAN

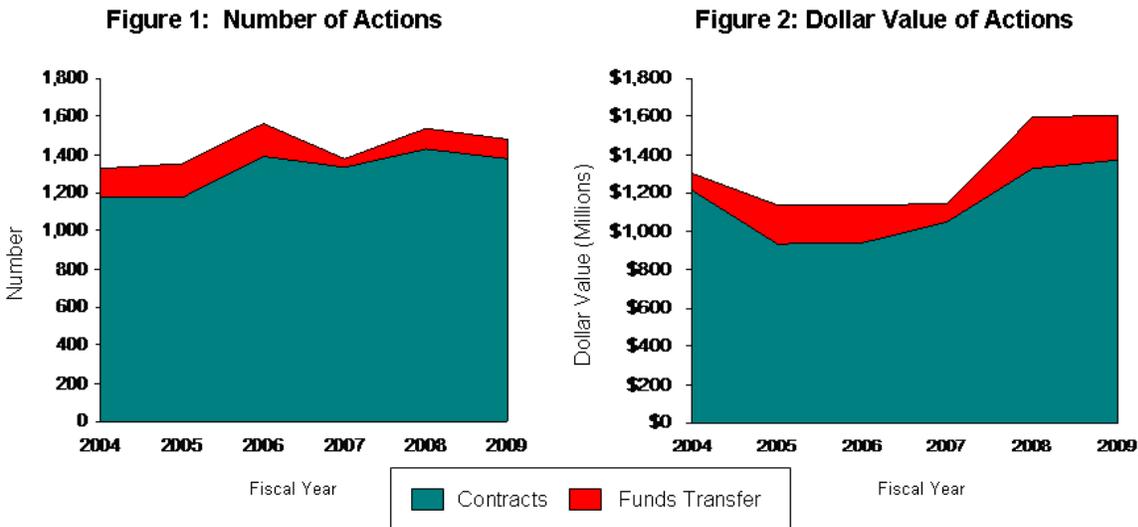
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**TRICARE MANAGEMENT ACTIVITY (TMA)
 CONTRACT OPERATIONS DIVISION – FALLS CHURCH (COD-FC)
 CONTRACT FORMULATION PLAN**

1. INTRODUCTION. In fiscal year (FY) 2009, over fifteen hundred contracting actions supporting critical Military Health System (MHS) requirements were executed through the TMA Headquarters, located in Falls Church Virginia. These contract actions had a combined value of approximately \$1.6 billion, using Operations and Maintenance, Other Procurement, and Research, Development, Testing, and Evaluation appropriations. The organization responsible for planning and managing this sizeable volume of acquisition activity is the TMA Contract Operations Division – Falls Church (COD-FC) of the TRICARE Acquisition Management & Support (AM&S) Directorate. COD-FC is responsible for facilitating the timely award, and providing program management and oversight of MHS contracts. Figures 1 and 2 illustrate the growth since FY 2004 in TMA acquisition actions, executed through both contracting actions and funds transfers, for which COD-FC provides support, guidance, and oversight.



Prior to the establishment of COD-FC (formerly the TRICARE Procurement Support Division), TMA’s acquisition process was decentralized, lacked appropriate management controls and policies, had largely undefined roles and responsibilities, and provided limited mechanisms for tracking contract actions. COD-FC was established to address these deficiencies by centralizing and strengthening the oversight and management of TMA’s acquisitions. To meet this challenge, the COD-FC team has developed a comprehensive and transforming acquisition approach that includes: establishment of agency-specific contract vehicles; adoption of a comprehensive Organizational Conflict of Interest (OCI) policy; development and publication of acquisition policies and processes; establishment of support agreements with other contracting activities; development of in-house acquisition training programs; establishment of a single, comprehensive source of acquisition information for TMA-wide use; and development of a centralized contract action tracking system. This Contract Formulation Plan (CFP) formally outlines and integrates COD-FC’s acquisition approach for the pre-award phase of the contracting life cycle and identifies associated strategic objectives in supporting TMA requirements. This CFP will be revised as changes to this acquisition approach and/or associated strategic objectives are identified by COD-FC and approved by the Director, AM&S.

1.1. OBJECTIVES. TMA’s ability to successfully accomplish its mission depends upon COD-FC’ s success in meeting the following objectives:

1. Ensure that the TMA workforce has a thorough and accurate understanding of Department of Defense (DoD) and Federal acquisition regulations and guidelines and procurement integrity policies and procedures as they apply to TMA acquisitions;
2. Improve management controls and increase the oversight of TMA acquisitions;
3. Facilitate the provision of contracted products and services in a reasonable and timely manner, in accordance with applicable regulations; and
4. Ensure that TMA performance-based acquisition (PBA) goals are met.

This CFP describes COD-FC’s approach for meeting these objectives. This plan is structured to address each of the above objectives, as follows:

Table 1: Correlation to COD-FC Objectives

SECTION	TITLE	RELATED COD-FC OBJECTIVES
1	Introduction	
2	Acquisition Training	-Ensure that the TMA workforce has a thorough and accurate understanding of DoD and Federal acquisition regulations and guidelines and procurement integrity policies and procedures as they apply to TMA acquisitions -Ensure that TMA performance-based acquisition goals are met
3	Acquisition Planning <ul style="list-style-type: none"> • Package Development • Acquisition Tracking 	-Facilitate the provision of contracted products and services in a reasonable and timely manner, in accordance with applicable regulations
4	Contract Vehicles	-Improve management controls and increase the oversight of TMA acquisitions -Facilitate the provision of contracted products and services in a reasonable and timely manner, in accordance with applicable regulations
5	Performance-Based Acquisition	-Ensure that the TMA workforce has a thorough and accurate understanding of DoD and Federal acquisition regulations and guidelines and procurement integrity policies and procedures as they apply to TMA acquisitions. -Ensure that TMA performance-based acquisition goals are met
6	Contracting Services	-Improve management controls and increase the oversight of TMA acquisitions -Facilitate the provision of contracted products and services in a reasonable and timely manner, in accordance with applicable regulations
7	Source Documents	All

1.2. BACKGROUND. This CFP focuses on the capabilities required to facilitate the pre-award activities of the contracting life cycle. As depicted in Figure 3 and Figure 4, COD-FC coordinates both pre-award and post-award activities for TMA requirements. In the pre-award phase (Figure 3), the Contract Specialist (KS), Contracting Officer's Representative (COR) Designee, Contracting Officer (KO), and, as necessary, the Office of General Counsel (OGC) collaborate to identify the most appropriate acquisition strategy, and develop an acquisition package. Once the planning is complete, the COR Designee initiates formal processing and review of the acquisition package, submitting it to the KS. The acquisition package includes all necessary procurement documents including the Acquisition Plan (AP), Statement of Work (SOW), the Independent Government Cost Estimate (IGCE), and the Quality Assurance Surveillance Plan (QASP). The KS coordinates the package review with TMA Resource Management (RM) and the KO in turn, facilitating the ultimate award of a contract, contract task order, or contract delivery order (contract/order).

