

# **Business Rules for the Synchronized Predeployment and Operational Tracker**



**2nd Qtr. FY2009**



# Business Rules for the Synchronized Predeployment and Operational Tracker

## INTRODUCTION

The purpose of this document is to provide the reader an updated synopsis of the Synchronized Predeployment and Operational Tracker (SPOT) system, identify the business rules for SPOT, and highlight in figures contained throughout the document the necessary activities of the “actors” (the government authority, contractor company, combatant commander, and designated reception sites) in carrying out their responsibilities for implementation of SPOT.

The Department of Defense has designated SPOT as the joint Web-based database<sup>1</sup> to assist the CCDR in maintaining awareness of the nature, extent, and potential risks and capabilities associated with contracted support in support of contingency operations, humanitarian or peacekeeping operations, or military exercises designated by the CCDR. As such, SPOT:

- Serves as the central repository for up-to-date status and reporting on contingency contractor personnel.
- Tracks contract capability information for all DoD-funded contracts supporting contingency operations, humanitarian or peacekeeping operations, or military exercises designated by the CCDR.
- Provides by-name accountability of DoD-funded contingency contractor personnel and other personnel as directed by USD(AT&L) or by the CCDR.
- Contains minimum contract information necessary to establish and maintain accountability and visibility of contractors and contract capabilities for all contracts awarded to support contingency operations, external and systems support contracts and contracting activities.

This document facilitates implementation of SPOT as the joint database for contractor tracking and administrative accountability. It defines the process for the coordination and movement of contractor personnel and defines roles and responsibilities for maintaining and updating information in the common joint database. SPOT provides a centralized tracking capability to enable functional oversight and control of all DoD-funded contracts supporting contingency operations, humanitarian or peacekeeping operations, or military exercises designated by the CCDR.

## SYSTEM DESCRIPTION

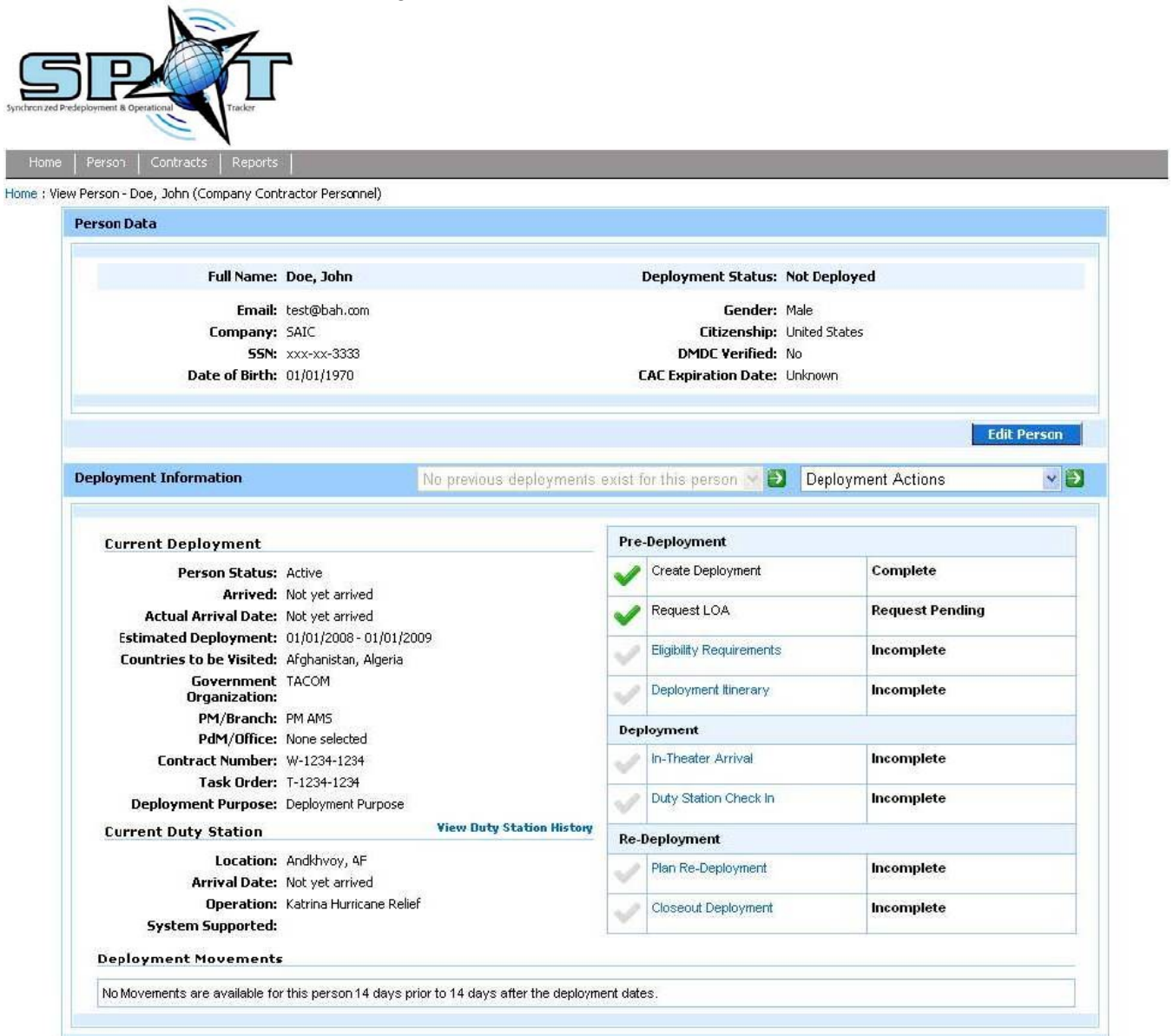
SPOT is a web-based system (see Figure 1 for an illustrative user interface screen) that facilitates the registering, processing, monitoring, and oversight of contractor personnel movement through deployee generation, deployment, tracking within a contingency area, and redeploy-

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<sup>1</sup> In accordance with DoD Instruction 3020.41.

ment. SPOT enables the validation of contractor personnel associated with specific contracts and subcontracts, their authorization and eligibility for access to specific DoD facilities, and their eligibility for specific government-furnished services (GFS), including transportation, housing, food, medical care, medical evacuation, and emergency evacuation coverage. The SPOT Website is available at <https://spot.altess.army.mil/privacy.aspx>.

Figure 1. SPOT User Interface



The screenshot displays the SPOT (Synchronized Predeployment & Operational Tracker) user interface. At the top, there is a navigation menu with links for Home, Person, Contracts, and Reports. Below the menu, the current page is identified as 'Home : View Person - Doe, John (Company Contractor Personnel)'. The main content area is titled 'Person Data' and contains a summary of personal and deployment information for John Doe. This information is organized into two columns: personal details (Full Name, Email, Company, SSN, Date of Birth) and deployment status (Deployment Status, Gender, Citizenship, DMDC Verified, CAC Expiration Date). An 'Edit Person' button is located at the bottom right of this section. Below the 'Person Data' section is the 'Deployment Information' section, which includes a dropdown menu showing 'No previous deployments exist for this person' and a 'Deployment Actions' dropdown. The 'Current Deployment' section provides detailed information about the active deployment, including status, arrival date, estimated deployment dates, countries to be visited, government organization, PM/branch, contract number, task order, and deployment purpose. A 'View Duty Station History' link is also present. The 'Current Duty Station' section lists location, arrival date, operation, and system supported. To the right of these sections is a 'Pre-Deployment' checklist table with columns for task name and status. The 'Deployment' and 'Re-Deployment' sections also contain checklist items. At the bottom, the 'Deployment Movements' section indicates that no movements are available for this person within a 14-day window before and after deployment dates.

**Person Data**

<b>Full Name:</b> Doe, John	<b>Deployment Status:</b> Not Deployed
<b>Email:</b> test@bah.com	<b>Gender:</b> Male
<b>Company:</b> SAIC	<b>Citizenship:</b> United States
<b>SSN:</b> xxx-xx-3333	<b>DMDC Verified:</b> No
<b>Date of Birth:</b> 01/01/1970	<b>CAC Expiration Date:</b> Unknown

[Edit Person](#)

**Deployment Information** | No previous deployments exist for this person | [Deployment Actions](#)

**Current Deployment**

**Person Status:** Active  
**Arrived:** Not yet arrived  
**Actual Arrival Date:** Not yet arrived  
**Estimated Deployment:** 01/01/2008 - 01/01/2009  
**Countries to be Visited:** Afghanistan, Algeria  
**Government Organization:** TACOM  
**PM/Branch:** PM AMS  
**PdM/Office:** None selected  
**Contract Number:** W-1234-1234  
**Task Order:** T-1234-1234  
**Deployment Purpose:** Deployment Purpose

[View Duty Station History](#)

**Current Duty Station**

**Location:** Andkhvoy, 4F  
**Arrival Date:** Not yet arrived  
**Operation:** Katrina Hurricane Relief  
**System Supported:**

**Deployment Movements**

No Movements are available for this person 14 days prior to 14 days after the deployment dates.

Pre-Deployment	
<input checked="" type="checkbox"/> Create Deployment	Complete
<input checked="" type="checkbox"/> Request LOA	Request Pending
<input type="checkbox"/> Eligibility Requirements	Incomplete
<input type="checkbox"/> Deployment Itinerary	Incomplete
Deployment	
<input type="checkbox"/> In-Theater Arrival	Incomplete
<input type="checkbox"/> Duty Station Check In	Incomplete
Re-Deployment	
<input type="checkbox"/> Plan Re-Deployment	Incomplete
<input type="checkbox"/> Closeout Deployment	Incomplete

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## DOCUMENT ORGANIZATION

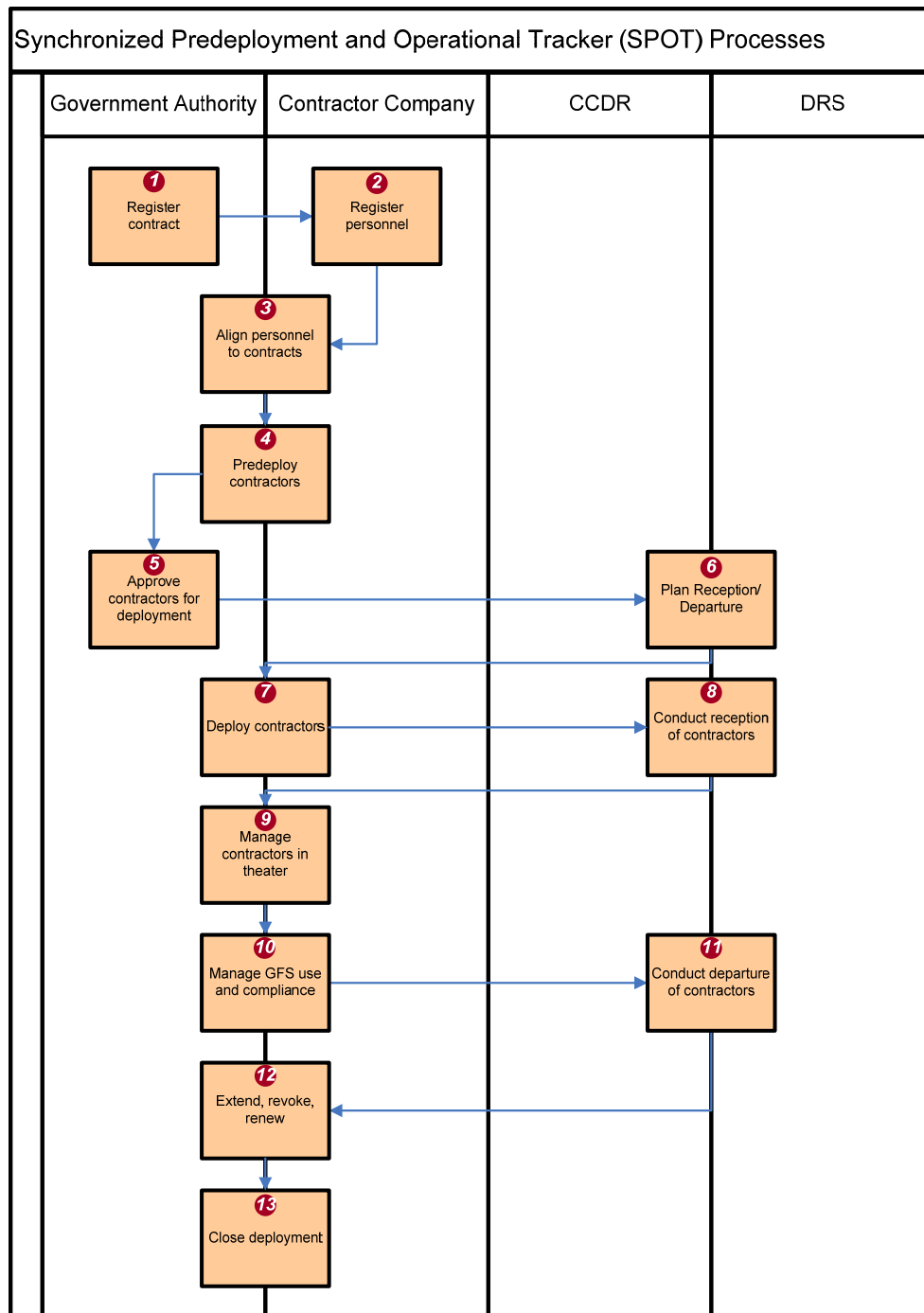
The remainder of this document is organized as follows:

- Page 4, *SPOT Processes*, identifies the SPOT processes that support the Contractor Management mission.
- Page 5, *SPOT Activities*, graphically illustrates the SPOT activities and actors and their relationships.
- Page 7, *Business Rules*, defines the activities each actor must accomplish to support SPOT implementation.
- Page 13, *Data Elements*, identifies data elements involved in completing each SPOT activity.
- Page 25, *SPOT Validation*, applies the SPOT activity flow to five different scenarios to illustrate utility and timeliness.
- Page 42, *Implementation*, identifies implementation changes that accommodate users with limited connectivity.
- Appendix A, *Notation*, defines the symbols used in SPOT diagrams.
- Appendix B, *Letter of Authorization*, illustrates the standard DoD format for LOAs.
- Appendix C, *Abbreviations*, provides a reference of acronyms used in the document.
- Appendix D, *Definitions*, defines words used in the text.

