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SECRETARY OF THE AIR FORCE**

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Contracting

**CONTINGENCY CONTRACTING
SUPPORT**

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This is a new instruction replacing guidance previously provided in the Air Force Federal Acquisition Regulation Supplement (AFFARS), Appendix CC, Contingency Operational Contracting Support, which has been rescinded. This instruction implements Air Force Policy Directive 64-1, The Contracting System, as well as portions of DoD Instruction DoDI 3020.41, Operational Contract Support (OCS). It provides guidance and procedures on training and equipping Air Force contingency contracting officers (CCOs); planning and executing contingency contracting support for emergency and contingency operations; and contingency contracting roles and responsibilities in the multi-functional OCS process supporting joint operations. This instruction applies to all Air Force (AF), Air Force component organizations, Field Operating Agencies (FOAs), Direct Reporting Units (DRUs), Air Force Reserve Command (AFRC) and Air National Guard (ANG) units, serving Title 10 Orders and personnel responsible for training and equipping CCOs, planning and executing emergency and contingency contract support to include contract requirements development and performance oversight, except where noted otherwise. This publication may be supplemented at any level. Refer recommended changes and questions about this publication to the OPR listed above using the AF Form 847, Recommendation for Change of Publication; route AF Forms 847 from the field through the appropriate chain of command. Requests for waivers must be submitted to the OPR listed above, or as otherwise stipulated within this publication, for consideration and approval. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of IAW the Air Force Records Disposition Schedule (RDS) in the Air Force Records Information Management System (AFRIMS). The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See

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Chapter 1— PROGRAM OVERVIEW	5
1.1. Background.....	5
1.2. Types of Contingencies.	5
1.3. Contracting and Command Authority.....	6
Figure 1.1. Authority Flow Diagram.....	6
Table 1.1. Acquisition of Services.....	8
1.4. Inherently Governmental Functions.	11
1.5. Contingency Contracting Organizational Constructs.	11
1.6. Types of Contractors.....	12
1.7. Legal Status of Contractors.....	13
1.8. Funding Contingency Contract Support.	13
1.9. International Laws and Agreements.	15
1.10. Small Business.....	16
1.11. Ethics and Integrity.....	16
Chapter 2— ROLES AND RESPONSIBILITIES	18
2.1. The Office of the Secretary of the Air Force for Contracting (SAF/AQC) shall:...	18
2.2. The Air Force Installation Contracting Agency (AFICA) shall:	18
2.3. AFICA Operating Locations (OLs).	19
2.4. Component Headquarters Functional Area Managers (FAMs) shall:.....	20
2.5. Component Senior Contracting Officials (SCOs) shall:	21
2.6. Contracting Component Planners shall:.....	21
2.7. Contracting Unit Commanders/Directors shall:.....	21
2.8. Contingency Contracting Officers (CCOs) shall:	22
2.9. Quality Assurance Program Coordinators (QAPCs) shall:	22

2.10.	Requiring Activities shall:	23
2.11.	Contracting Officer Representatives (CORs) shall:	23
2.12.	Field Ordering Officers (FOOs).....	24
Chapter 3— TRAINING AND EXERCISES		25
3.1.	General.....	25
3.2.	Standardized CCO Training.....	25
3.3.	Contracting Component Planner/FAM Training.	25
3.4.	COR Training.	26
3.5.	Customer/Requiring Activity Training.	27
3.6.	Exercise Support.	27
Chapter 4— EQUIPMENT AND SYSTEMS		28
4.1.	Contingency Kits.	28
4.2.	Contracting/Purchasing Systems	28
4.3.	Contract Requirements Management Systems	29
4.4.	Contractor Management Systems	29
4.5.	Other Contingency Systems/Tools	30
Chapter 5— CONTRACTING READINESS AND TASKING PROCESS		31
5.1.	UTC Information and Capabilities.....	31
Table 5.1.	UTCs.....	31
5.2.	UTC and Capabilities Alignment.....	31
5.3.	Contracting Readiness.	32
5.4.	Tasking CCOs.....	33
Chapter 6— CONTINGENCY PLANNING		34
6.1.	General.....	34
6.2.	Plan Development.....	34
6.3.	Plan Review.	39
Chapter 7— CONTINGENCY EXECUTION		42
7.1.	General.....	42
Figure 7.1.	Phases of a Contingency.	42