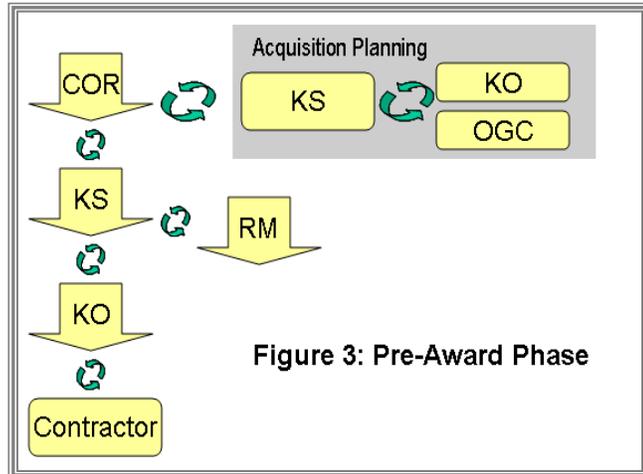
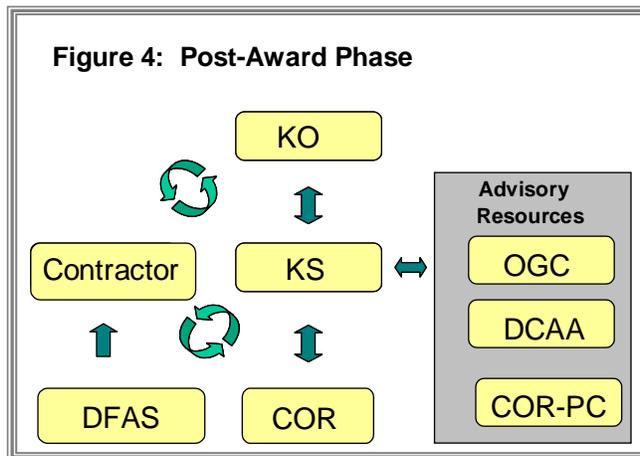


Figure 3: Pre-Award Phase

Following award (Figure 4), roles and responsibilities are designed to effectively manage the contract/order to ensure that the Government receives the required products or services in a timely and efficient manner.



Most commonly, post award activities include the KO, the KS, the delivery or task order Contracting Officer's Representative (hereafter referred to as the COR), the Contractor, and the Defense Finance and Accounting Service (DFAS). Should issues within their areas of responsibility arise, the OGC and (for multiple award contracts) the Contracting Officer's Representative for the Prime Contract (COR-PC) may become involved. Other defense agencies that may also become involved in the post-award execution of TMA contracts/orders include the Defense Contract Audit Agency (DCAA) and, if they are delegated authority as an Administrative Contracting Office, the Defense Contract Management Agency (DCMA).

To effectively manage pre-award activities in a way that positions COD-FC to meet its established objectives, COD-FC:

1. Conducts internal training and coordinates access to external training;
2. Coordinates acquisition planning support;
3. Maintains an inventory of suitable contract vehicles;
4. Provides warranted COD-FC contracting officers to award contracts for TMA requirements; and
5. Establishes agreements with other contracting activities to augment COD-FC contracting capabilities and expand the number of contracting vehicles available to TMA requiring activities.

2. ACQUISITION TRAINING.

RELATED COD-FC OBJECTIVES

#1: Ensure that the TMA workforce has a thorough and accurate understanding of DoD and Federal acquisition regulations and guidelines and procurement integrity policies and procedures as they apply to TMA acquisitions.

#4: Ensure that TMA PBA goals are met.

In the past, COD-FC has depended largely on the use of DoD or Federally sponsored external training for its own staff to ensure that operations are based on current regulation. However, COD-FC has expanded its training program to include two key elements – routine internal training of the COD-FC staff on emerging issues and legislation, and focused training for TMA Program Managers (PMs) and TMA CORs. Each of these two elements is briefly discussed below.

2.1. ROUTINE INTERNAL COD-FC TRAINING. KSs play a vital role in assisting TMA requiring activities in identifying the most appropriate acquisition strategy for their requirement and in developing an acquisition package. Because the acquisition workforce environment is constantly changing, COD-FC offers specific training to enable the following:

- Maintain currency on evolving acquisition trends and regulations;
- Strengthen acquisition-related competencies;
- Highlight the importance of procurement ethics;
- Enable workforce development; and
- Increase the overall efficiency of the TMA acquisition process.

2.2. TRAINING FOR TMA PROGRAM MANAGERS AND CORs. KSs work directly with TMA PMs and CORs to develop acquisition strategies to satisfy the requirements of their program. Training for TMA PMs and CORs is fulfilled through classroom instruction, Acquisition Seminars, Acquisition Forum meetings, and on-line instruction to include web-based training available through the Defense Acquisition University. TMA's acquisition training program is structured to provide targeted training tailored for TMA's unique acquisition environment. It is designed to help CORs and PMs understand their roles and responsibilities throughout the acquisition process, and to keep CORs and PMs apprised of the constantly changing acquisition reforms and acquisition processes that impact TMA acquisition activities.

2.3. ACQUISITION SEMINARS. Acquisition Seminars are provided for the COD-FC staff, TMA PMs and CORs on a quarterly basis. Rotating seminar topic areas are highlighted below.

2.3.1. OVERVIEW OF THE ACQUISITION ENVIRONMENT. This training seminar provides an overview of the acquisition process, the roles and responsibilities of acquisition personnel, procurement ethics, personal and organizational conflicts of interest, and other selected acquisition topics as they specifically apply to TMA acquisition activities. Federal and department guidelines and regulations are referenced and discussed and their impacts on TMA acquisition processes and procedures are highlighted.

2.3.2. ACQUISITION PLANNING AND DOCUMENTATION. This training seminar provides an overview and understanding of the phases involved in the acquisition planning process and procurement actions required during this phase of acquisition. Tailored to the TMA acquisition environment, this seminar includes training on selecting the appropriate contract type, selecting the appropriate contract vehicle, ensuring maximum competition, developing APs, Performance-based Work Statements (PWSs), cost estimates, sole source justifications (Justification and Approvals (J&As)), bona fide need documentation, and the Purchase Request Worksheet (PRW). Federal and department guidelines and regulations are referenced and discussed and their impacts on TMA acquisition processes and procedures are highlighted.

2.3.3. SOURCE SELECTION. This training seminar provides an overview of the various source selection processes, procedures, and required documentation used by TMA to effectively manage its source selection activities. Training topics include the development of source selection plans, evaluation criteria, formal and informal source selections processes, and the development of evaluation workbooks and source selection recommendation documentation. This seminar also includes training on procurement ethics as applied to the source selection process. Federal and department guidelines and regulations are referenced and discussed and their impacts on TMA source selection processes and procedures are highlighted.

2.3.4. CONTRACT ADMINISTRATION. This training seminar provides an overview of the post-award roles and responsibilities of TMA PMs and CORs as they apply to managing the contract/order once awarded. Providing training tailored to reflect TMA's acquisition policies and practices, this seminar covers contract/order management, contract surveillance responsibilities, contract quality assurance, receiving report procedures, past performance assessments, and handling issues or disputes. Federal and department guidelines and regulations are referenced and discussed and their impacts on TMA contract management processes and procedures are highlighted.

2.4. ACQUISITION FORUMS. In addition to Acquisition Seminars, COD-FC has developed Acquisition Forums which are offered to TMA requiring activities on a monthly basis. A sample of the training provided is as follows:

- PBAs
- COR Assistance Visits
- Government Purchase Card Training
- TMA Acquisition Policy and Procedures

- Wide Area Workflow – Receipt and Acceptance (WAWF-RA)
- Personal and Organizational Conflicts of Interest
- Support Agreements and Funds Transfers

2.5. PBA TRAINING. Performance-based training is designed to improve the use of PBA (called Performance-Based Services Contracts (PBSC) within DoD before 2006), and to ensure that the TMA personnel developing these requirements understand how to prepare performance-based specifications and monitor performance-based contracts/orders. Administered twice annually, this training incorporates the contents and supports the goals of TMA's *Performance-Based Acquisition Guidance for Non-Purchased Care Acquisition Plans*.

2.6. AD HOC TRAINING. Ad Hoc training is developed and provided as required to address emerging acquisition issues and/or changes in DoD or TMA acquisition policy.