## SPOT PROCESSES

SPOT supports 13 Contractor Management processes. These processes are identified in Figure 2 by actor—government authority (GA), contractor company (CC), combatant commander (CCDR), and designated reception site (DRS). A description of the symbols in this diagram is provided in Appendix A.

Figure 2. SPOT Processes That Support the Contractor Management Mission



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## **SPOT ACTIVITIES**

Decomposing these 13 processes produces the following 27 SPOT activities:

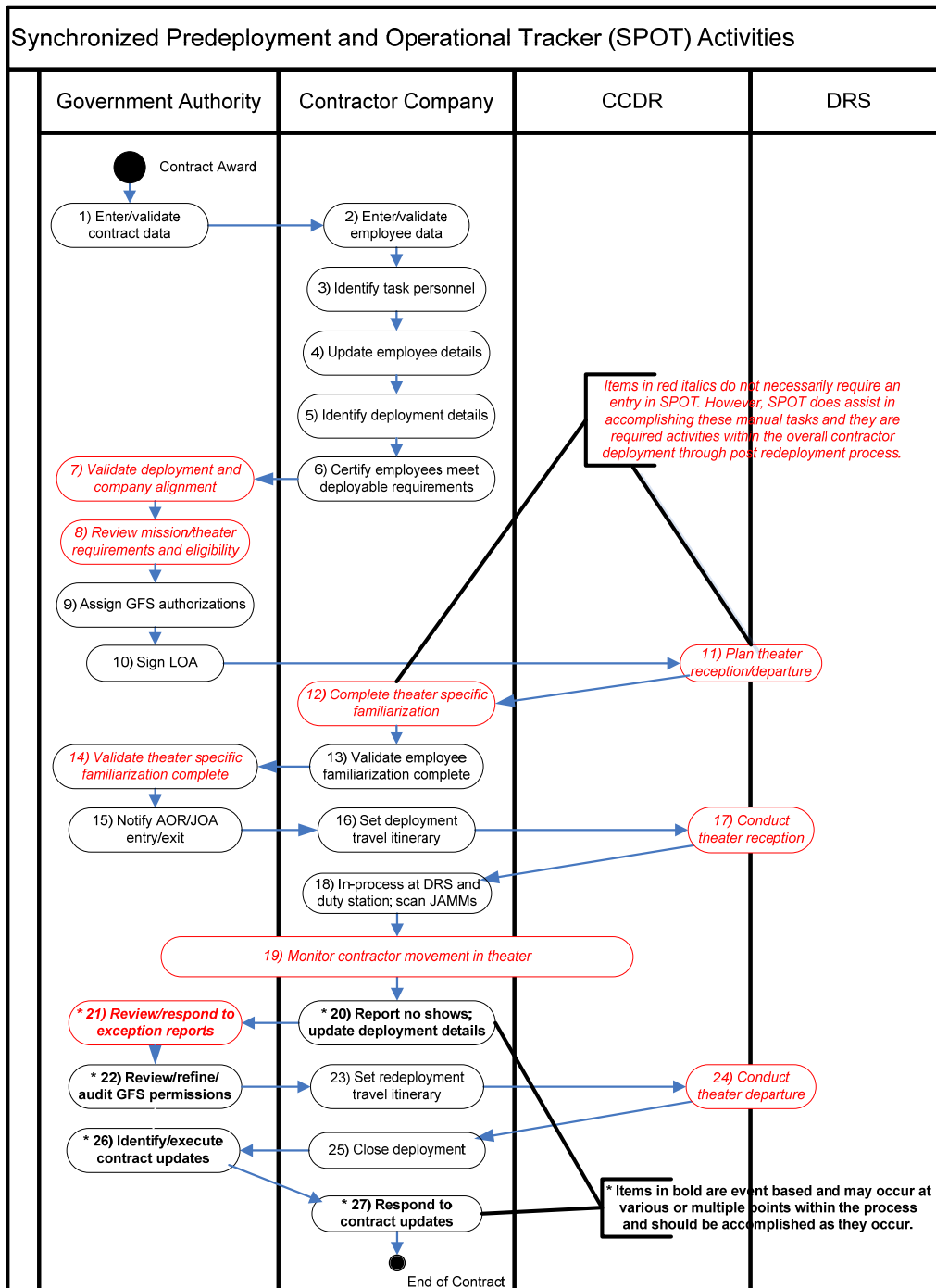
1. Enter/validate contract data.
2. Enter/validate employee data.
3. Identify task personnel.
4. Update employee details.
5. Identify deployment details.
6. Certify employees meet deployable requirements.
7. Validate deployment and company alignment.
8. Review mission or theater requirements and eligibility.
9. Assign GFS authorizations.
10. Sign letter of authorization (LOA).
11. Plan theater reception and departure.
12. Complete theater specific familiarization.
13. Validate employee familiarization is complete.
14. Validate theater specific familiarization complete.
15. Notify area of responsibility or joint operations area (AOR/JOA) of entry or exit request.
16. Set deployment travel itinerary.
17. Conduct theater reception.
18. In-process at DRS and duty station; scan JAMMS.
19. Monitor contractor movement in theater.
20. Report no-shows; update deployment details.
21. Review/respond to exception reports.
22. Review/refine/audit GFS permissions.
23. Set redeployment travel itinerary.
24. Conduct theater departure.
25. Close deployment.

26. Identify/execute contract updates.

27. Respond to contract updates.

Figure 3 illustrates the activity flow and activity owners responsible for executing each SPOT activity. The symbols in the diagram below are defined in Appendix A.

Figure 3. SPOT Activity Flow





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## BUSINESS RULES

The business rules, which are listed by each actor below, include the maximum ceiling timelines for accomplishing each SPOT activity; however, activities shall be accomplished coincident to personnel deployment. *When contractors deploy faster than the timelines noted, activities shall track with the accelerated movement of the individuals.* The activity flow and timelines are flexible enough to accommodate various circumstances.

### **Government Authority**

The cognizant government authority (GA) will be either military or government civilian and refers to U.S. federal entities responsible for managing contingency contracts and their contractor personnel. The GA makes decisions on behalf of the federal government and ensures contract compliance to facilitate effective management of contractors. For the DOD, the individual serving as the GA and their delegated roles and responsibilities will be determined by the contracting officer. For non-DoD agencies, the individual will be determined in accordance with Agency policy and procedure. GA may include multiple organizations (Military Departments, DoD agencies, Joint Theater Support Contracting Commands, non-DoD federal agencies) and individuals (e.g., contracting officers, contracting administrators, contracting officer representatives).

GAs are both providers and consumers of the information maintained in or accessed by SPOT. GAs will perform the following activities in support of SPOT and the DoD Contractor Management mission.

#### Pre-Contract Registration Activities

- Assign an individual, trained on SPOT, to oversee contract execution in accordance with SPOT registration process (ref <http://www.dod.mil/bta/products/spot.html>).
- Establish formal deployment (replacement) centers or DoD-certified equivalent process to train deploying personnel, process predeployment checklists, and issue organizational clothing and individual equipment (OCIE). This activity may be contracted out, but the responsibility for defining, executing, and updating training and predeployment requirements remains with the GA.
- Ensure deployment criteria, including the use of SPOT, are incorporated into contract requirements.

#### Government Authority SPOT Activities

- Enter data into or validate contract data in SPOT—NLT 5 working days after contract award. [Activity 1] If a task order is issued under the contract, this information will be included at the time of award which may coincide with award of the contract or at some point in the future when required to support the deployment.
- Validate alignment of deployment and company data to ensure deployment information provided by the contractor company satisfies deployment-related contract requirements, and coordinate updates with the contractor company—NLT 5 working days after deployment details are identified. [Activity 7]

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- Review mission and theater<sup>3</sup> requirements and eligibility and assign government-furnished support authorizations—NLT 5 working days after company and deployment data is validated. [Activities 8 and 9] Contracting officer or the designee will validate weapons familiarization, qualifications, and briefings regarding the rules for the use of force (RUF) to the contingency contractor personnel in accordance with CCDR policies is completed. Coordination between the requiring activity, CCDR, and contracting office is necessary to validate theater and country clearance and availability of GFS before assigning to contractor LOA.
  - Contracting officer, or the designee, digitally signs the letter of authorization to approve contract deployment preparation—NLT 5 working days after assigning GFS permissions. [Activity 10] Provision of GFS is limited to contractors directly and actively supporting contingencies. Contractor use of GFS will be monitored to ensure compliance.
  - Validate contractor completion of theater specific familiarization—NLT 5 days after completing pre-deployment preparation. [Activity 14] GAs will review eligibility requirements for completion prior to contractor deployment and issuance of CAC.
  - Notify AOR/JOA of entry or exit request—NLT 5 days after validating completion of deployment preparations. [Activity 15] Approval of theater and country clearance approval are entered in SPOT by date approved.
  - Monitor contractor movement in-theater—as required. [Activity 19] Contractor location (supported by JAMMS) shall be consistent with contract (location, time) and GFS as authorized by the LOA. Contractors released from a Company, with revoked LOAs, and/or with a reason for leaving theater, shall not be accessing GFS. In these cases, the deployment shall be closed out (ref Activity 25).
  - Review/respond to exception reports—as required. [Activity 21] Accounting for missing persons will be conducted in accordance with DoD Directive 2310.07E, “Personnel Accounting – Losses Due to Hostile Acts,” November 10, 2003. Reintegration and support assistance after recovery of contingency contractor personnel will be accomplished in accordance with DoD Instruction 2310.4, “Repatriation of Prisoners of War (POW), Hostages, Peacetime Government Detainees and Other Missing or Isolated Personnel,” November 21, 2000. Contingency contractor personnel casualties shall be reported according to JP 1-0.
  - Review/refine/audit GFS permissions—as required. [Activity 22] Changes to GFS permissions must be updated in SPOT and may require LOAs to be revoked and reissued. Audits of contractor use of GFS may require reimbursement for services obtained outside the parameters of the LOA and contract (e.g., contractor on R&R using the DFAC).

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<sup>3</sup> [http://www.acq.osd.mil/dpap/pacc/cc/areas\\_of\\_responsibility.html](http://www.acq.osd.mil/dpap/pacc/cc/areas_of_responsibility.html)

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- Identify/execute contract updates (e.g., if duty location or GFS permission changes are required for follow-on, modified, or extended contracts)—as required. [Activity 26] New, changes to existing, or cancellation of contracts requires review and likely changes to LOAs and GFS permissions.

### **Contractor Company**

Contractor companies (CCs) include entities hired by U.S. federal organizations to provide known or potential contingency contractor personnel. CCs provide information into SPOT that assists the GA, CCDR, and CC in maintaining visibility and awareness.

SPOT improves the management of contingency contractor personnel to ensure timely and accurate access to government-furnished support from predeployment to redeployment. CCs must perform the following contract-mandated activities in support of SPOT and the DoD Contractor Management mission.

#### **Pre-Contract Registration Activity**

- Assign a company administrator who is trained on SPOT to act on behalf of the CC and ensure timely, accurate inputs and maintenance of information in SPOT. SPOT registration process is available at <http://www.dod.mil/bta/products/spot.html>.

#### **Contractor Company SPOT Activities**

- Enter or validate employee data for potential “deployees” in SPOT—NLT 5 days after notification of contract registration. [Activity 2] As new personnel are identified to deploy (e.g., to replace existing personnel, a new task order is awarded) they shall be entered into the system.
- Identify contractor personnel selected to deploy in support of the contract—NLT 5 days after assignment as contingency contractor. [Activity 3] Only deployment eligible personnel shall be loaded in SPOT. Updates to contractor personnel data are likely particularly if the deployment is identified by a task order for an existing contract.
- Update employee details in SPOT if changes occur—as required. [Activity 4] Contractor profile information shall be completed to ensure readiness of contractors to deploy. Contractor data shall be maintained current throughout the process from this point forward through close out and completion of post redeployment activities.
- Identify deployment details—NLT 5 days after notice of decision to deploy. [Activity 5] This will include creation of a new deployment as well as initiating an LOA request to the GA for CAAF and non-CAAF as designated by the JFC.
- Certify employees meet deployable requirements—NLT 5 days after notice of decision to deploy. [Activity 6] Submission of the deployment in the system certifies that the deployee has or will meet all CCDR qualifications and eligibility requirements including training, screening, and assessments prior to deployment.