7.2.	Deployment Requirements.....	42
7.3.	Build-up/Employment of Forces.....	46
7.4.	Sustainment.....	47
7.5.	Termination/Redeployment.	48
Chapter 8—	SUPPORT TO JOINT OPERATIONS	51
8.1.	General.....	51
8.2.	Joint Operational Contract Support (OCS) Process.....	51
Figure 8.1.	Three Pillars of OCS.....	52
Figure 8.2.	AFFOR OCS Process and Structure.	53
8.3.	OCS Planning (Annex W).	53
8.4.	Contract Support Integration.....	53
8.5.	Contracting Support.....	54
8.6.	Contractor Management.....	55
Chapter 9—	DEFENSE SUPPORT OF CIVIL AUTHORITIES (DSCA)	60
9.1.	General.....	60
9.2.	Incident Response Contracting Support.....	61
Chapter 10—	SUPPORT TO LOCAL EMERGENCIES	62
10.1.	General.....	62
10.2.	Installation Emergency Management Program.....	62
10.3.	Base Support Installation (BSI) and Incident Support Bases (ISB).....	63
Attachment 1—	GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	64
Attachment 2—	CONTENT FOR CONTINGENCY KITS	73
Attachment 3—	CONTRACTING SITE SURVEY CHECKLIST	78

Chapter 1

PROGRAM OVERVIEW

1.1. Background.

1.1.1. The purpose of this document is to provide guidance on established policies, assign responsibilities and prescribe implementation procedures for the organizing, training, and equipping of the Air Force contingency contracting force (CCF). The guidance also provides directions on accomplishing contract support tasks normally encountered while supporting contingency operations and how those tasks support the joint Operational Contract Support (OCS) process. The intent of this guidance is to establish and maintain responsive contracting support for military contingencies and local incident response.

1.2. Types of Contingencies.

1.2.1. Declared Contingencies.

1.2.1.1. In accordance with 10 U.S.C. Section 101(a) (13) a “contingency operation” requires a formal declaration by:

1.2.1.1.1. The Secretary of Defense (SecDef) when members of the armed forces become involved in military actions against an enemy of the United States; or

1.2.1.1.2. The President or Congress when members of the uniformed forces are called to active duty (a reserve component mobilization) under 10 U.S.C. or any provision of law during a declared war or national emergency.

1.2.1.2. As a result of a declared contingency, micro-purchase and simplified acquisition thresholds are increased. Since some contracting activities may award contracts in support of declared contingency operations as well as non-contingency operations, the responsible Head of the Contracting Activity (HCA) determines which contracted supplies or services are being used in support of a declared contingency operation (see Federal Acquisition Regulation (FAR) 18.201(b) and (c) and Defense Federal Acquisition Regulation Supplement (DFARS) 218.271). AFFARS HCA Matrix at MP 5301.601(a)(i) shows the delegations available from the HCA to Senior Contracting Officials (SCOs), Senior Center Contracting Officials (SCCOs) and Chief of the Contracting Office (COCO).

1.2.2. Undeclared Contingencies. These types of contingencies generally do not benefit from the legal flexibilities, such as increased thresholds provided for a declared contingency. The only exception are the acquisition of supplies or services that, as determined by the head of the agency, will be used to facilitate defense against (or recovery from) chemical, biological, radiological, or nuclear (CBRN) attack (see FAR 13.201(g)(1)). Many of the local emergencies responded to in accordance with the Installation Emergency Management Plan (IEMP) will be local non-declared contingencies.