2.7. Industry Outreach. In addition to the various forums that COD-FC has established to provide training to TMA acquisition workforce members, COD-FC has also sponsored Industry Outreach events to provide current and prospective TMA contractors with an understanding of TMA's acquisition policies and procedures and insight into current and future acquisition opportunities. A TMA Competition Advocate will be established under the AM&S Directorate in FY 2011 to further expand and formalize TMA's Industry Outreach efforts and to enhance appropriate interaction between TMA's acquisition workforce and contractors supporting or wishing to support MHS requirements. The TMA Competition Advocate will also coordinate the development and dissemination of long-range acquisition estimates for MHS requirements to foster competition by enhancing the ability of contractors to plan for and respond to MHS acquisitions. Additional information regarding TMA's evolving Industry Outreach efforts and the role of the TMA Competition Advocate will be provided in future versions of this CFP.

3. ACQUISITION PLANNING.

RELATED COD-FC OBJECTIVES

#4 Facilitate the provision of contracted products and services in a reasonable and timely manner, in accordance with applicable regulations

With a staff of experts in DoD acquisition practices, to include warranted KOs and experienced KSs, COD-FC assists TMA in planning contract actions. COD-FC KSs establish day-to-day working relationships with each of their assigned program offices and act as primary advisor on all acquisition issues. Knowledge of the MHS organization, broad experience, and specialized training prepare the KSs to advise CORs, PMs, and TMA customers in procurement best-practices and solutions, and assist customers in understanding and applying acquisition-related policy and procedures.

The KS is the primary acquisition advisor to the COR/COR Designee. The KS coordinates with COR Designees and KOs to make key decisions to formulate the acquisition strategy for a procurement. Following receipt of the acquisition package from the requiring activity, and prior to RFP release, the KS will be responsible for the following:

- Coordinating and conducting work group meetings with the COR Designee and assigned contracting office staff to review the requirements, evaluation criteria, and cost estimate, and to develop an acquisition strategy.
- Ensuring the acquisition plan is in alignment with and supports the requiring activity's goals for the acquisition.
- Assisting the COR Designee with developing the Quality Assurance Surveillance Plan (QASP) for all contract actions.
- Assisting the COR Designees in identifying the appropriate procurement vehicle.
- Conducting the final review of the acquisition package components (AP, PWS, IGCE, Source Selection Plan, etc.) to identify any contractual impacts and sending it to the Resource Management directorate and then to the KO for processing.
- Assisting the COR Designee in planning and conducting source selection.
- Coordinating the involvement of the TMA OGC as required to address potential legal issues or concerns (such as those pertaining to OCI or sole source justifications and the staffing of supporting J&A documentation).
- Act as a resource to the COR during the life of the contract/order.

Depending on the size, complexity, scope, and acquisition approach used, acquisition planning can take one of two forms:

- a) Development of a Formal Acquisition Plan
- b) Streamlined Acquisition Planning

The decisions made in the planning stage, whether formal or streamlined, guide the COR Designee in developing a formal acquisition package and provide the foundation for determining the proper contracting office and contract vehicle used to provide for associated requirements as outlined in the TMA *Policy for the Acquisition of Non-Purchased Care Support*, dated 01 October 2009.

3.1. ACQUISITION OF SERVICES POLICY. Within DoD special requirements apply regarding the acquisition of services. Section 812 of the FY 2006 Defense Authorization Act established a series of requirements for acquisition of services within DoD. This legislation directed the Secretary of Defense to establish and implement a management structure for the procurement of services for the DoD. In support of this direction, the Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)), issued a policy memorandum, Subject: *Acquisition of Services Policy*, dated 02 October 2006, that established the DoD Acquisition of Services Policy “to ensure that acquisition of services support and enhance the warfighting capabilities of the [DoD] and achieve the following objectives:

- Acquisitions of services are based on clear, performance-based requirements.
- Expected cost, schedule, and performance outcomes are identifiable and measurable.
- Acquisitions of services are properly planned and administered to achieve outcomes consistent with customer's need(s).
- Services are acquired by business arrangements which are in the best interests of the DoD and are in compliance with applicable statutes, regulations, policies, and other requirements, whether the services are acquired by or on behalf of the DoD.
- Services are acquired using a strategic, enterprise-wide approach, which is applied to both the planning and the execution of the acquisition.”

This policy established different levels of review and approval authority within DoD for acquisition of services based on dollar value or “special interest.” It also required that each DoD component and Field Activity establish procedures to implement the USD(AT&L) policy. In compliance with the USD(AT&L) policy, TMA issued TRICARE Acquisition Practice (TAP) 37-03 Revision 001, Subject: *Acquisition of Services*, dated 02 August 2007, which includes procedures for the acquisition of services. These procedures apply to all TMA acquisitions of services, except for research and development or construction activities, and apply to any task order or any transfer of funds to acquire a contracted service on behalf of TMA.

- 3.2. ECONOMY ACT COMPLIANCE.** Unless more specific statutory authority exists, the Economy Act applies to all interservice and interagency purchases. The Economy Act, codified at 31 USC 1535, authorizes interservice and interagency acquisitions. The Economy Act applies when more specific statutory authority does not exist. An ordering agency may invoke the Economy Act if it has funds available, determines that the order is in the best interest of the Government and the goods or services cannot be provided by contract as conveniently or cheaply by a commercial enterprise. Further, the receiving agency must be able to provide or get by contract the ordered goods or services.

The Economy Act may not be used to circumvent conditions or limitations imposed on the use of funds, or to make acquisitions that conflict with any other agency’s authority or responsibility. Additionally, acquisitions under the Economy Act are not exempt from the provisions of the Federal Acquisition Regulation (FAR) Subpart 7.3, Contractor Versus Government Performance, which implements OMB Circular No. A-76, as supplemented. Circumventing conditions and limitations on funds can violate the Antideficiency Act by spending in excess of an appropriation or exceeding an apportionment or otherwise avoiding limitations on appropriated funds. In accordance with the DoD Financial Management Regulation (DoDFMR), Volume 11A, Chapter 3, a DoD agency shall not issue an Economy Act order if commencement of work is contingent upon the occurrence of a future event or authorizing action by the DoD requesting activity. In other words, everything must be in place to start work.

- 3.3. DoD POLICY REGARDING NON-ECONOMY ACT ORDERS.** As summarized in the DoDFMR (Volume 11A, Chapter 18, Section 180102), “Non-Economy Act orders are for intra-governmental [interagency] support, where a DoD activity needing goods and services (requesting DoD agency/customer) obtains them from a Non-DoD agency (assisting/servicing agency/performer).” Non-Economy Act orders must follow the same fiscal law rules as Economy Act orders. Certain Federal entities have been granted specific statutory authority for rendering acquisition support services, to include the General Services Administration (GSA) and certain Franchise Fund operations such as those within the Department of the Interior (DOI), and the Department of Health and Human Services (DHHS). At the direction of the Office of the Under Secretary of Defense (Comptroller), the DoDFMR was revised in August 2008 to make it clear that the practice of some DoD activities, who forwarded funds to such entities prior to expiration for contract award after expiration in the following fiscal year, is not permitted. In other words, when a DoD activity uses any contracting office, including GSA, DOI, and DHHS, that contracting office must obligate the DoD funding by awarding or modifying a contract/order prior to funds expiration. To help ensure the proper use of Non-Economy Act orders by DoD organizations, the DoDFMR (Volume 11A, Chapter 18, Section

180206) requires that all Non-Economy Act orders over \$500,000 to be “reviewed by a DoD warranted KO before sending the order to the funds certifier or issuing the MIPR [Military Interdepartmental Purchase Request] to the Non-DoD activity.”