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- Respond to GA inquiries and update personnel and contract data to finalize alignment of personnel to deployments—as required. [pertains to Activity 7] If at any time the GA discovers missing or incongruous information, they will contact the CC and request the information be correctly completed. However, it is incumbent upon the CC to maintain current and accurate data at all times.
  - Perform familiarization and complete theater specific requirements—upon approval of LOA. [Activity 12] Contractors are responsible for ensuring they comply with theater and country entrance requirements. Familiarization will be completed at deployment (replacement) centers prior to deployment to the JOA/AOR.
  - Validate employee familiarization upon completion. [Activity 13] CCs will validate that deployees have completed familiarization and update eligibility criteria prior to deployment.
  - Set the deployment travel itinerary—30 days prior to scheduled arrival or departure. [Activities 16] Deployment itinerary shall be entered when projected to allow for proper planning by the DRS and updated when details (e.g., flight number, time of arrival) become available.
  - In process at DRS and duty station—upon arrival via JAMMS terminal. [Activity 18] Deployees will report to the DRS for reception and present LOA to validate entry in SPOT. Scanning the JAMMS terminal will record arrival in SPOT to assist GAs and CCs in monitoring contractor location. This (along with other means) will prompt the CC to update the actual arrival date and duty station check-in of contractors in theater.
  - Monitor contractor movement in theater and maintain up-to-date deployment details of employee location as changes occur. [Activity 19] JAMMS data captured in SPOT may assist CCs in managing their contractors movement in theater.
  - Report contractor no shows—NLT 72 hours after absence occurs. [Activity 20] CCs shall maintain awareness of employee location and status and update any changes in SPOT as required. At a minimum, personnel status shall be updated in SPOT if a contractor goes missing for more than 72 hours.
  - Set the redeployment travel itinerary—30 days prior to scheduled arrival or departure. [Activities 23] This estimated date shall be used to coordinate departure and redeployment planning activities in theater and back at home station.
  - Close deployment—upon redeployment. Redeployment shall be accomplished via a redeployment center, OCIE returned and medical exams completed. Complete DD Form 2796, “Post-deployment Health Assessment” to identify medical referral follow-up. Complete a post deployment health re-assessment (DD Form 2900) 3 to 6 months following redeployment. [Activity 25]

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- Respond to contract updates—as required. [Activity 27] Changes to contracts or task orders are likely to require CCs to revise task personnel, employee or deployment details. Terminated employees shall be released in SPOT to accommodate entry of that contractor in SPOT by another contract company.

### ***Combatant Commanders***

Combatant Commanders (CCDRs) approve contractor “entry” into the AOR, establish deployment requirements, and provide GFS to contractor personnel as authorized.

CCDRs provide and consume SPOT information.

#### Pre-Contract Registration Activities

- Assign individuals who are trained on SPOT to input and review entries in SPOT.
- Identify and revise theater entrance requirements and post to information for access at [http://www.acq.osd.mil/dpap/pacc/cc/areas\\_of\\_responsibility.html](http://www.acq.osd.mil/dpap/pacc/cc/areas_of_responsibility.html).

#### Combatant Command SPOT Activities

- Plan theater RSOI (reception, staging, onward movement, and integration) activities for deployment personnel based on predeployment reports—as required. [Activity 11] Deployees are visible to theater planners. SPOT provides CCDR visibility into numbers, locations, and types of contractors in theater to assist in theater issues like force protection, resourcing for GFS, maintaining services, etc.
- Conduct theater reception—as required. [Activity 17] Contractors will deploy from deployment centers to the DRS where a visual inspection of the LOA will verify contractors are entered into SPOT. Additional theater requirements may be completed upon arrival at the DRS or duty station such as licensing and issuance of weapons.
- Conduct theater departure—as required. [Activity 24] Contractors will depart to a deployment/redeployment center to complete redeployment requirements (e.g., return OCIE). Theater requirements must be completed before leaving theater and may include activities such as turn-in of issued weapons.

### ***Designated Reception Sites***

All CAAF and selected non-CAAF as designated by the JFC shall be processed into the designated operational area through a designated reception site (DRS). A DRS is the organization responsible for the reception, staging, and onward movement of contractors deploying during a contingency. This organization may or may not be a responsible agent of the CCDR, a GA, or a CC. The DRS, as used here, includes assigned joint reception centers (JRCs) and “other designated reception sites.”

DRSs use SPOT data to plan reception resources and activities and ensure only authorized contractors enter theater.

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## Pre-Contract Registration Activities

- Assign a designated individual who is trained on SPOT to monitor travel itineraries and plan appropriate reception activities.
- Advise CCDR, CC, or GA of changes to specific JOA entrance requirements and GFS permissions, as required.

## Designated Reception Site SPOT Activities

- Plan theater RSOI (reception, staging, onward movement, and integration) activities for deployment personnel based on contractor deployment and redeployment itineraries—as required. [Activity 11]
- Conduct theater reception—as required. [Activity 17] All CAAF shall be processed into the designated operational area through a designated reception site. The designated reception site will verify, based upon a visual inspection of the LOA, that contractor personnel are entered into SPOT and verify personnel meet theater-specific entrance requirements. Contractor personnel already in the designated operational area when a contingency is declared must report to the appropriate designated reception site as soon as it is operational. If any CAAF does not have the proper documentation, the person will be refused entry into the theater, and the contracting officer will notify the contractor to either take action to solve the reasons for the lack of proper documentation for performing in that area, or the person shall be sent back to their departure point or turned over to the appropriate Service component command or Defense Agency that is responsible for that specific contract for theater entrance processing.
- Conduct theater departure—as required. [Activity 24] Contractors will depart to a deployment/redeployment center to complete redeployment requirements (e.g., return OCIE).

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## DATA ELEMENTS

Execution of the SPOT activity flow requires an actor to interface with the SPOT system. The required data inputs are listed below in conjunction with the activity number illustrated in the SPOT activity flow diagram (Figure 3).<sup>4</sup> The appropriate actors are identified for each activity.

All identified data elements are mandatory, although some data elements are extracted from other authoritative data sources or previous SPOT entries and may only need to be validated. Information shall be populated in SPOT as soon as it is known; however, deployment and contract specifics may determine when data is known or available.<sup>5</sup>

All required data must be entered in SPOT before a contractor employee is permitted to deploy or enter a military theater of operations. Users shall populate data elements to coincide with contractor movement for each activity, but no later than the timelines identified for each activity in the previous section.

Activity #1. Government Authority: Enter/validate contract data

- a. **Contract Number**
- b. **Contract Category**
- c. **Period of Performance (Start, End)**
- d. Contract Description (text description of requirement)
- e. **Awarded Competitively**
- f. *Fund Cite (for military airlift)*
- g. **Contracting Agency**
- h. **Contracting Office**
- i. Contracting Officer
- j. Contracting Officer's Representative (COR)
  - i. First Name
  - ii. Last Name
  - iii. Phone
  - iv. Email

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<sup>4</sup> Not all activities require user input.

<sup>5</sup> Items identified in **bold** are fields required in SPOT; the user cannot move forward with SPOT data entry until these fields are populated. Items in *italics* are additional fields required to generate an LOA. The standard format approved for DoD LOAs is provided in Appendix B.

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**k. Prime Contractor Company**

**l. New Task Order? (Y/N)**

If Y, then:

**i. Task Order Number**

**ii. Task Order Category**

**iii. Task Order Start**

**iv. Task Order End**

v. Task Order Description

vi. Awarded Competitively

**vii. Contracting Office**

viii. KO (Contracting Officer)

ix. COR (Contracting Officer Representative) First Name

x. Contracting Officer's Representative (COR) Last Name

xi. Contracting Officer's Representative (COR) Work Phone

xii. Contracting Officer's Representative (COR) Email

**xiii. Prime Contractor Company**

xiv. Subcontractors

Activity #2. Contractor Company: Enter/validate employee data

a. Citizenship (U.S. citizen or Foreign National)

**b. First Name**

c. Middle Initial

**d. Last Name**

e. Suffix

**f. SSN, Foreign Identification Number (FIN), or Foreign National Indicator**

**g. Date of Birth**



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**h. Gender**

**i. Personnel Category**

j. *Place of Birth*

k. Common Access Card (CAC) Expiration

l. *Home Address*

i. City

ii. State

iii. Zip Code

iv. Country

m. *Home Phone*

n. Work Phone

**o. Primary Email**

Activity #3. Contractor Company: Identify task personnel

a. Company/subcontractor

**b. Deployment Contract Number**

**c. Contract Task Order (as appropriate)**

**d. Company**

e. *Supervisor/Non-Supervisor*

Activity #4. Contractor Company: Update employee details

**a. Passport #**

**b. Passport Exp Date**

**c. Passport Country**

d. *NOK*

i. **First Name**

ii. Middle Initial

- 
- iii. **Last Name**
  - iv. **Phone Number**
  - v. Alt Phone Number
  - vi. **Relationship**
  - vii. **Language**
  - viii. Nearest Duty Station
  - e. **Security Clearance**
  - f. Security Clear Expiration Date
  - g. Security Clear Issuing Agent

Activity #5. Contractor Company: Identify deployment details

- a. **Deployment Start Date**
- b. **Deployment End Date**
- c. **Deployment Countries**
- d. **Primary Deployed Duty Station**
- e. **Operation**
- f. System Supported
- g. **Deployment Purpose**
- h. **Deployment Status**
- i. **Job Title**
- j. *24/7 Emergency Company POC*
  - i. **First Name**
  - ii. Middle Initial
  - iii. **Last Name**
  - iv. Home Phone
  - v. **Office Phone**

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- vi. Mobile Phone
  - vii. Email**
  - k. Primary Supporting Organization**
    - l. PM/Office
    - m. PdM/Branch
    - n. *Authorizing Government POC*
      - i. First Name**
      - ii. Middle Initial
      - iii. Last Name**
      - iv. Home Phone
      - v. Office Phone**
      - vi. Mobile Phone
      - vii. Email**
    - o. Home Station
    - p. In Theater Email**
    - q. In Theater Government POC
      - i. First Name**
      - ii. Middle Initial
      - iii. Last Name**
      - iv. Home Phone
      - v. Office Phone**
      - vi. Mobile Phone
      - vii. Email**

Activity #6. Contractor Company: Certify employees meet deployable requirements

- a. Training Center info

- 
- i. Type (CRC/SRP/FDC)
  - ii. Date
  - iii. Location
  - b. Personnel Recovery Training
  - c. Blood type**
  - d. DNA
  - e. Dental Panograph
  - f. Visa Country
  - g. Visa #
  - h. Visa Expiration Date
  - i. Visa Sponsor
  - j. Equipment
    - i. Government issued OCIE
    - ii. ID Tags
  - k. Weapon Authorization
    - i. Weapon issued
    - If Y, then
      - ◆ Weapon Type Name
      - If Weapon Named then,
        - ◆ **Serial Number**
        - If Weapon selected, then
          - ◆ **Source**
    - l. Country Clearance Received
      - i. **Country Clearance Received Date**
    - m. Theater Clearance Received

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- i. Theater Clearance Received Date**
  - n. ISO PREP Form
  - o. DD 93
  - p. TA-50
  - q. Added to Unit TPFDD
  - r. DD 2764
  - s. Weapon training completed?**
  - t. Certify deployability (by completion of creating a deployment)**
  - u. Mode of Transport*
  - v. Arrival Date*
  - w. Port of Arrival*

Activity #7. Government Authority: Validate deployment and company alignment—Visual review, no data elements input

Activity #8. Government Authority: Review mission/theater requirements and eligibility—Visual review, no data elements input

Activity #9. Government Authority: Assign GFS authorizations in accordance with contract terms and conditions and CCDR policy—Potential authorizations include medical privileges, messing, commissary, CAC, military clothing as noted below:

- a. APO/FPA – government provided postal services
- b. Billeting – access to government lodging facilities
- c. Commissary – access to government grocery services
- d. DFACS – access to government dining facilities (at contractor expense)
- e. Excess Baggage – government authorization for additional baggage
- f. Govt Furnished Meals – government provided meals
- g. Mil Clothing – access to government clothing facilities
- h. Mil Issued Equipment – authorization for use of OCIE

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- i. MWR – access to government provided MWR services
  - j. Resuscitative Care – government provided resuscitative care (if required)
  - k. Authorized Weapon – approval to carry a weapon
  - l. CAC/ID Card – authorized issuance of a CAC for facility and computer access
  - m. Dependents Authorized – permission for dependents to accompany
  - n. Fuel Authorized – access to government provided fueling facilities
  - o. Mil Banking – access to government provided banking facilities
  - p. Mil Exchange – access to government provided exchange facilities
  - q. Milair – authorization to travel on government aircraft
  - r. Primary Care – authorization to use government medical services
  - s. Transportation – authorization for use of government provided transport

Activity #10. Government Authority: Sign LOA (refer to Appendix B for data elements included in the print out)

- a. Requiring Activity**
- b. Deployment Period Start**
- c. Deployment Period End**
- d. Email**
- e. Job Title**
- f. Contract Number/Task Order**
- g. Countries to be Visited**
- h. Purpose**
- i. Government Agency POC**
- j. Government Agency POC Phone**
- k. Government Agency POC Email**
- l. Company POC**
- m. Company POC Telephone**
- n. Company POC Email**

- 
- o. In-theater Contact**
  - p. Contact's Phone**
  - q. Contact's Email**
  - r. GA digital signature of LOA**
  - s. Date of Request**
  - t. Name (Last, First, Middle Initial)**
  - u. SSN/FIN**
  - v. Date of Birth**
  - w. Citizenship ("Unknown" is an acceptable entry)**
  - x. Passport#/Expiration**
  - y. Clearance Level w/Agency**
  - z. Clearance Date (mm/dd/yyyy)**
  - aa. Supervisor/Manager (Y/N)**
  - bb. Company (full name)**
  - cc. Contract Period Start**
  - dd. Contract Period End**
  - ee. Contract Issuing Agency**
  - ff. Fund Cite with Billing Address for DoD contracts (contract fund cite, government office fund cite, DFAS billing address)**
  - gg. Government-Furnished Services**

Activity #11. Designated Reception Site: Plan theater reception/departure—Reports identifying contractor anticipated arrival dates will assist the DRS in planning for adequate Reception, Staging, Onward movement, and Integration resources.

Activity #12. Contractor Company: Complete theater specific familiarization—this familiarization is conducted at the deployment centers, no data elements input.

Activity #13. Contractor Company: Validate employee familiarization is complete—Update employee details and deployable requirements.

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Activity #14. Government Authority: Validate theater specific familiarization complete—  
Visual review, no data elements input

Activity #15. Government Authority: Notify AOR/JOA of entry/exit request—GA requested  
country and theater clearance approval dates must be entered in SPOT.

Activity #16. Contractor Company: Set deployment travel itinerary

- a. **Mode of Transportation**
- b. Carrier
- c. Flight Number
- d. **Arrival Date**
- e. Arrival Time
- f. **Arrival Port**

Activity #17. Designated Reception Site: Conduct theater reception—Visual review, no data  
elements input.

Activity #18. Contractor Company: In-process at DRS and duty station. Immediately upon  
arrival at the DRS and subsequently at the primary duty station, the contractor  
shall report in and swipe the JAMMS terminal to allow contractor company  
and government authority to begin monitoring the contractor's movement via  
SPOT. The JAMMS data, supplemented via electronic communication and procedure  
external to SPOT will prompt the CC to update SPOT with:

- a. **Actual Arrival Date**
- b. **Duty Station Location**
- c. **Date Arrived**
- d. **Operation**
- e. System Supported

Activity #19. Government Authority and Contractor Company: Monitor contractor move-  
ment in theater—Visual review, no data elements input.

JAMMS/DBIDS movements captured by contractor movement  
and accessed by SPOT:

- a. Location (city)



- 
- b. Date/Time Stamp
  - c. Movement Type (entering/leaving)

Activity #20. Contractor Company: Report contractor no shows and update deployment details as any changes occur. This activity could take place at anytime during the contractor's deployment.

Activity #21. Government Authority: Review/respond to reports—Visual review, no data elements input. This activity may take place at anytime during the contractor's deployment. Reports are role based but include reports on:

- a. Personnel
- b. Pre-deployment eligibility
- c. Deployment
- d. Contract
- e. JAMMS
- f. LOA

Activity #22. Government Authority: Review/refine/audit GFS permissions—If contract modifications affect the contractors' LOAs, GA revokes the original LOA in SPOT and issues a new LOA as required. This activity may take place at anytime during the contractor's deployment.

Activity #23. Contractor Company: Set redeployment travel itinerary

- a. Transportation Method
- b. Anticipated Departure Date from AOR

Activity #24. Designated Reception Site: Conduct theater departure—Visual review, no data elements input.

Information from travel itinerary accessed from previous activity:

- a. **Transportation Method**
- b. **Anticipated Departure Date from AOR**

Activity #25. Contractor Company: Close deployment

- a. **Have the terms of the deployment been fulfilled?**

- 
- b. **Reason for leaving mission?**
    - i. **Identify Reason:**
    - ii. **Other**
  - c. Person Status
  - d. Transportation Method
  - e. **Actual Departure Date from AOR**
  - f. OCIE Returned
  - g. Medical Screening Performed
  - h. Release employee (if no longer employed by company)

Activity #26. Government Authority: Identify/execute contract updates—Modifications to contracts may include changes to location, deployment details, GFS authorizations, extensions to the contract/task order Period of Performance or other changes to the LOA, requiring the GA to revoke the LOA and issue a new LOA. This activity may take place at anytime throughout the process.

Activity #27. Contractor Company: Respond to contract updates—Maintain updated information on task personnel, employee and deployment details as required in response to contract and task order modifications. At any point if an employee is terminated, they shall be released in SPOT to allow another company to enter them as a new employee. This activity may take place at anytime throughout the process.

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## SPOT PROCESS MAP VALIDATION

Five potential deployment scenarios with different timelines were developed to validate how the SPOT process accommodates the necessary, and timely, contract and deployment situations, from contract award (activity start) to the issue of a signed LOA (activity 10):

- Scenario 1: U.S. national contractors deploying from the continental United States (CONUS) via a contract vehicle initiated to support a known contingency.
- Scenario 2: U.S. national contractors deploying from CONUS via a contract vehicle with a delayed or event-driven requirement that initiates deployment or to an ad hoc contingency.
- Scenario 3: Third Country National (TCN) deploying from OCONUS to support a known contingency.
- Scenario 4: Local national (LN) contractor in the theater or country of “deployment” who requires an LOA.
- Scenario 5: Local national contractor in the theater or country of deployment who does not require an LOA.

In all cases, it was assumed contractors supporting contingencies must be entered into SPOT as required by policy<sup>6</sup>. Because the timelines of concern were from contract award through issue of an LOA, all scenarios follow the flow from activity 1 (Enter/validate contract data) through activity 10 (Sign LOA). Potential “events” are identified in the scenario to illustrate potential actions that may be required during the process.

### **Scenario 1**

In scenario 1 (see Figure 4), U.S. national contractors are deploying from CONUS on a contract vehicle initiated to support a known contingency at the time of contract award. The activity flow for scenario 1, which is outlined below, identifies the ceiling timeframes required to complete SPOT activities. Activities 1 through 10 shall be completed in conjunction with the movement and processing of deploying personnel, but no later than the maximum ceiling timelines identified in the business rules.

1. GA enters/validates contract data in SPOT NLT 5 working days after contract award.
2. CC enters/validates employee data for initial deployees into SPOT NLT 5 days after notification of contract registration.
3. CC identifies, NLT 5 days after assigning personnel to support a contingency, contractor personnel selected to deploy in support of the contract. If key personnel are identified, assignment of some contingency contractors occurs at contract award, but identification of

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<sup>6</sup> In accordance with the DPAP SPOT Implementation Class Deviation 2007-O0010, 17 October 2007.

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initial contingency contractors is required based on notification of contract registration for initial deployees.

4. CC updates employee details in SPOT as required. Current information will be maintained NLT 5 days after any changes. Although there may be changes to contract details at any point, the initial data entry for deployees must be completed as task personnel are identified and as deployment details are input.
5. CC identifies deployment details NLT 5 days after notice of decision to deploy. In this scenario, no additional task order is required, and the deployment decision is made at the time the contract is awarded.<sup>7</sup>
6. CC certifies employees meet deployment criteria and request LOAs for deployees NLT 5 days after notice of decision to deploy (contract award).
7. GA validates alignment of deployment and company data to ensure deployment information provided by the CC satisfies deployment contract requirements. GA coordinates updates with CC NLT 5 working days after deployment details identified. CC responds to GA inquiries as required, and updates personnel and contract data to finalize any missing or incorrect information.
8. GA reviews mission and theater requirements and eligibility, coordinating with CCDR to ensure adequate levels of GFS, NLT 5 working days after company and deployment data are validated.
9. GA coordinates with CCDR, DRS, and requiring activities and then assigns GFS authorizations NLT 5 working days after company and deployment data are validated.
10. GA contracting officer, or designee, digitally signs the LOA to approve contract deployment preparation NLT 5 working days after assigning GFS permissions. Information on inbound contractors is accessible to CCDR and DRS for planning purposes.
11. CCDR/DRS use information in SPOT to project resources to accommodate reception of inbound contractors to theater.
12. Deploying contractors complete familiarization and theater specific requirements at deployment (replacement) centers<sup>8</sup>.
13. CC validates deployees complete familiarization and update eligibility criteria prior to deployment.
14. GA validates contractors complete theater specific familiarization NLT 5 days after completing pre-deployment preparation and issue CACs.

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<sup>7</sup> See scenario 2 if additional personnel must be deployed.

<sup>8</sup> formally designated group, joint or Military Department deployment centers (e.g., Replacement Center, Federal Deployment Center, Unit Deployment Site) will be used to conduct deployment and redeployment processing for CAAF, unless contractor-performed theater admission preparation is authorized by the contract.

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15. GA notifies CCDR/DRS of entry NLT 5 days after validating completion of deployment preparations.
  16. CA sets the deployment travel itinerary 30 days prior to scheduled arrival or departure. Full deployment itinerary is updated when details (e.g., flight number, time of arrival) become available.
  17. DRS conduct theater reception of contractors from deployment centers and conduct a visual inspection of the LOA to verify contractors are entered in SPOT.
  18. Contractors in process at DRS and duty station scanning the JAMMS terminal upon arrival. They notify their CC to update the actual arrival date and duty station check-in data NLT 72 hours after check-in in accordance with no show reporting requirements.
  19. GA and CC monitor contractor movement in theater and update deployment details when a contractor changes location.
    - a. Event 1: After four months, a contractor redeploys back to the U.S. for R&R; the CC redeploys the contractor and the GA revokes the contractor's LOA.
    - b. Event 2: A contractor decides to accept a job offer from another company in theater; both companies agree to transfer responsibility for the contractor to the new company to avoid the time and expense of redeployment and deployment; the original CC releases the employee and finds a replacement, the new CC adds the contractor to their contract, the GA revokes the old LOA and issues a new one.
  20. CC reports no-shows with 72 hours (as applicable) and continually updates deployment details.
    - a. Event 3: A contractor doesn't show up for work, so the CC updates SPOT to reflect person status as MIA while the search continues.
    - b. Event 4: The contractor is later found injured at the MTF and must redeploy back to the US; so the CC deploys another contractor (completing SPOT activities 1-18 including requesting an LOA) to replace the original contractor (updating SPOT by noting the reason for leaving, redeploying and releasing the original contractor). The GA revokes the original LOA and issues a new one for the replacement contractor.
    - c. Event 5: The contractor is later found dead. The CC updates the status to KIA, redeploys the deceased, and closes out the deployment.
  21. GA reviews/responds to exception reports as required. Reports may be accessed concerning: personnel, pre-deployment eligibility, deployment, contract, JAMMS, and LOAs as applicable.
    - a. Event 6: The GA accesses a report to determine the number of contractors for a specific category of contractors (e.g., PSCs) in theater for reporting purposes.

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22. GA reviews/refines/audits GFS permissions as required.

- a. Event 7: By monitoring JAMMS data in SPOT, the GA notices a contractor whose status is on R&R, yet is using the DFAC authorized on the LOA. GA validates R&R status with CC, revokes the LOA, and seeks reimbursement from the CC for services obtained outside the parameters of the LOA and contract (e.g., contractor on R&R using the DFAC).

23. CC sets the redeployment travel itinerary 30 days prior to scheduled arrival or departure to coordinate departure activities in theater (e.g., return theater issued weapon) and facilitate redeployment planning back to home station.

24. DRS conducts theater departure of contractors back to a deployment/redeployment center<sup>9</sup> to complete redeployment requirements (e.g., return of OCIE).

25. CC closes deployment upon redeployment of contractors and ensures return of OCIE and completion of post deployment medical assessments.

26. GA identifies/executes contract updates (as applicable).

- a. Event 8: GA identifies a need to extend an existing contract. The GA updates the contract data in SPOT, revokes and reissues LOAs with revised GFS permissions.

27. CC responds to contract updates (as appropriate).

- a. Event 9: CC responds to contract extension by adding additional personnel to the contract and requesting LOAs in SPOT.

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<sup>9</sup> formally designated group, joint or Military Department deployment centers (e.g., Replacement Center, Federal Deployment Center, Unit Deployment Site) will be used to conduct deployment and redeployment processing for CAAF, unless contractor-performed theater admission preparation is authorized by the contract.



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## Scenario 2

In scenario 2 (see Figure 5), U.S. national contractors are deploying from CONUS on a contract vehicle that was initiated to support an unknown contingency or a known contingency at a time that was unknown when the contract was awarded. The activity flow for scenario 2, outlined below, identifies the ceiling timeframes required to complete SPOT activities. Completing activities 1 (Enter/validate contract data) through 10 (Sign LOA) should require only 3 days; however, the delay between contract award and initiation of the decision to deploy may be delayed as long as the contract is in effect. ***Regardless of the lag time from contract award to deployment decision, completion of SPOT activities shall be completed in accordance with the movement and processing of deploying personnel.***

1. GA enters/validates contract data in SPOT NLT 5 working days after contract award.
2. CC enters/validates employee data for deployees into SPOT NLT 5 days after notification of contract registration.
3. CC identifies, NLT 5 days after assigning personnel to support a contingency, contractor personnel selected to deploy in support of the contract. Based on the lag time (arbitrarily selected for this scenario as 120 days after contract award) between initial identification of contingency contractors and the decision to deploy, additional or replacement contractors may need to be identified in the next activity.
4. CC updates employee details in SPOT as required. Current information will be maintained NLT 5 days after any changes. This step is essential for CONUS-based personnel “on call” to deploy, based on the short notice anticipated when the decision to deploy event occurs.
5. CC identifies deployment details NLT 5 days after notice of decision to deploy. In this scenario, a task order or other event-driven activity initiates the deployment decision. Timely completion of this SPOT activity in accordance with the drivers of the deployment will ensure timely completion of SPOT activities to reflect movement/processing of deployees.
6. CC certifies employees meet deployment criteria and request LOAs for deployees NLT 5 days after notice of decision to deploy (task order award, 120 days after contract award).