3.4. IN-SOURCING OF NEW AND CONTRACTED OUT FUNCTIONS. The *TMA Guide for the Acquisition of Non-Purchased Care Support* addresses the DoD requirement for service contracting identified in the Deputy Secretary of the Defense (DEPSECDEF) memorandum, Subject: *Implementation of Section 324 of the National Defense Authorization Act for Fiscal Year 2008 (FY 2008 NDAA) - Guidelines and Procedures on In-sourcing New and Contracted Out Functions*, dated 04 April 2008, and the DEPSECDEF memorandum, Subject: *Insourcing Contracted Services – Implementation Guidance*, dated 28 May 2009. For new or expanded mission requirements and other functions (not inherently governmental or exempt from private sector performance) that are performed under contract but that could be performed by DoD civilian employees, DoD Components shall perform an economic analysis to determine whether DoD civilians or private sector contractors are the low cost provider and should perform the work. The determination of suitable DoD civilian grade levels and series, and the performance of this analysis is an inherently governmental function. TMA has developed tools to facilitate this analysis. Three separate economic analysis tools are available for comparing the cost of DoD civilian employees to contracting options - one for each of the three TMA contract vehicles outlined in Section 4 of this plan. A fourth tool is available when a Non-TMA contract vehicle has been approved for use. *TMA Interim Guidance on In-Sourcing New and Contracted Out Functions*, dated 14 July 2008, is available on the COD-FC website and a link is provided within the *TMA Acquisition Desk Top Reference Guide* (hereafter referred to as the *Desk Top Reference Guide*). Additional DoD-wide instruction relating to this subject has been incorporated into DoD Instruction (DoDI) 1100.22, Subject: *Policy and Procedures for Determining Workforce Mix*, dated 12 April 2010. The COD-FC website, the *TMA Guide for the Acquisition of Non-Purchased Care Support*, and the *Desk Top Reference Guide* will be revised as additional TMA policy and procedures are issued. The lead TMA organization for this subject is the TMA Business Operations Division.

3.5. CONSIDERATION OF ACQUISITION ALTERNATIVES. Whether formal or streamlined acquisition procedures are required, the acquisition planning process is critical. For large, competitive acquisitions, a formal AP may be required. Even when a formal AP is not required, the process of considering a certain set of factors is important in determining the approach to be taken. Using the format of the AP as a guide, the KSs assist the COR Designees and PMs in understanding these considerations, understanding the impact of the various alternatives, and understanding how best to implement the decisions. Under the scope of this plan, the KSs will continue to ensure that COR Designees have adequately considered each of the following aspects of acquisition planning and to provide additional assistance as required.

3.5.1. Establishing Cost Objectives. The KS will ensure that the COR Designee has identified the costs associated with acquisition and has, if appropriate, identified life cycle costs associated with the procurement. The COR Designee should evaluate these costs to balance mission needs with out-year resources. The COR Designee should use the outcome of these analyses to establish aggressive, achievable cost objectives – for both the initial procurement and the life cycle of the product/system/project. When

establishing cost objectives, the COR Designee should conduct cost – performance tradeoffs when desired functionality may drive the initial or life cycle cost beyond funding availability.

3.5.2. Identifying and Managing Risks. The COR Designee must evaluate performance/ technical, cost and schedule risks. Where significant risks exist, the COR Designee should identify and document risk mitigation techniques which will assist in better documenting requirements and in understanding areas of focus during the contract monitoring stage. The COR Designee should review these risks and mitigation strategies fully with the KS to ensure that they are appropriately captured in procurement documents.

3.5.3. Planned Approach to Funding. The KS will require that the COR Designee provide appropriate funding for the immediate procurement (base contract period) and will highlight the need to plan for funding for any out-year requirements (contract option periods) related to the procurement. This will include the specific identification of funding type, funding year, availability, and any known requirements for non-severable taskings. To assist COR Designees in developing sound funding approaches, and to facilitate compliance with applicable financial management regulations and resourcing processes, COD-FC has developed guidance, written in layman’s language, explaining applicable regulations and identifying high risk situations. This guidance is available as part of the *Desk Top Reference Guide* posted on the COD-FC website.



3.5.4. Planned Approach to Staffing. The COR Designee must identify the level of effort required to manage the anticipated contract. This should include determining the type of oversight and monitoring required, the specific training requirements associated with managing the anticipated contract, and the number and location of staff to perform the oversight. For example, for extremely large and complex system development tasks, some level of earned value management may be required. This complex technical and financial discipline may require that the COR Designee attend specialized training prior to contract award or may even require additional staffing to conduct earned value monitoring. Use of award fees will also require use of additional Government staff periodically over the life of the contract. Where Government staff is not available to perform all functions, the KS will assist the COR Designee in identifying tasks that may be performed by program management contractors, such as those available through use of the TMA contract vehicles outlined in Section 4 of this document.

3.5.5. Design Considerations Affecting the Acquisition Strategy. When the acquisition involves complex information technology (IT) systems, the COR Designee needs to consider, and appropriately address in procurement documentation, requirements for open systems design, interoperability, integration with other systems, supportability, security, and protection of critical program information. When addressing design considerations for IT systems, it is critical that the COR Designee remain current with evolving DoD philosophies and initiatives and incorporate associated practices as part of

TMA IT system acquisitions. COD-FC applies acquisition “best practices” to address some of these concerns:



- COD-FC has developed PWS templates and supporting Users Guides for each of the TMA contract vehicles, as well as for GSA Federal Supply Schedule (FSS) orders. The PWS templates, available through the COD-FC website, provide a menu-based narrative of the entire scope of the contract to assist in building a task PWS. This ensures appropriate wording of the PWS, provides consistency among PWS for TMA, and makes the task of building the PWS much quicker and easier. The supporting Users Guides provide amplifying information regarding the purpose and use of the associated contract vehicle and the development and processing of required documentation. (See following Section 4 for additional information regarding TMA contract vehicles and TMA use of GSA FSS.)
- Standard management and engineering requirements that apply to all tasks ordered under the TMA contract vehicles and GSA FSS contracts have been incorporated into the applicable PWS templates. This ensures a standardized approach to certain key business and technical areas such as progress reporting, invoice management, and security.

- 3.5.6. Business Strategy.** The COR Designee must consider business strategies such as multiyear procurements, use of small and disadvantaged business, use of commercial and non-developmental items, data rights, and performing market research and surveys. These considerations will help the COR Designee evaluate contract type, competition requirements, and contract clauses to be included. The KS can assist the COR Designee in making a final determination on these factors and in crafting specific language to be used.
- 3.5.7. OCI:** The COR Designee will identify the appropriate OCI category for the proposed acquisition. The KS will ensure the identified OCI category is appropriate for the identified requirement. (TMA OCI category definitions are provided in section 4 of this CFP.)
- 3.5.8. Contracting Approach.** Based on the decisions made concerning various business factors, the COR Designee will identify a recommended contracting approach as part of acquisition planning process. This will include recommendations regarding the most appropriate contract type, application of incentives, recommended contract vehicle, appropriate use of option items for future work, and identification of any unique clauses or terms and conditions to be included in the procurement. A determination of the appropriate contracting office will then be made by AM&S in reliance on the applicable acquisition plan in accordance with the TMA *Policy for the Acquisition of Non-Purchased Care Support*, dated 01 October 2009.

COD-FC has developed a suite of tools, available through the COD-FC website, to assist the COR Designee in understanding complex contracting considerations. These tools include:

- A “Contract Types Decision Guide” which walks the user through a series of questions, ending at a decision point that identifies whether a Cost Reimbursable, Time and Materials (T&M), or Firm Fixed Price (FFP) type contract is most appropriate to their tasking situation. The tool is designed for the novice, using layman’s language, and providing definitions and “help” at each decision point.



A “Competition Guide” which walks the user through a series of questions, ending at a decision point which will identify whether Full and Open Competition, Fair Opportunity, or Sole Source is the most appropriate level of competition. When a sole source procurement is indicated, the tool generates sufficient data to support preparation of an official J&A document. Once again, the tool is designed for the novice; it uses layman’s language, and provides definitions and “help” at each decision point.

Table 2: Summary of Acquisition Planning Responsibilities

FUNCTION	COR-DESIGNEE	KS
COST OBJECTIVES	Establish Cost Objectives	Ensure identification of both initial and life cycle costs
RISK IDENTIFICATION & MANAGEMENT	Evaluate technical, cost, and schedule risks. Identify and document risk mitigation strategies	Review risks and risk mitigation strategies. Ensure incorporation into procurement documents
FUNDING APPROACH	Secure appropriate funding for immediate requirement. Plan funding for out-year requirements	Ensure availability of funding for immediate requirements and identification of out-year funding requirements
STAFFING APPROACH	Identify level of effort required to manage the anticipated contract	Assist COR Designee in developing an appropriate staffing approach.
DESIGN CONSIDERATIONS	Consider full range of design considerations for complex systems	Advise the COR-Designee regarding the use of available acquisition guides and templates
BUSINESS STRATEGY	Consider appropriateness of available business strategies	Advise COR Designee regarding available business strategies. Assist in making final determinations and in crafting specific language to support business strategy implementation
OCI	Identify the applicable OCI category	Ensure the identified OCI category is appropriate for the identified requirement.
CONTRACTING APPROACH	Identify most appropriate contracting approach as part of Acquisition Plan	Assist COR Designee in understanding contracting considerations. Coordinate AM&S determination of appropriate contracting office/vehicle.
ACQUISITION PACKAGE	Develop and staff resulting acquisition packages	Assist COR Designee in developing and processing acquisition packages

3.6. ACQUISITION PACKAGE. Following coordination between the COR Designee and KS to develop the acquisition strategy and plan, the KS will assist the COR Designee in developing and processing their acquisition packages.

COD-FC has developed a detailed electronic *Desk Top Reference Guide*, available through the COD-FC website, to assist in all aspects of acquisition to include the development and processing of acquisition packages. The *Desktop Reference Guide* documents approved acquisition planning procedures along with best practices. The Guide provides a narrative summary of COD-FC procedures, and links the user to templates, regulatory references, and other approved procedures and guides. Topics covered by the guide include:

- Procurement Ethics;
- Contract Planning;
- Source Selection;
- Contract Administration; and
- Acquisition Management.

3.7. ACQUISITION TRACKING.

3.7.1. COD-FC ACQUISITION TRACKING DATABASE. COD-FC uses the Contract Management Information Database (CMID), an automated Acquisition Tracking Database, which records data about ongoing and completed acquisition actions. CMID allows COD-FC to run queries and reports on acquisition data. For example, this allows COD-FC to:



- Identify the location of any specific package quickly and easily,
- Extract and print reports on categories of actions, such as all actions for a specific program office or all actions with a specific COR,
- Monitor and manage metrics within COD-FC and for external Preferred Contracting Activities (PCAs), and
- Identify and purge bottlenecks in the acquisition process.

3.7.2. EDARTS. eDARTS (electronic Defense Automated Requisition Tracking System) is a web-based front end to the Procurement Desktop – Defense (PD²) automated contract system. eDARTS is made available to TMA through a portal site, <http://eoaa.hqda.pentagon.mil>. eDARTS is managed by the Contracting Center of Excellence (CCE, formerly DCC-W) and tracks procurements from the time that a requisition is generated through award of the resulting contract. This system allows COD-FC KSs to track the status of procurements in real-time, and provides up-to-date information to CORs.

3.7.3. AQUILINE-PR WEB. Aquiline-PR Web is a web-based front end to the PD² automated contract system. Aquiline-PR Web is made available to TMA through a portal site, <http://160.141.251.200/acquiline/home.html>. Aquiline-PR Web is managed by the Army, and is used by both the U.S. Army Medical Research Acquisition Activity (USAMRAA) and the U.S. Army Information Technology, E-Commerce, and Commercial Contracting Center (ITEC4). Aquiline-PR Web tracks procurements from the time that a purchase request is generated through award of the resulting contract. Similar to eDARTS, this

system allows COD-FC KSs to track the status of procurements in real-time, and provides up-to-date information to CORs.

3.7.4. COD-FC Implementation of PD² and the Federal Procurement Data System – Next Generation (FPDS-NG). In support of COD-FC’s transition to a fully functioning contracting office supporting MHS requirements, COD-FC has initiated action to implement both the PD² and FPDS-NG to provide for robust contract management and contract data reporting capabilities. PD², the largest standard automated business system operational in DoD, captures all the elements necessary for the creation and administration of DoD contracts and related documents. PD² can be linked to logistics and financial systems to enable accurate tracking and reporting of financial data through the budgeting, requisition, contracting, contract administration, payment and contract close-out processes. FPDS-NG is a web-based contract reporting system managed by GSA that can be integrated with PD². FPDS-NG collects contract reporting data from all federal departments and agencies and provides a near real-time, searchable repository for summary-level information about unclassified government contracts with third party vendors. COD-FC will fully implement both of these systems in FY 2011, significantly enhancing TMA’s ability to award, administer, and report on MHS contracts. Additional information regarding COD-FC’s implementation of PD² and FPDS-NG will be provided in future versions of this CFP.

4. TMA ORGANIZATIONAL CONFLICT OF INTEREST (OCI) PROCEDURES.



TMA has categorized its requirements into three broad categories, as defined in the table below, for purposes of identifying, avoiding or mitigating against OCIs in accordance with FAR Subpart 9.5. These categories are defined as follows:

Table 3: OCI Category Definitions

Category	Category Description
1	TMA Internal Support: Services, which by their very nature give the contractor access to potential TMA requirements and extensive data about Category 2 and 3 TMA contractors.
2	Program Management Support: Services which assist TMA in planning and managing its activities and programs. This includes, for example: requirements analysis, acquisition support, budget planning and management, business process reengineering, program planning and execution support, and independent technical management support.
3	Product Support: Services or end items required to meet TMA mission requirements. This includes, for example: concept exploration and development, system design, system development and integration, COTS procurement and integration, internal development testing, deployment, installation, operations, and maintenance.

COD-FC implemented corresponding guidelines and procedures for the execution of OCI procedures, which are outlined in the *Desk Top Reference Guide*. Any changes to TMA's OCI procedures will be reflected in future versions of this CFP.

5. CONTRACT VEHICLES.

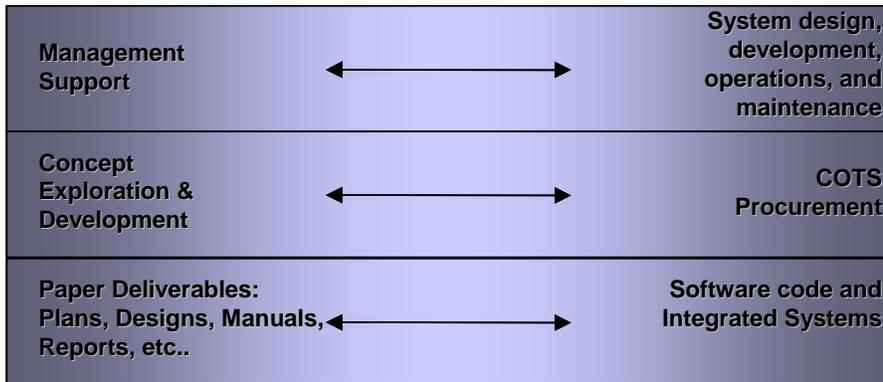
RELATED COD-FC OBJECTIVES

#2 Improve management controls and increase the oversight of TMA acquisitions

#3 Facilitate the provision of contracted products and services in a reasonable and timely manner, in accordance with applicable regulations

COD-FC workload consists of contract actions which vary widely in scope, size, and complexity. The MHS Information Management/ Information Technology (IM/IT) Programs represent a significant portion of the contracting requirements supported by COD-FC. IM/IT program requirements can be as routine as requirements for labor to support program office managers in their day-to-day responsibilities or procurement of Commercial Off-the-Shelf (COTS) products to be modified for deployment to Medical Treatment Facilities (MTFs). Conversely, they can be large and complex, such as the recent development, from concept exploration through deployment, of a highly integrated software system required to provide live, 24 hour per day, seven days per week, real-time interactive support worldwide and in military theaters of operation. This wide variability, depicted in Figure 5, drives the need for contract vehicles with broad scope and focused attention on potential conflicts of interest.