*Activities 7–10 will be completed in a timely manner to facilitate the required deployment schedule of deployees based on drivers of the deployment decision.*

7. GA validates alignment of deployment and company data to ensure deployment information provided by the CC satisfies deployment contract requirements. GA coordinates updates with CC NLT 5 working days after deployment details identified. CC responds to GA inquiries as required, and updates personnel and contract data to finalize any missing or incorrect information.
8. GA reviews mission and theater requirements and eligibility, coordinating with CCDR to ensure adequate levels of GFS, NLT 5 working days after company and deployment data validated.



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9. GA coordinates with CCDR, DRS, and requiring activities and then assigns GFS authorizations NLT 5 working days after company and deployment data validated.
  10. GA contracting officer, or designee, digitally signs the LOA to approve contract deployment preparation NLT 5 working days after assigning GFS permissions.
  11. CCDR/DRS use information in SPOT to project resources to accommodate reception of inbound contractors to theater.
  12. Deploying contractors complete familiarization and theater specific requirements at deployment (replacement) centers<sup>10</sup>.
  13. CC validates deployees complete familiarization and update eligibility criteria prior to deployment.
  14. GA validates contractors complete theater specific familiarization NLT 5 days after completing pre-deployment preparation and issue CACs.
  15. GA notifies CCDR/DRS of entry NLT 5 days after validating completion of deployment preparations.
  16. CA sets the deployment travel itinerary 30 days prior to scheduled arrival or departure. Full deployment itinerary is updated when details (e.g., flight number, time of arrival) become available.
  17. DRS conduct theater reception of contractors from deployment centers and conduct a visual inspection of the LOA to verify contractors are entered in SPOT.
  18. Contractors in process at DRS and duty station scanning the JAMMS terminal upon arrival. They notify their CC to update the actual arrival date and duty station check-in data NLT 72 hours after check-in in accordance with no show reporting requirements.
  19. GA and CC monitor contractor movement in theater and update deployment details when a contractor changes location.
  20. CC reports no-shows with 72 hours (as applicable) and continually updates deployment details.
  21. GA reviews/responds to exception reports as required.
  22. GA reviews/refines/audits GFS permissions as required.
  23. CC sets the redeployment travel itinerary 30 days prior to scheduled arrival or departure to coordinate departure activities in theater (e.g., return theater issued weapon) and facilitate redeployment planning back to home station.

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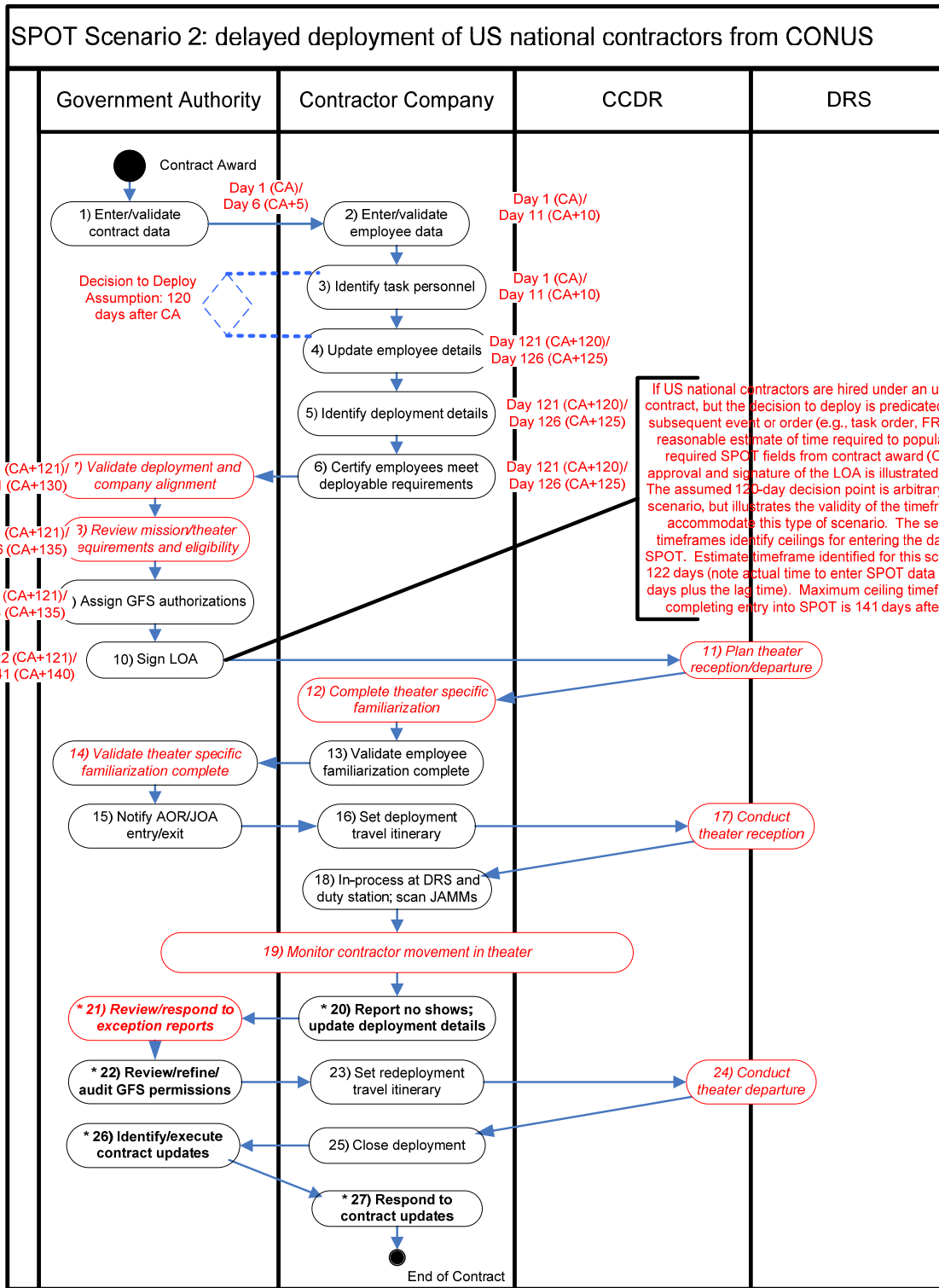
<sup>10</sup> formally designated group, joint or Military Department deployment centers (e.g., Replacement Center, Federal Deployment Center, Unit Deployment Site) will be used to conduct deployment and redeployment processing for CAAF, unless contractor-performed theater admission preparation is authorized by the contract.

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24. DRS conducts theater departure of contractors back to a deployment/redeployment center<sup>11</sup> to complete redeployment requirements (e.g., return of OCIE).
  25. CC closes deployment upon redeployment of contractors and ensures return of OCIE and completion of post deployment medical assessments.
  26. GA identifies/executes contract updates (as applicable).
  27. CC responds to contract updates (as appropriate).

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<sup>11</sup> formally designated group, joint or Military Department deployment centers (e.g., Replacement Center, Federal Deployment Center, Unit Deployment Site) will be used to conduct deployment and redeployment processing for CAAF, unless contractor-performed theater admission preparation is authorized by the contract.

Figure 5. SPOT Activity Flow for Scenario 2



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### **Scenario 3**

In scenario 3 (see Figure 6), third country national contractors (e.g. CAAF and non-CAAF as required by applicable legal clause(s)<sup>12</sup> or as designated by USD(AT&L) or the CCDR) are deployed in theater or in country on a contract vehicle initiated to support a contingency that was known at the time of contract award. This will require movement or transportation of contractors through a designated reception site and on to the point where services will be rendered. The activity flow for scenario 3, outlined below, illustrates the potential timeframes required to complete SPOT activities in response to urgent theater contract support. That is, completing activities 1 (Enter/validate contract data) through 10 (Sign LOA) could reasonably be completed in 2 to 4 days, depending on whether SPOT access, approval, and processing is already available.

1. GA enters/validates contract data in SPOT the day the contract is awarded.
2. CC enters/validates third country national employee data into SPOT the day of contract award.
3. CC identifies contractor personnel selected to support the contingency contract the day of contract award.
4. CC updates employee details in SPOT as required. Current information will be maintained NLT 5 days after any changes. Initial data entry for employee details could reasonably be entered the day of contract award.
5. CC identifies deployment details the day of contract award.
6. CC certifies employees meet deployment criteria and request LOAs for deployees NLT 5 days after notice of decision to deploy.
7. GA validates the alignment of deployment and company data to ensure deployment information provided by the CC satisfies deployment contract requirements. This activity along with activities 8–10, could reasonably be accomplished by one GA representative in a single day. One day was added from the preceding activities (activities 1–6) to accommodate large contracts of personnel or coordination of CC completion of activities to the GA for completion of activities 7–10.
8. GA reviews mission and theater requirements and eligibility, coordinating with CCDR to ensure adequate levels of GFS, the day after contract award.
9. GA coordinates with CCDR and requiring activities and then assigns GFS authorizations the day after contract award.
10. GA contracting officer, or designee, digitally signs the LOA the day after contract award. Although not initially deploying from CONUS, deployees must still process through a designated deployment center or a government authorized contractor-performed deploy-

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<sup>12</sup> 252.225-7040, Contractor Personnel Authorized to Accompany U.S. Armed Forces Deployed Outside the United States, Defense Federal Acquisition Regulation Supplement.

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ment processing facility prior to deploying to a contingency operation. If theater admission preparation is authorized according to a government approved process that incorporates all the functions of a deployment center<sup>13</sup> (potentially conducted in-theater), the rest of the SPOT activities are still required for local nationals design to ensure they are accounted for, possess or are issued required OCIE, have been authorized appropriate government furnished support and force protection, etc.

11. CCDR/DRS use information in SPOT to project resources to accommodate reception of inbound contractors to theater.
  - a. Event 1: An LN (designated as CAAF) requires billeting GFS. CCDRDRS use the information in SPOT to ensure sufficient availability to support arrival and departure.
12. Deploying contractors complete familiarization and theater specific requirements. CAAF brought into an operational area must be properly integrated into the military operation through a formal reception process. This includes at a minimum, ensuring they have met theater entrance requirements, are authorized to enter the theater, are accounted for, possess any required NBC or other gear, have been authorized any required government furnished support and force protection as they move into and out of the operational area commensurate to the local threat level.
  - a. Event 2: Local nationals are transported to designated deployment centers for completion of predeployment requirements.
  - b. Event 3: The formal reception process is accomplished in theater as authorized in the contract.
13. CC validates deployees complete familiarization and update eligibility criteria prior to deployment.
14. GA validates contractors complete theater specific familiarization NLT 5 days after completing pre-deployment preparation and issue CAC cards.
15. GA notifies CCDR/DRS of entry NLT 5 days after validating completion of deployment preparations. All CAAF (including designated LNs) shall be processed into the operational area through a designated reception site.
16. CA sets the deployment travel itinerary 30 days prior to scheduled arrival or departure. Full deployment itinerary is updated when details (e.g., flight number, time of arrival) become available.
17. DRS conducts theater reception of contractors from deployment centers and conducts a visual inspection of the LOA to verify contractors are entered in SPOT. Contractor personnel already in the designated operational area when a contingency is declared must report to the appropriate designated reception site as soon as it is operational.