Figure 5: Variability in TMA Procurement Needs



5.1. TMA CONTRACT VEHICLES. Through its support agreement with USAMRAA, TMA has established a suite of contract vehicles, which are key components of the TMA acquisition infrastructure.

5.1.1. D/SIDDOMS 3. Over the past several years TMA has utilized a series of competitive contracts to provide support for ongoing and future health care programs that support the OASD (HA), TMA, and MHS missions. The DoD/Systems Integration, Design, Development, Operations and Maintenance Services (D/SIDDOMS) contracts is currently in its third generation (D/SIDDOMS-3). D/SIDDOMS 3 is an Indefinite Delivery/Indefinite Quantity (ID/IQ) contract vehicle for use of the MHS, its components, and the Department of Veterans Affairs to provide quick-turn-around orders for

execution of MHS design, development, integration, test, deployment, operations, maintenance, and training as they relate to TMA OCI Category 3 requirements. D/SIDDOMS 3 is a multiple award contract vehicle, allowing TMA to solicit bids from multiple contractors on a Fair Opportunity basis. Orders issued against D/SIDDOMS 3 may be T&M, FFP, Fixed Price Award Fee (FPAF), Fixed Price Labor Hour (FPLH), Cost Plus Fixed Fee (CPFF), or Cost Plus Award Fee (CPAF). D/SIDDOMS 3 has 19 prime contractors, each with multiple subcontractors, and is administered by USAMRAA. D/SIDDOMS 3 is structured to facilitate evolving prime/sub teaming arrangements and support the timely addition or deletion of subcontractors as appropriate to support TMA requirements throughout the life of the base D/SIDDOMS 3 contract.

Table 4: D/SIDDOMS Period of Performance

Period	Dates
D/SIDDOMS Base Period	14 December 2003 – 13 December 2004
Option Period 1 (Exercised)	14 December 2004 – 13 December 2005
Option Period 2 (Exercised)	14 December 2005 – 13 December 2006
Option Period 3 (Exercised)	14 December 2006 – 13 December 2007
Option Period 4 (Exercised)	14 December 2007 – 13 December 2008
Option Period 5 (Exercised)	14 December 2008 – 13 December 2009
Option Period 6 (Exercised)	14 December 2009 – 13 December 2010
Option Period 7	14 December 2010 – 13 December 2011
Option Period 8	14 December 2011 – 13 December 2012
Option Period 9	14 December 2012 – 13 December 2013

5.1.2. T/AARMS. The TRICARE Acquisition Automation and Resource Management Support (T/AARMS) contract, is an ID/IQ contract vehicle designed to satisfy TMA OCI Category 1 requirements for TMA Internal Support Services. This includes, for example: administrative support services; procurement support services; systems and database management services; budget, financial, or cost estimation services; and information technology services, facilities, and support. T/AARMS is a multiple award contract vehicle, allowing TMA to solicit bids from multiple contractors on a Fair Opportunity basis. Orders issued against T/AARMS may be FFP, CPFF, CPAF, or Time & Material / Labor Hour (T&M/LH). T/AARMS has 6 prime contractors, each with multiple subcontractors, and is administered by USAMRAA. T/AARMS is structured to facilitate evolving prime/sub teaming arrangements and support the timely addition or deletion of subcontractors as appropriate to support TMA requirements throughout the life of the base T/AARMS contract.

Table 5: T/AARMS Period of Performance

Period	Dates
T/AARMS Base Period	01 November 2007 – 01 October 2008
Option Period 1 (Exercised)	01 November 2008 – 01 October 2009
Option Period 2 (Exercised)	01 November 2009 – 01 October 2010
Option Period 3	01 November 2010 – 01 October 2011
Option Period 4	01 November 2011 – 01 October 2012
Option Period 5	01 November 2012 – 01 October 2013
Option Period 6	01 November 2013 – 01 October 2014
Option Period 7	01 November 2014 – 01 October 2015
Option Period 8	01 November 2015 – 01 October 2016
Option Period 9	01 November 2016 – 01 October 2017

5.1.3. TEAMS. The TRICARE Evaluation, Analysis, and Management Support (TEAMS) contract is an ID/IQ contract vehicle designed to satisfy TMA OCI Category 2 requirements for Program Management Support Services, which assist TMA in planning and managing its activities and programs. This includes, for example: program management support services; studies and analysis; performance based budgeting / financial management; business process improvement; functional validation and verification; records management; information management; acquisition management; and logistical support. TEAMS is a multiple award contract vehicle, allowing TMA to solicit bids from multiple contractors on a Fair Opportunity basis. Orders issued against TEAMS may be FFP, Fixed Price Incentive (FPI), CPFF, CPAF, or T&M/LH. TEAMS has 23 prime contractors, each with multiple subcontractors, and is administered by USAMRAA. TEAMS is structured to facilitate evolving prime/sub teaming arrangements and support the timely addition or deletion of subcontractors as appropriate to support TMA requirements throughout the life of the base TEAMS contract.

Table 6: TEAMS Period of Performance

Period	Dates
TEAMS Base Period	01 February 2008 – 31 January 2009
Option Period 1 (Exercised)	01 February 2009 – 31 January 2010
Option Period 2 (Exercised)	01 February 2010 – 31 January 2011
Option Period 3	01 February 2011 – 31 January 2012
Option Period 4	01 February 2012 – 31 January 2013
Option Period 5	01 February 2013 – 31 January 2014
Option Period 6	01 February 2014 – 31 January 2015
Option Period 7	01 February 2015 – 31 January 2016
Option Period 8	01 February 2016 – 31 January 2017
Option Period 9	01 February 2017 – 31 January 2018

5.2. NON-TMA CONTRACT VEHICLES.

5.2.1. GSA SCHEDULES. If an existing TMA contract vehicle is not appropriate, TMA requiring activities may order from any existing GSA schedule, provided that the scope of the schedule adequately covers the scope of the intended work and the use of a GSA schedule is approved by AM&S in accordance with the *TMA Policy for the Acquisition of Non-Purchased Care Support*, dated 01 October 2009. GSA schedules have already met the requirements for “full and open” competition, and only require a “fair opportunity” phase for award. The *GSA Federal Supply Schedule User’s Guide*, available through the GSA website (www.gsa.gov) outlines the roles and responsibilities of all parties, including those of GSA, when placing orders against GSA FSSs.

5.2.2. NON-TMA MULTIPLE AGENCY CONTRACTS (MACs). Agencies outside of TMA sometimes issue a contract, or set of contracts, which may be available to meet specific TMA requirements if approved by AM&S in accordance with the *TMA Policy for the Acquisition of Non-Purchased Care Support*, dated 01 October 2009. Examples include the National Institutes of Health (NIH) Chief Information Officer’s Solutions and Partners (CIO-SP) contracts and Veterans Administration (VA) management studies contracts. Typically, these multiple award, ID/IQ contracts have already met the requirements for “full and open” competition, and only require a “fair opportunity” phase for award.

6. PBA

RELATED COD-FC OBJECTIVES

#1 Ensure that the TMA workforce has a thorough and accurate understanding of DoD and Federal acquisition regulations and guidelines and procurement integrity policies and procedures as they apply to TMA acquisitions.

#4 Ensure that TMA PBA goals are met.

6.1. PBA PLAN. In an effort to increase performance gains and contract savings, USD(AT&L) established DoD-wide goals that 50 percent of service acquisitions, measured in dollars, be performance-based by FY 2005. TMA met this goal in 2005 and in each subsequent year through 2009. TMA’s success is partially due to the PWS templates COD-FC has created and posted to the COD-FC website. These interactive tools provide the requiring activities the ability to easily and comprehensively develop PWSs. COD-FC will continue updating these templates, as well as assisting the requiring activities in developing performance based specifications. TMA’s current *Performance-Based Acquisition Guidance for Non-Purchased Care Acquisition Plan* (January 2008) establishes a goal that “55% of eligible new contracts/task orders awarded will be performance-based.” While noting that “not all requirements can be satisfied using performance-based contracts/task orders,” TMA policy on PBA states “TMA requiring activities will *consider* the use of performance-based measures 100% of the time.”

6.2. PBA TRAINING. As stated in Section 2.5, a trained TMA staff is a key component to increasing the use of PBA. TMA’s *Performance-Based Acquisition Guidance for Non-Purchased Care Acquisition Plan* requires COD-FC to provide at least two training

sessions annually on performance-based service acquisition. COD-FC has incorporated PBA training into both the Acquisition Seminar and the Acquisition Forum curriculum.

7. DoD SMALL BUSINESS PROGRAM

7.1. SMALL BUSINESS CATEGORIES. It is the policy of the Federal Government to provide maximum practicable opportunities in its acquisitions to small business (SB), service-disabled veteran-owned small business (SDVOSB), HUBZone small business (HUBZone SB), small disadvantaged business (SDB), and women-owned small business (WOSB) concerns. Business owners who certify that they are members of named groups (Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans) are to be considered socially and economically disadvantaged. Section 8(a) of the Small Business Act (15 U.S.C. 637(a)) established a program that authorizes the Small Business Administration (SBA) to enter into all types of contracts with other agencies and let subcontracts for performing those contracts to firms eligible for program participation. Small businesses that are certified by the SBA under Section 8(a) of the Small Business Act are referred to as “8(a) contractors.”

7.2. DoD SMALL BUSINESS PROGRAM GOALS. The SBA is responsible for setting goals for small business participation in Federal contracts. Each year, the SBA works with each federal department or agency, to include DoD, to set associated small business program goals. These goals are available through the SBA website, www.sba.gov. As outlined in DoD Directive 4205.01, DoD Small Business Programs, dated 19 March 2009, the DoD Office of Small Business Programs (OSBP) serves as the DoD interface with the SBA, advises the Secretary of Defense on all matters related to small business, and coordinates efforts to maximize the contributions of small business in DoD acquisitions. For FY 2010 and FY 2011, DoD (through the OSBP) and the SBA agreed to the following small business program goals:

Table 7: DoD Small Business Goals

SMALL BUSINESS CATEGORY	DoD FY10-F11 GOALS FOR PRIME CONTRACTS	DoD FY10/FY11 GOALS FOR SUBCONTRACTS
SB	22.28%	31.7%
SDB	5%	5%
WOSB	5%	5%
HUBZone SB	3%	3%
SDVOSB	3%	3%

7.3. Monitoring and Reporting Requirements. TMA supports DoD small business program goals and measures the extent of small business participation in TMA acquisitions by taking the following actions:

- Require each prospective contractor to represent whether it is a SB, SDVOSB, HUBZone SB, SDB, or WOSB business concern.
- Accurately measure the extent of participation by SB, SDVOSB, HUBZone SB, SDB, and WOSB concerns in Government acquisitions in terms of the total value of contracts placed during each fiscal year, and report associated data at the end of each fiscal year.

7.4. SMALL BUSINESS GUIDE. COD-FC has developed a TMA *Small Business Procurement Guide* available on the COD-FC web site for use by small business concerns interested in doing business with TMA. The guide gives a comprehensive introduction to Federal procurement in general and to TMA in particular. It also offers detailed information and links related to small business issues.

7.5. TMA Office of Small Business Programs. In FY 2011, TMA will stand up an Office of Small Business Programs reporting directly to the TMA Deputy Director. The TMA Office of Small Business Programs will be responsible for developing and implementing new TMA policies and procedures pertaining to the DoD small business program and ensuring adherence with these policies and procedures within TMA. It will also monitor and report on the extent of small business participation in TMA acquisitions in accordance with SBA and DoD small business program requirements. Additional information pertaining to the TMA Office of Small Business Programs will be provided in future versions of this CFP.

8. CONTRACTING SERVICES

RELATED COD-FC OBJECTIVES

#2 Improve management controls and increase the oversight of TMA acquisitions

#3 Facilitate the provision of contracted products and services in a reasonable and timely manner, in accordance with applicable regulations

To augment its internal contracting capabilities, COD-FC has established acquisition support agreements with other DoD contracting activities, as well as with Non-DoD Federal agencies providing contracting services to DoD organizations. These relationships allow TMA requiring activities to leverage the diverse capabilities and expertise of a number of DoD and Non-DoD contracting activities and to access a wide range of contracting vehicles. The use of these acquisition support agreements usually entails a service fee, which must be paid by the TMA requiring activity.

8.1. PREFERRED CONTRACTING ACTIVITIES. Identified below are other contracting activities with which COD-FC has negotiated a TMA-level acquisition support agreement. Once a TMA-level support agreement has been signed, TMA considers that activity to be a “Preferred” Contracting Activity (PCA).

- USAMRAA
- ITEC4
- CCE
- Naval Sea Systems Command (NAVSEA)
- Department of Veterans Affairs (VA) Austin Automation Center (AAC)
- GSA Regions 3 & 7
- Department of the Interior (Dol) GovWorks
- DOI National Business Center (NBC)
- HHS Agency for Healthcare Research and Quality (AHRQ)
- HHS Program Support Center (PSC)

TMA has an acquisition support agreement in place with USAMRAA, through which TMA has available to it the suite of three contract vehicles described in Section 4 (Contract Vehicles). These contract vehicles are key components of the TMA acquisition infrastructure. USAMRAA administers these contract vehicles, but has granted limited ordering authority to another Army contracting office, ITEC4, to place orders against them on TMA's behalf. The use of other contract vehicles or other contracting activities for TMA requirements is authorized, but the authority to determine the appropriate contracting office and contract vehicle resides with the Director, AM&S, as provided in the *TMA Policy for the Acquisition of Non-Purchased Care Support*, dated 01 October 2009. This determination is typically made at the conclusion of the Acquisition Planning process.

Further, the DoDFMR (Volume 11A, Chapter 18, Section 180206) requires that all Non-Economy Act Orders over \$500,000 to be "reviewed by a DoD warranted KO before sending the order to the funds certifier or issuing the MIPR to the Non-DoD activity." This requirement applies to all TMA acquisitions over \$500,000 for which a Non-DoD contracting vehicle is proposed, including those contracting vehicles that fall under applicable TMA PCAs such as DoI GovWorks and GSA schedules.