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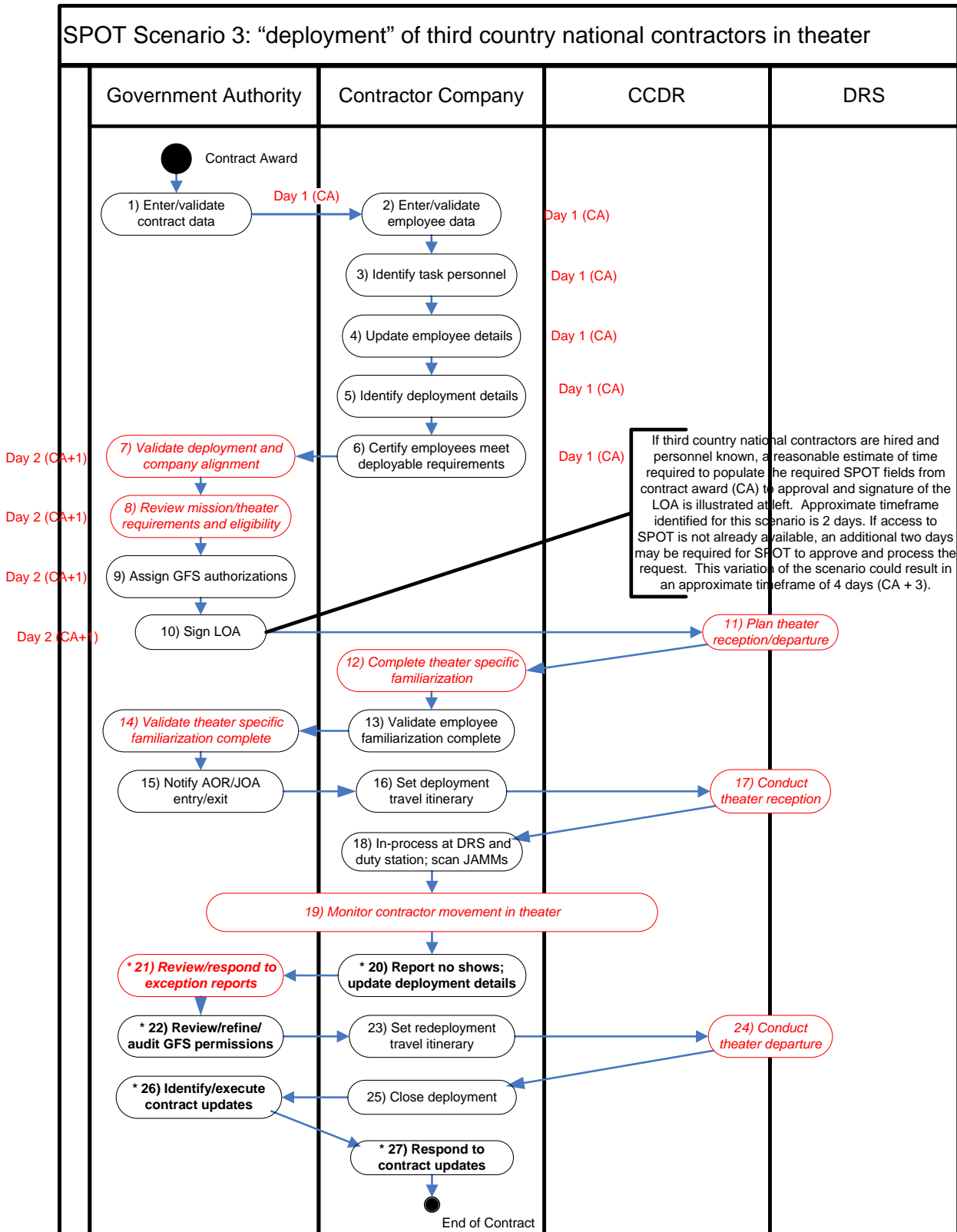
<sup>13</sup> In accordance with DoDI 3020.41.

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18. Contractors in process at DRS and duty station scanning the JAMMS terminal upon arrival. They notify their CC to update the actual arrival date and duty station check-in data NLT 72 hours after check-in in accordance with no show reporting requirements.
  19. GA and CC monitor contractor movement in theater and update deployment details when a contractor changes location.
  20. CC reports no-shows with 72 hours (as applicable) and continually updates deployment details.
  21. GA reviews/responds to exception reports as required.
  22. GA reviews/refines/audits GFS permissions as required.
  23. CC sets the redeployment travel itinerary 30 days prior to scheduled arrival or departure to coordinate departure activities in theater (e.g., return theater issued weapon) and facilitate redeployment planning back to home station.
  24. DRS conducts theater departure of contractors back to a deployment/redeployment center<sup>14</sup> to complete redeployment requirements (e.g., return of OCIE).
  25. CC closes deployment upon redeployment of contractors and ensures return of OCIE and completion of post deployment medical assessments.
  26. GA identifies/executes contract updates (as applicable).
  27. CC responds to contract updates (as appropriate).

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<sup>14</sup> formally designated group, joint or Military Department deployment centers (e.g., Replacement Center, Federal Deployment Center, Unit Deployment Site) will be used to conduct deployment and redeployment processing for CAAF, unless contractor-performed theater admission preparation is authorized by the contract.

Figure 6. SPOT Activity Flow for Scenario 3



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## **Scenario 4**

In scenario 4 (see Figure 7), local national contractors who require an LOA (e.g. CAAF and non-CAAF as required by applicable legal clause(s)<sup>15</sup> or as designated by USD(AT&L) or the CCDR) are deployed in theater or in country on a contract vehicle initiated to support a contingency that was known at the time of contract award. This will require movement or transportation of contractors through a designated reception site and on to the point where services will be rendered. The activity flow for scenario 4, outlined below, illustrates the potential timeframes required to complete SPOT activities in response to urgent theater contract support. That is, completing activities 1 (Enter/validate contract data) through 10 (Sign LOA) could reasonably be completed in 2 to 4 days, depending on whether SPOT access, approval, and processing is already available.

28. GA enters/validates contract data in SPOT the day the contract is awarded.
29. CC enters/validates local national employee data into SPOT the day of contract award.
30. CC identifies contractor personnel selected to support the contingency contract the day of contract award.
31. CC updates employee details in SPOT as required. Current information will be maintained NLT 5 days after any changes. Initial data entry for employee details could reasonably be entered the day of contract award.
32. CC identifies deployment details the day of contract award.
33. CC certifies employees meet deployment criteria and request LOAs for deployees NLT 5 days after notice of decision to deploy.
34. GA validates the alignment of deployment and company data to ensure deployment information provided by the CC satisfies deployment contract requirements. This activity along with activities 8–10, could reasonably be accomplished by one GA representative in a single day. One day was added from the preceding activities (activities 1–6) to accommodate large contracts of personnel or coordination of CC completion of activities to the GA for completion of activities 7–10.
35. GA reviews mission and theater requirements and eligibility, coordinating with CCDR to ensure adequate levels of GFS, the day after contract award.
36. GA coordinates with CCDR and requiring activities and then assigns GFS authorizations the day after contract award.
37. GA contracting officer, or designee, digitally signs the LOA the day after contract award. Although not initially deploying from CONUS, deployees must still process through a designated deployment center or a government authorized contractor-performed deploy-

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<sup>15</sup> 252.225-7040, Contractor Personnel Authorized to Accompany U.S. Armed Forces Deployed Outside the United States, Defense Federal Acquisition Regulation Supplement.



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ment processing facility prior to deploying to a contingency operation. If theater admission preparation is authorized according to a government approved process that incorporates all the functions of a deployment center<sup>16</sup> (potentially conducted in-theater), the rest of the SPOT activities are still required for local nationals design to ensure they are accounted for, possess or are issued required OCIE, have been authorized appropriate government furnished support and force protection, etc.

38. CCDR/DRS use information in SPOT to project resources to accommodate reception of inbound contractors to theater.
  - a. Event 1: An LN (designated as CAAF) requires billeting GFS. CCDRDRS use the information in SPOT to ensure sufficient availability to support arrival and departure.
39. Deploying contractors complete familiarization and theater specific requirements.
  - a. Event 2: Local nationals are transported to designated deployment centers for completion of predeployment requirements.
  - b. Event 3: The formal reception process is accomplished in theater as authorized in the contract.
40. CC validates deployees complete familiarization and update eligibility criteria prior to deployment.
41. GA validates contractors complete theater specific familiarization NLT 5 days after completing pre-deployment preparation and issue CAC cards.
42. GA notifies CCDR/DRS of entry NLT 5 days after validating completion of deployment preparations. All CAAF (including designated LNs) shall be processed into the operational area through a designated reception site.
43. CA sets the deployment travel itinerary 30 days prior to scheduled arrival or departure. Full deployment itinerary is updated when details (e.g., flight number, time of arrival) become available.
44. DRS conducts theater reception of contractors from deployment centers and conducts a visual inspection of the LOA to verify contractors are entered in SPOT. Contractor personnel already in the designated operational area when a contingency is declared must report to the appropriate designated reception site as soon as it is operational.
45. Contractors in process at DRS and duty station scanning the JAMMS terminal upon arrival. They notify their CC to update the actual arrival date and duty station check-in data NLT 72 hours after check-in in accordance with no show reporting requirements.
46. GA and CC monitor contractor movement in theater and update deployment details when a contractor changes location.

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<sup>16</sup> In accordance with DoDI 3020.41.

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47. CC reports no-shows with 72 hours (as applicable) and continually updates deployment details.
  48. GA reviews/responds to exception reports as required.
  49. GA reviews/refines/audits GFS permissions as required.
  50. CC sets the redeployment travel itinerary 30 days prior to scheduled arrival or departure to coordinate departure activities in theater (e.g., return theater issued weapon) and facilitate redeployment planning back to home station.
  51. DRS conducts theater departure of contractors back to a deployment/redeployment center<sup>17</sup> to complete redeployment requirements (e.g., return of OCIE).
  52. CC closes deployment upon redeployment of contractors and ensures return of OCIE and completion of post deployment medical assessments.
  53. GA identifies/executes contract updates (as applicable).
  54. CC responds to contract updates (as appropriate).

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<sup>17</sup> formally designated group, joint or Military Department deployment centers (e.g., Replacement Center, Federal Deployment Center, Unit Deployment Site) will be used to conduct deployment and redeployment processing for CAAF, unless contractor-performed theater admission preparation is authorized by the contract.



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## **Scenario 5**

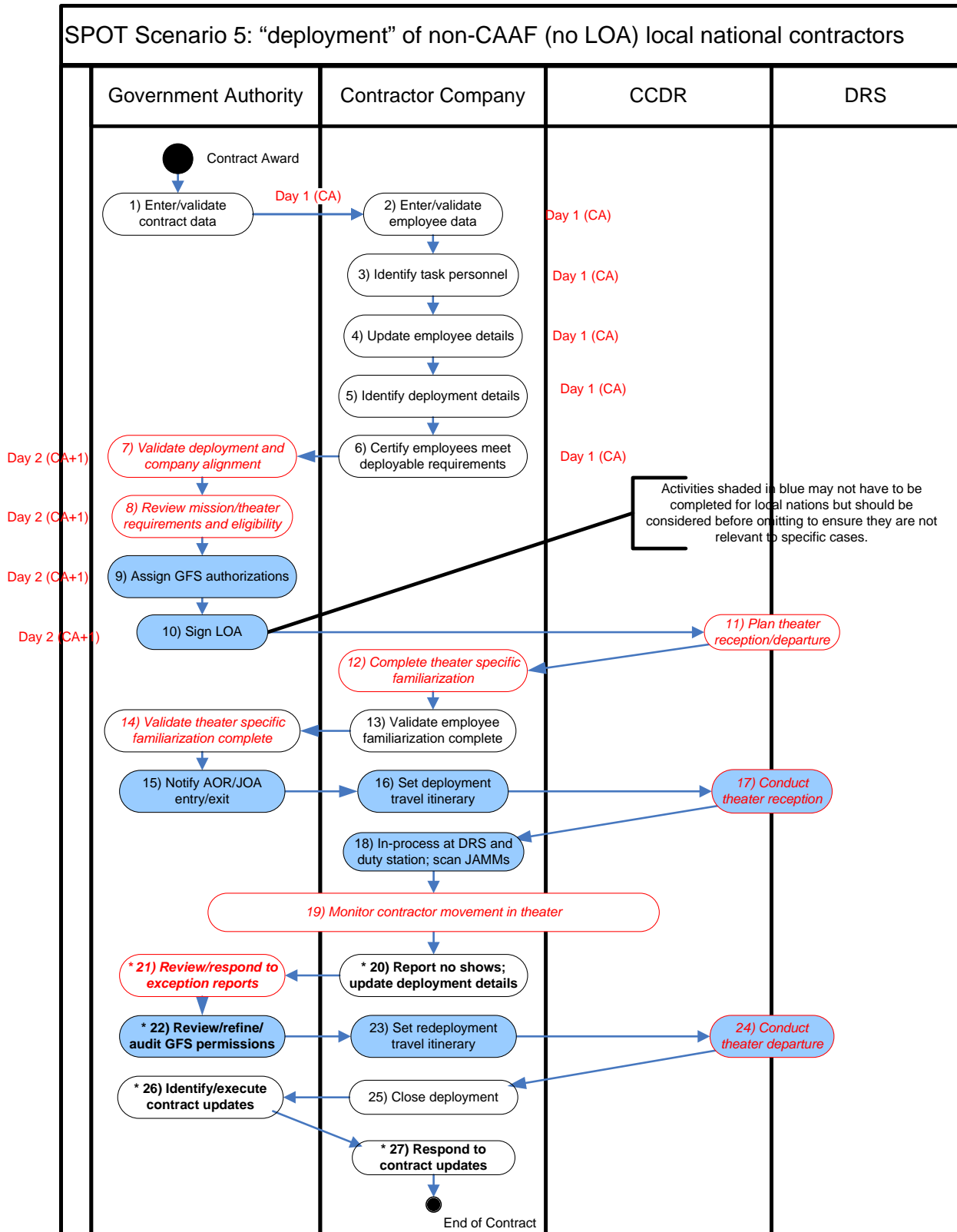
In scenario 5 (see Figure 8), local national contractors who do not require an LOA (e.g., non-CAAF) are “deployed” in theater or in country on a contract vehicle initiated to support a contingency that was known at the time of contract award. This may or may not require movement or transportation of contractors to the point where services will be rendered. The activity flow for scenario 5, outlined below, illustrates the potential timeframes required to complete SPOT activities in response to urgent theater contract support. That is, completing activities 1 (Enter/validate contract data) through 10 (Sign LOA) could reasonably be completed in 2 to 4 days, depending on whether SPOT access, approval, and processing is already available.

1. GA enters/validates contract data in SPOT the day the contract is awarded.
2. CC enters/validates local national employee data into SPOT the day of contract award.
3. CC identifies contractor personnel selected to support the contingency contract the day of contract award.
4. CC updates employee details in SPOT as required. Current information will be maintained NLT 5 days after any changes. Initial data entry for employee details could reasonably be entered the day of contract award.
5. CC identifies “deployment” details (but does not request an LOA) the day of contract award.
6. CC certifies employees meet “deployment” criteria (but LOAs are not requested) NLT 5 days after notice of decision to “deploy.”
7. GA validates the alignment of “deployment” and company data to ensure information provided by the CC satisfies contract requirements. This activity along with activities 8–10, could reasonably be accomplished by one GA representative in a single day. One day was added from the preceding activities (activities 1–6) to accommodate large contracts of personnel or coordination of CC completion of activities to the GA for completion of activities 7–10.
8. GA reviews mission and theater requirements and eligibility, coordinating with CCDR to ensure adequate levels of GFS, the day after contract award. Although GFS for non-CAAF will be limited, some GFS (e.g., weapons authorization) may be required and shall be tracked in SPOT.
9. GA reviews GFS applicability. Since no LOA is requested/required, authorization of GFS may not be required. Several of the following SPOT activities may not be required for local nationals; however, those activities will be reviewed for potential applicability and not be dismissed without proper consideration. Contractor movement and corresponding SPOT activities (e.g., 15–18, 22–24) may be required based on contract requirements and services provided. Even if contract movement is not required, monitoring contractor use of GFS may be desired or required (activity 18).

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10. GA contracting officer, or designee, reviews the “deployment” the day after contract award (signature of an LOA is not required in this instance).
  11. CCDR/DRS use information in SPOT to project resources to accommodate assignment of contractors to support the contingency.
    - a. Event 1: An LN (non-CAAF) requires access to government facilities and in processes through a biometric station for issuance of a BISA card.
  12. Contractors complete familiarization and theater specific requirements.
    - a. Event 2: Licensing and issuance of weapons requires weapons training and authorization.
  13. CC validates contractors complete familiarization and update eligibility criteria prior to “deployment.”
    - a. Event 3: During “pre-deployment” preparation and prior to issuance of weapons to LNs, CC must validate contractors have completed weapons training, are authorized to carry weapons, and SPOT eligibility data is updated to include weapons information.
  14. GA validates contractors complete theater specific familiarization NLT 5 days after completing “pre-deployment” preparation and issue BISA cards as applicable.
  15. This step is not required for non-CAAF local nationals and may be omitted after careful consideration for applicability to specific instances.
  16. This step is not required for non-CAAF local nationals and may be omitted after careful consideration for applicability to specific instances.
  17. This step is not required for non-CAAF local nationals and may be omitted after careful consideration for applicability to specific instances.
  18. This step is not required for non-CAAF local nationals and may be omitted after careful consideration for applicability to specific instances.
  19. GA and CC monitor contractor movement in theater and update “deployment” details when a contractor changes location.
    - a. Event 4: a contractor requires access to a government facility, use of a government issued card (e.g., BISA, DBIDS) or collection of biometric data allows for monitoring of contractor personnel location.
  20. CC reports no-shows with 72 hours (as applicable) and continually updates “deployment” details.

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- a. Event 5: a PSC local national (non-CAAF) is missing after issuance of a weapon. Reporting the incident is required in SPOT.
- 21. GA reviews/responds to exception reports as required.
  - 22. GFS for non-CAAF is not required; however, GA reviews/refines/audits GFS permissions if applicable.
  - 23. This step is not required for non-CAAF local nationals and may be omitted after careful consideration for applicability to specific instances.
  - 24. This step may not be required; however, careful consideration should be applied before omitting this step.
    - a. Event 6: OCIE was provided to non-CAAF, return of OCIE should be sought prior to releasing contractor of redeployment requirements.
  - 25. CC closes “deployment” upon release of contractors and ensures return of OCIE.
  - 26. GA identifies/executes contract updates (as applicable).
  - 27. CC responds to contract updates (as appropriate).

Figure 8. SPOT Activity Flow for Scenario 5



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## IMPLEMENTATION

To maximize contractor management and visibility, supplemental procedures and system features have been developed to help users access and use SPOT. These technical and procedural improvements target the disadvantaged user.

The initial SPOT implementation identified a segment of users with limited or no access to the Internet. Accessing and updating contract and personnel information online for large numbers of contingency contractors was problematic for users who could not maintain connectivity to the SPOT system. These users, who typically are in remote locations outside the continental United States (OCONUS), do not have access to security tools protected by U.S. export control laws and regulations. This segment of users also frequently lack access to Army Knowledge On-Line (AKO), the preferred method for accessing SPOT.

Additional issues that hampered SPOT access included the need to download and install software on a user's computer. The previous version could be cumbersome for contracting officers and company administrators trying to maintain visibility of multiple contracts with multiple personnel deploying at different times. In the previous version of SPOT, for example, once the contracting officer (KO) approved an LOA request, the request was removed from his or her inbox; the KO had no way of finding it again without knowing information about the person for whom the LOA was requested. Company administrators also had no access to an inbox capability to easily track LOA status for personnel.

The current version of SPOT has been enhanced to provide greater functionality to users. The SPOT Configuration Control Board identified engineering change proposals (ECPs)—which were approved by the Operational Requirements Committee—to improve the technical utility of SPOT. Greater flexibility was required to accommodate data entry into SPOT when information is limited or individuals being tracked had privacy and security concerns.

SPOT now allows username and password access, and government users can request access for others users that do not have AKO or public key infrastructure (PKI) software certificates. To resolve issues associated with large batches of personnel and contract data, SPOT now permits bulk LOA processing by KOs and government authorities. The LOA approval process now leverages Adobe Acrobat's digital signer, thus precluding the need to download and install software code onto individual computers. In addition, the LOA Inbox can now be searched.

To improve contractor management, SPOT now includes a Status filter on the LOA Inbox (both the original government LOA Inbox and the new Company LOA Inbox) to enable users to query by LOA status. Users can search for requests with a status of

- request pending,
- government authorized,
- denied,
- revoked,
- LOA pending signed document, and
- KO approved.



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Company administrators also needed to view pending requests and the status of LOAs submitted for their employees without bringing up everyone's summary page. Company administrators now have access to a Company LOA Inbox, which allows them to better monitor employee status in SPOT and resolve issues. The Company LOA Inbox displays, by default, requests with a LOA status message, much like what is available to the contracting officer. The company administrator can view all LOA requests for their supporting contracts, subcontracts, and employees. KO-approved requests remain for 60 days after approval to avoid the Inbox growing too large; however, if the person's deployment becomes inactive during that time, the request is removed from the default view. Denied or revoked requests remain in the default view for 90 days. If a new LOA is requested for the person during those 90 days, the original denied/revoked request will no longer appear in the Company LOA Inbox.

While expiration rules are in place to limit the size of the Company LOA Inbox, the user can filter the inbox by status to retrieve all matching requests. For example, if a user chooses to see all revoked requests, SPOT returns all requests, including those older than 90 days. If the company administrator clicks the name of a person in the inbox, SPOT displays a read-only view of the LOA details page, which is populated with the person's data.

By eliminating the requirement for task orders when adding a contract or deploying personnel ensures task order information can be entered as it becomes available. If task orders are not assigned, contracts can be entered with just the contract number. In addition, contract records can be edited after the period of performance has expired to allow greater flexibility to users.

To improve personnel tracking in SPOT, Joint Asset Movement Management System (JAMMS) personnel movement reports include Defense Biometric Identification System (DBIDS) scans as well as those captured by scanning CACs and LOAs. This enhancement is for tracking contractors without a CAC (such as foreign nationals).

Additional enhancements were made to SPOT to enable the creation and reporting of organizational groups. Bulk deployments and LOA requests facilitate SPOT processing of large numbers of personnel by system users. The SPOT system administrator can now create an organizational group (Org Group), assign primary organizations to that group (based on mapping supplied by the government), and remove an organization from a group. Once an Org Group is created, it cannot be deleted, but it can be renamed.

An Org Group must contain at least one government or military organization. Initially, the groups will be limited to primary organizations, although the database will be designed to support later inclusion of PM/Offices and PdM/Branches. Once a primary organization is included in an Org Group, it cannot be removed if there are any active deployments associated with it.

When running reports, users with a global report user role can choose a specific Org Group as a filter criterion. The new Org Group filter is included on the Personnel Detail, Personnel Summary, Predeployment Detail, Deployment Detail, Deployment Summary, Contract Detail, and Contract Summary ad hoc reports.

SPOT displays system alerts across the top of the Welcome page. A maximum of two alerts will be displayed at any time, with the most recent alert sorted to the top of the list. When a new alert

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is issued and two are already showing on the screen, the older of the two alerts is removed. System alerts are managed by the SPOT system administrator via the Manage News feature. An alert is entered as a news item and categorized as a System Alert; however, it is not shown in the News section of the Welcome page.

The SPOT stakeholder community includes users who may need access to JAMMS reporting but not the JAMMS Upload or SPOT reporting features. SPOT now includes a new role called “JAMMS Reports User,” which provides access to only the JAMMS standard and ad hoc reports. Users within this role cannot access any other SPOT features or reports.

Procedurally, the business rules remain accurate, although additional options for entering information have been established to facilitate access to and use of SPOT. These additional steps support users with limited access to SPOT, including instances when the contracting office is in theater or the contractor is a foreign national. To facilitate data entry in these instances, the SPOT team developed templates that identify the contract files required for uploading and retrieving employee data from the vendors.

The Microsoft Excel templates are divided into three worksheets to capture information concerning contract data, Foreign National (FN) contractor data, and SPOT user–AKO data. Each spreadsheet includes instructions to facilitate user data entry. The GCCs are sent the contract files to forward on to their vendors, who must complete the template spreadsheets. The vendors compile the information requested in the spreadsheet and return the workbook. A quality assessment is performed before separating and uploading the spreadsheets to the SPOT contractor eShare site. The SPOT FN template was developed to capture information on contracts within the AOR, FN contractors supporting those contracts, and SPOT User and Army Knowledge Online (AKO) requests. The completed template(s) shall be emailed to [spot.outreach@us.army.mil](mailto:spot.outreach@us.army.mil) for input by the SPOT Team.

Continued dedication by the SPOT PM and OADUSD(PS) will continue to identify and mature the SPOT system and business processes to enable better visibility and management of contingency contractors in to the future.

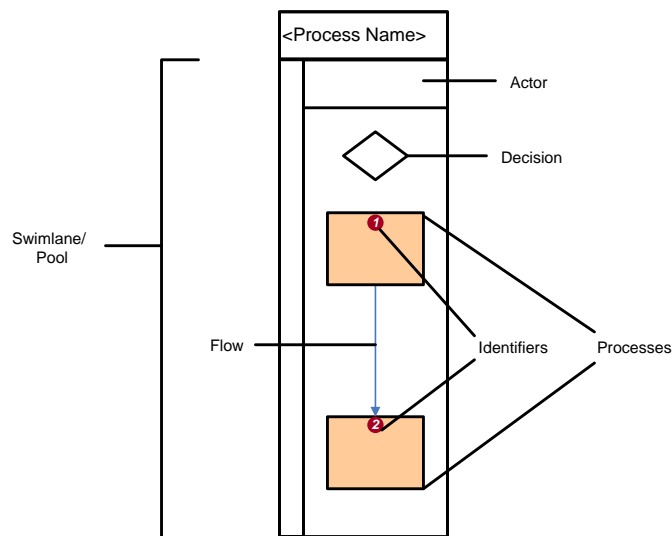
## APPENDIX A. NOTATION

This document incorporates Unified Modeling Language (UML) notation. The process diagrams define higher level functions and activity diagrams illustrate lower level actions by actors. The primary components of each diagram are illustrated below.

### *Process Diagrams*

Process diagrams depict higher level processes (see Figure A-1). The vertical swim lanes are “pools” of activity for a single actor, who is identified at the top of the pool. All symbols within a swim lane illustrate the responsibilities for that actor. Decision points are depicted by a diamond shape. The primary icon in a process diagram—a square peach box—represents the processes. Each process box has a number in a red circle to identify it. The flow between processes is identified by blue lines and arrows to depict sequence of processes.

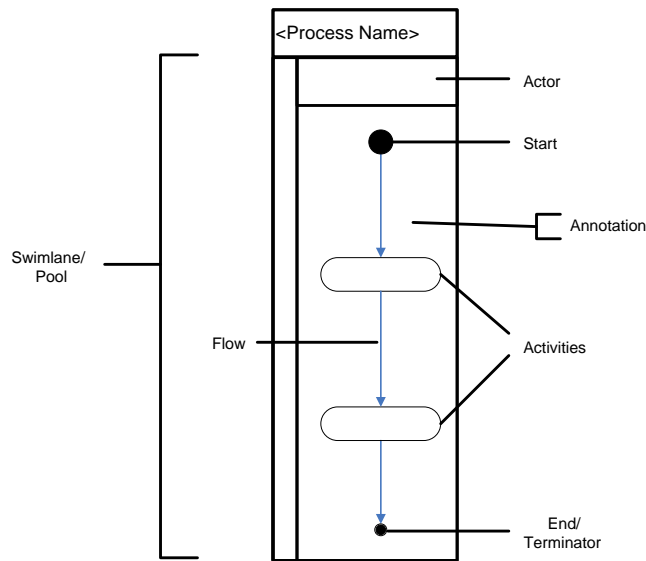
*Figure A-1. Process Notation*



### *Activity Diagrams*

Activity diagrams depict lower level actions, actors, and sequence flow. The symbols used in the activity diagrams are depicted in Figure A-2. Again, the swim lanes are the long, vertical pools. Each pool represents a boundary for activities that are owned or accomplished by the actor, who is identified at the top of the swim lane.