8.2. SUPPORT AGREEMENTS. A support agreement sets the ground rules and establishes the general provisions for recurring support between the requesting government agency (referred to in the agreement as the receiving activity) and the supporting government agency (referred to in the agreement as the supplying activity). Support agreements within TMA fall into two general categories:

- **ACQUISITION SUPPORT AGREEMENTS.** Acquisition support agreements govern the procedures for obtaining contracting support from a Non-TMA DoD activity (interservice) or Non-DoD Federal activity (interagency). These agreements are made with contracting offices that award a contract on behalf of TMA. TMA is responsible for the oversight of contractor performance and these contracts are administered by TMA through on-site TMA CORs. These agreements are generated within and managed by COD-FC with input from TMA requiring activities.
- **PROGRAM SUPPORT AGREEMENTS.** Program support agreements govern other types of specialized government non-acquisition support provided to TMA by another DoD activity or Non-DoD Federal agency. Program support agreements are typically generated within and managed by the Program Executive Officer's or the Functional Chief's office. If a contract is awarded as part of a program support agreement, the contract supports the supplying activity, which oversees contractor performance and signs receiving reports/invoices. Under this type of agreement there should never be a situation where the supplying activity awards a contract that would be in direct support of and administered by TMA.

When contemplating a support agreement with another DoD activity or Non-DoD Federal agency, the requested support must not conflict with the Supplying Activity's designated responsibilities (e.g., real property lease agreements with GSA). Anytime a Non-TMA DoD activity or Non-DoD Federal agency supplies goods or services to TMA on a recurring reimbursable basis, a properly documented and approved support agreement is required. The only exception is for the use of GSA Schedules and GSA contracting services for buying from GSA FSS authorized under FAR Part 8.4. In

accordance with DoDI 4000.19, Subject: *Interservice and Intragovernmental Support*, dated 09 August 1995, TMA support agreements for reimbursable recurring support are documented using a “DD Form 1144, ‘Support Agreement,’ or similar format that contains all the information required on DD Form 1144.” In accordance with USD(AT&L) policy issued on 31 October 2008, TMA interagency acquisition agreements (IAAs) for assisted acquisitions in excess of \$500,000, use the agreement elements and formats outlined in the appendixes of the Office of Management and Budget (OMB) Office of Federal Procurement Policy (OFPP) “Interagency Acquisition Guide” issued in June 2008. (The OMB OFPP formats are also referred to as “Part A” and “Part B” formats.) USD(AT&L) policy further states: “Regardless of dollar value, all [interagency] assisted acquisitions must be supported by an Interagency Agreement.” Associated procedures for establishing support agreements are provided in the TMA *Guide for the Acquisition of Non-Purchased Care Support*. The repository for the official TMA copy of each signed agreement is within the Resource Management Directorate. Working copies of acquisition support agreements and program support agreements may be kept by COD-FC and the supported TMA requiring activity/program office, respectively, as the functional sponsors of these agreements.

9. SOURCE DOCUMENTS. The following documents were used as guidance and resources in preparation of this plan and are routinely used as references by COD-FC in its collaborative activities with requiring activities and contracting offices:

- TMA – “TMA Desk Top Reference Guide” <http://www.tricare.mil/tps/DeskTopReference.htm>
- TMA – “TRICARE Acquisition, Automation, and Resource Management Support (T/AARMS) User Guide” <http://www.tricare.mil/tps/TAARMSUsersGuide.htm>
- TMA – “TRICARE Evaluation, Analysis, and Management Support (TEAMS) Users Guide” <http://www.tricare.mil/tps/teamsUsersGuide.htm>
- TMA – “Defense Medical Information Management/Systems Integration, Design, Development, Operations, and Maintenance Services (D/SIDDOMS) Users Guide” <http://www.tricare.mil/tps/DSIDDOMS3UsersGuide.htm>
- TMA – “GSA FSS Users Guide” http://www.tricare.mil/tps/GSA_FSS_Users_Guide.htm
- TMA – “Contract Types Decision Guide” http://www.tricare.mil/tps/Decision_Tool_P.pps
- TMA – “Competition Guide” <http://www.tricare.mil/tps/CompetitionGuide.htm>
- TMA – “TMA Small Business Procurement Guide” http://www.tricare.mil/tps/SBG_final_v16.doc
- TMA – “Performance-Based Acquisition Guidance for Non-Purchased Care Acquisition Plans” <http://www.tricare.mil/tps/PBAGuidancefoNPCAcquisitionPlans.doc>
- TMA – “TMA Roles and Responsibilities for Non-Purchased Care Acquisitions” (November 2006) <http://www.tricare.mil/tps/RolesResponsibilities.doc>
- TMA – TRICARE Acquisition Practice (TAP) 37-03 Rev 001, Subject: Acquisition of Services, dated 03 August 2007 http://www.tricare.mil/contracting/acquisitionpolicy/tapDocs/Signed_TAP_37-03_Rev_1.pdf
- OASD(HA) Policy Memo, Subject: TMA Interim Guidance on In-Sourcing New and Contracted Out Functions, dated 14 July 2008 <http://www.tricare.mil/tps/In-SourcingGuidance.pdf>
- OASD(HA) Policy Memo, Subject: Policy for the Acquisition of Non-Purchased Care Support, dated 01 October 2009 <http://www.tricare.mil/tps/PolicyMemoAcquisitionOfNPCSupport.pdf>
- Federal Acquisition Regulations (FAR) <http://farsite.hill.af.mil/vffara.htm>
- Defense Federal Acquisition Regulations Supplement (DFARS) <http://www.acq.osd.mil/dpap/dars/dfarspgi/current/index.html>
- DoD Financial Management Regulations (DoDFMR) <http://www.defenselink.mil/comptroller/fmr/sitemap.html>
- DoD Directive 4205.01, Subject: DoD Small Business Programs, dated 10 March 2009 <http://www.dtic.mil/whs/directives/corres/pdf/420501p.pdf>
- DoDI 1100.22, Subject: Policy and Procedures for Determining Workforce Mix, dated 12 April 2010 <http://www.dtic.mil/whs/directives/corres/pdf/110022p.pdf>
- DoDI 4000.19, Subject: Interservice and Intragovernmental Support, dated 09 August 1995 <http://www.dtic.mil/whs/directives/corres/html/400019.htm>
- DoDI 5000.02, Subject: Operation of the Defense Acquisition System, dated 08 December, 2008 <http://www.dtic.mil/whs/directives/corres/pdf/500002p.pdf>
- DEPSECDEF Memorandum, Subject: Implementation of Section 324 of the National Defense Authorization Act for FY 2008 – Guidelines and Procedures on In-Sourcing New and Contracted Out Functions, dated 04 April 2008 <http://www.asamra.army.mil/insourcing/documents/DepSecDef%20Memo%2004APR08%20NDAA08%20Sec%20324%20Implementation.pdf>
- DEPSECDEF Memorandum, Subject: In-sourcing Contracted Services – Implementation Guidance, dated 28 May 2009 [http://prhome.defense.gov/docs/DepSecDef%20Memo%20In-sourcing%20Contracted%20Services-Implementation%20Guidance%20\(28%20May%202009\).pdf](http://prhome.defense.gov/docs/DepSecDef%20Memo%20In-sourcing%20Contracted%20Services-Implementation%20Guidance%20(28%20May%202009).pdf)
- USD(AT&L) Policy Memo, Subject: Acquisition of Services Policy, dated 02 October 2006 <http://www.acq.osd.mil/dpap/policy/policyvault/2006-3064-ATL.pdf>

10. CONCLUSION. Provided in this CFP are the policies, procedures, roles, and responsibilities applied by TMA during the pre-award phase of the contracting life cycle. Its purpose is to serve as a resource to facilitate effective acquisition planning and source selection for TMA requirements during the contracting pre-award phase. Additional information regarding each of the topics contained within this CFP can be obtained by referencing the source documents identified and linked to in Section 8. The CFP will be reviewed at least annually to ensure changes in acquisition planning and contract award processes, procedures, roles, and responsibilities are incorporated in a timely manner. Questions regarding the CFP should be forwarded to Mr. Aaron Street, Director, COD-FC, at Aaron.Street@tma.osd.mil.

Approved:

\\Signed\\
Michael P. Fischetti
Director, Acquisition Management & Support
TRICARE Management Activity