Figure A-2. Activity Notation



The Start and End symbols are unique to these diagrams. The Start symbol defines the prerequisite or initial state as the flow begins. The End, or terminator, describes the end state, when all activities are completed. The blue connecting lines with arrows illustrate the flow of activities from the start of activities to their end.

Annotations are illustrated by the black bracket and line. Annotated text provides comments, assumptions, and constraints on the activities and process flow.

## **APPENDIX B. LETTER OF AUTHORIZATION**

The following SPOT Letter of Authorization (LOA) serves as the approved, standard DoD format. The data in the shaded grey areas will not be printed on the LOA, but is still required to be input into SPOT in order to meet the requirement for a record of emergency data.

LETTER OF AUTHORIZATION			DATE OF REQUEST
			8/23/2007
<b>REQUIRING ACTIVITY</b> (e.g. Army Contracting Agency)	<b>GOVT AGENCY POC</b> Doe, John	<b>GOVT AGENCY POC PHONE</b> 123-456-7890	<b>GOVT AGENCY POC EMAIL</b> lskdjstj@tst.com
<b>NAME</b> (Last, First, Middle Initial) Jones, Stanley	<b>SSN / FIN</b> xxx-xx-1234	<b>DATE OF BIRTH</b> 6/1/1960	<b>PLACE OF BIRTH</b>
<b>HOME ADDRESS</b>		<b>CITIZENSHIP</b> United States	<b>PASSPORT # / EXPIRATION</b> 1234567890123 12/31/2010
		<b>DEPLOYMENT PERIOD START</b> Wednesday, August 01, 2007	<b>DEPLOYMENT PERIOD END</b> Monday, September 01, 2008
<b>EMAIL</b> sfjstl@tst.com		<b>THEATER EMAIL</b> test.data@us.army.mil	
<b>CLEARANCE LEVEL w/ AGENCY</b> None	<b>CLEARANCE DATE</b> (MM/DD/YYYY) Monday, January 01, 0001	<b>JOB TITLE</b> Action Officer	<b>SUPERVISOR / MANAGER</b> <input checked="" type="checkbox"/> <b>NON-SUPERVISOR / NON-MANAGER</b> <input type="checkbox"/>
<b>COMPANY</b> (full name) XYZ Company	<b>COMPANY POC</b> Smith, Jane	<b>COMPANY POC TELEPHONE</b> 123-456-7890	<b>COMPANY POC EMAIL</b> skdljk@tst.com
<b>CONTRACT NUMBER/ TASK ORDER</b> XYZ1234/ABC7890	<b>CONTRACT PERIOD START</b> 12/12/2006	<b>CONTRACT PERIOD END</b> 12/12/2012	<b>CONTRACT ISSUING AGENCY</b> (e.g. DARPA)
<b>NEXT OF KIN (NOK) NAME</b>	<b>NOK RELATIONSHIP</b>	<b>NOK TELEPHONE</b>	<b>NOK ALTERNATE TELEPHONE</b>
<b>IN-THEATER CONTACT</b>		<b>CONTACT'S PHONE</b> 029938023984298	<b>CONTACT'S EMAIL</b> skdfklkjsdf@tst.com
<b>COUNTRIES TO BE VISITED</b> Belgium		<b>GOVERNMENT FURNISHED SERVICES</b>	
<b>PURPOSE</b> Test data		<input type="checkbox"/> APO/FPA <input checked="" type="checkbox"/> Billeting <input checked="" type="checkbox"/> Commissary <input checked="" type="checkbox"/> DFACS <input checked="" type="checkbox"/> Excess Baggage <input type="checkbox"/> Medical/Dental <input checked="" type="checkbox"/> Mil Clothing <input type="checkbox"/> Mil Issued Equip <input checked="" type="checkbox"/> MWR <input checked="" type="checkbox"/> Authorized Weapon <input checked="" type="checkbox"/> CAC/ID Card <input checked="" type="checkbox"/> Dependents Authorized <input type="checkbox"/> DoDI Essential <input checked="" type="checkbox"/> Fuel Authorized <input checked="" type="checkbox"/> Mil Banking <input checked="" type="checkbox"/> Mil Exchange <input type="checkbox"/> Milair <input checked="" type="checkbox"/> Transportation	
<b>FUND CITE w/ BILLING ADDRESS</b> Fund Cite Fund Address, fund City, 55848 United States			

The government organization specified above, in its mission support capacity under the contract, authorizes the individual employee identified herein, to proceed to the location(s) listed for the designated deployment period set forth above. Non-supervisory positions shall be rated GS-12 or equivalent. Supervisory / Managerial positions shall be rated as GS-13 or equivalent. Upon completion of the mission, the employee will return to the point of origin. Travel being performed is necessary and in the public's service. Travel is in accordance with FAR 31.205-36 and the maximum per diem allowable under the appropriate travel regulations (Joint Travel Regulation (for AK, HI and outlying areas of the United States and US possessions), Federal Travel Regulation for CONUS and US Territories, and Dept of State's Standardized Regulations for OCONUS Foreign Areas designated by DOS).

Emergency medical support will be determined by the appropriate supported commander. Contractor authorization aboard military aircraft will be determined by the supported commander. Necessary identification badges will be determined and provided by the supported command.

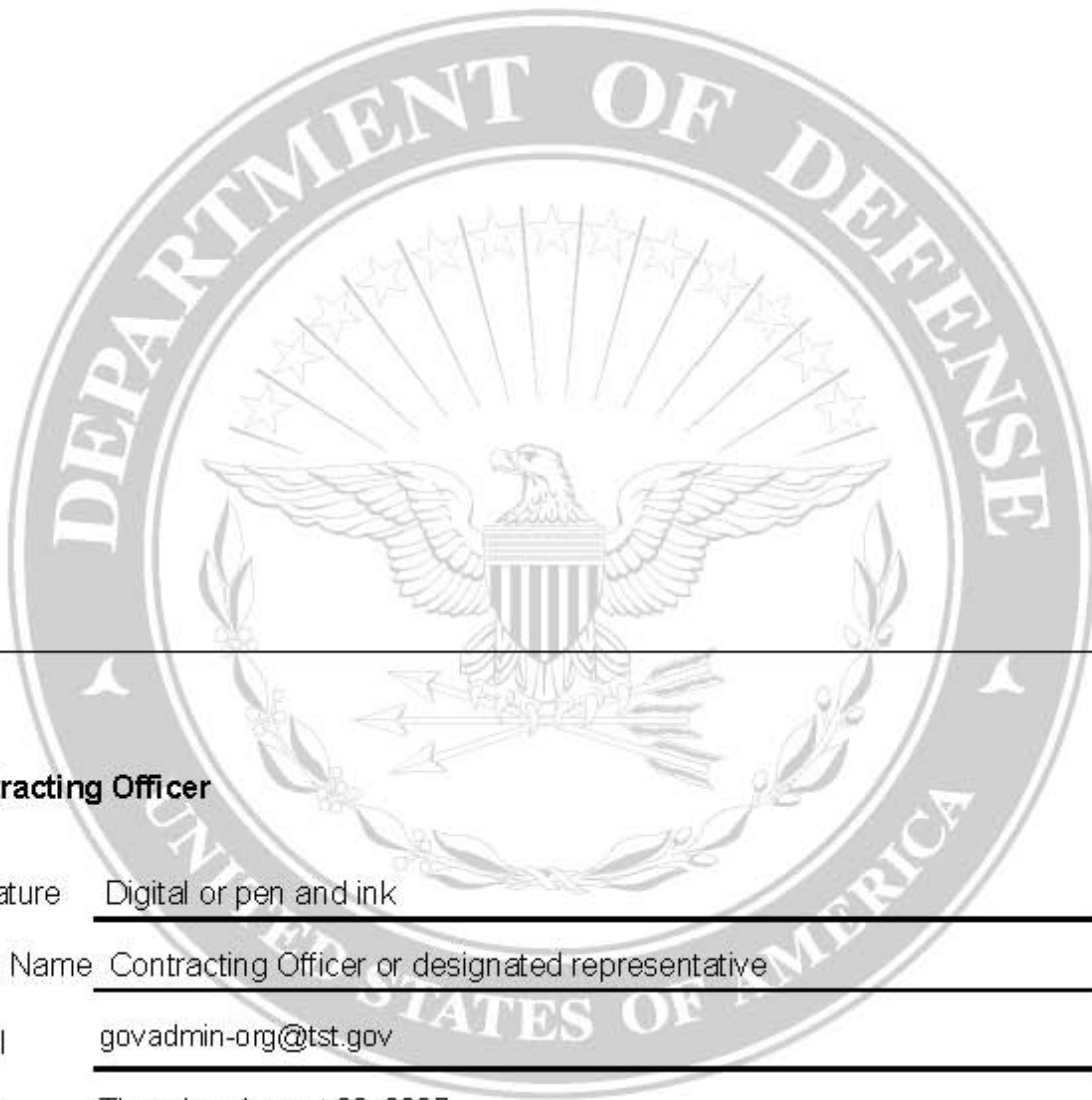
This Contractor is considered as "Key Personnel, Government Civilian" in connection with "Non-Combatant Evacuation Orders" at the civil service grade indicated above.

GFS is authorized in the performance of duties assigned in the Statement of Work. Any use of GFS outside these constraints will be at a cost to the CC and reimbursable to the USG.



\*SKL7RJ\*

**LOA REMARKS**



**Contracting Officer**

Signature Digital or pen and ink

Print Name Contracting Officer or designated representative

Email govadmin-org@tst.gov

Date Thursday, August 23, 2007

Phone 123-935-5196



\*SRL7KJ\*

## **APPENDIX C. ABBREVIATIONS**

AFRICOM	Africa Command
AOR/JOA	area of responsibility or joint operations area
CC	contractor company
CCB	Configuration Control Board
CCDR	Combatant Commander
CENTCOM	U.S. Central Command
COCOM	Combatant Command
CONUS	continental United States
CRC	contingency readiness center
DoD	Department of Defense
DRS	designated reception site
EUCOM	European Command
GA	government authority
GCC	geographic combatant command
GFS	government-furnished services
JAMMS	Joint Asset Movement Management System
JRC	joint reception centers
LOA	letter of authorization
NORTHCOM	Northern Command
OCIE	organizational clothing and individual equipment
PACOM	Pacific Command
RSOI	reception, staging, onward movement, and integration
SOUTHCOM	Southern Command
SPOT	Synchronized Predeployment and Operational Tracker



TRANSCOM      Transportation Command

## APPENDIX D. DEFINITIONS

Contractors Authorized to Accompany the Force (CAAF). Contingency contractor personnel, including all tiers of subcontractor personnel, who are authorized to accompany the force and have protected status in accordance with international conventions. CAAF generally include all U.S. citizen and TCN employees not normally residing within the operational area whose area of performance is in the direct vicinity of U.S. forces and who routinely reside with U.S. forces (especially in non-permissive environments). Personnel residing with U.S. forces shall be afforded CAAF status via a LOA. In some cases, CCDR subordinate commanders may designate mission essential HN or LN contractor employees (e.g., interpreters) as CAAF.

Designated Reception Site. The organization responsible for the reception, staging, integration, and onward movement of contractors deploying during a contingency. The designated reception site includes assigned joint reception centers and other designated reception sites.

Letter Of Authorization. A document issued by the procuring contracting officer or designee that authorizes contractor personnel authorized to accompany the force to travel to, from, and within the operational area; and outlines Government-furnished support authorizations within the operational area, as agreed to under the terms and conditions of the contract.<sup>18</sup>

Local National. An individual who is a permanent resident of the nation in which the United States is conducting contingency operations.

Non-CAAF. Non-CAAF normally include personnel who do not satisfy all the requirements for designation as CAAF and are otherwise not so designated, such as LN employees and non-LN employees who are permanent residents in the operational area or TCNs not routinely residing with US forces (and TCN expatriates who are permanent residents in the operational area) who perform support functions away from the close proximity of, and do not reside with, U.S. forces. USG-furnished support to non-CAAF is typically limited to force protection, emergency medical care, and basic human needs (e.g., bottled water, latrine facilities, security, and food when necessary) when performing their jobs in the direct vicinity of U.S. forces.

Operational Contract Support. The ability to orchestrate and synchronize the provision of integrated contract support and management of contractor personnel providing support to the joint force within a designated operational area.

Requiring Activity. A military or other designated organization that identifies and receives contracted support during military operations. See also supported unit.

Supported Unit. As related to contracted support, the organization that is the recipient, but not necessarily the requester of, contractor-provided support. See also requiring activity.

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<sup>18</sup> [http://www.acq.osd.mil/dpap/dars/pgi/pgi\\_word/PGI225\\_74.doc](http://www.acq.osd.mil/dpap/dars/pgi/pgi_word/PGI225_74.doc)