1.2.2.1. Local Emergencies. In accordance with AFI 10-2501, Air Force Emergency Management (EM) Program Planning and Operations, the IEMP provides comprehensive guidance for emergency response to physical threats resulting from natural, technological, or man-made hazards. In developing and maintaining the contracting

supplements, checklists, or portions of an IEMP, the chief of the contracting activity will ensure the areas listed in Chapter 10 of this AFI are addressed. (T-3)

1.3. Contracting and Command Authority.

1.3.1. Contracting Authority. Contracting authority is the legal authority to enter into binding contracts and obligate funds on behalf of the United States Government (USG). A unique aspect of contracting support is that only a contracting officer has contracting authority. Their authority to acquire supplies, services and construction for the government comes from three sources: the Constitution; statutory authority; and federal, DoD and Military Department acquisition regulations and/or supplements. Contracting authority flows from Congress to the President, then to the SecDef, through the Service/Agency head, to the designated HCA, and then through the SCO to the Contingency Contracting Officer (CCO). In many cases, it may not be until the COCO that both contracting authority and command authority meet.

Figure 1.1. Authority Flow Diagram.



1.3.1.1. Contracting Officer's Warrant. Contracting authority is explicitly documented via the contracting officer's warrant, Standard Form (SF) 1402. A warrant is the document that authorizes a contracting officer, including CCOs, to award a contract which obligates the government to expend funds for contracted support requirements. Any restrictions on a contracting officer's authority to purchase items will be explicitly stated on the warrant. The most common restriction is placed on the maximum amount a contracting officer is authorized to obligate per contract action.

1.3.1.1.1. Other Service/Agency. AF CCOs may accept a warrant and execute contracts on behalf of another Service/Agency if the CCO is assigned to/deployed in support of a joint organization.

1.3.1.1.2. AF CCOs must report to their home station Air Force Installation Contracting Agency (AFICA) Operating Location (OL) or Major Command (MAJCOM) Functional Area Manager (FAM) if they are being issued a warrant by another Service/Agency when they are not part of a joint contracting organization.

1.3.1.2. Contract and Contractual Relationships. A contract is a legally binding agreement for supplies, services, and/or construction awarded by government contracting officers. The contract is the only legal basis for the relationship between the DoD and the contractor. The contract shall specify the terms and conditions, to include minimum acceptable professional standards; performance standards; performance and/or delivery locations; deployment, reception, and redeployment requirements and procedures; government-provided services; etc. In contingencies, a Geographic Combatant Command (GCC) and/or Joint Task Force (JTF) Fragmentary Order (FRAGO) which issues theater policy is not adequate to direct contractors. Those policies must be included in provisions and clauses to ensure contractor compliance.

1.3.1.2.1. Privity of Contract. The AF's contractual relationship is with the prime contractor only. However, many times a prime contractor will subcontract a portion of the effort to one or more subcontractors. A CCO cannot engage directly with the subcontractor if they are not performing in accordance with the terms and conditions of the prime contract. The prime contractor is responsible for holding the subcontractor accountable for compliance with the contract. Therefore, it is imperative that clauses specify the appropriate flow-down requirements to subcontracts.

1.3.1.2.2. Implementation of Theater Policy for Contractors. Since the contract is the only legal basis for the relationship between the DoD and the contractor, it is imperative that GCC/JTF policies are properly incorporated into provisions and clauses included into all theater, external and systems support contracts with performance in the Area of Responsibility (AOR)/Joint Operational Area (JOA). The Theater Business Clearance (TBC) process ensures that the correct provisions and clauses are included in applicable contracts. Since these provisions and clauses will apply to all Service/Agency contracts with performance in the AOR/JOA, OSD (AT&L) Defense Procurement and Acquisition Policy (DPAP) is the approval authority. DPAP issues all policy on the TBC process, which will be discussed further in Chapter 8 of this AFI.

1.3.1.3. Head of Contracting Activity (HCA). The HCA is the official who has overall responsibility for managing the contracting activity. HCAs do not typically exercise command authority over CCOs, but do have an assigned staff responsible for issuing contracting policy and developing standardized provisions and clauses. Unlike other Services, the AF only has one HCA and that is SAF/AQC. However, many of the HCA functions may be delegated down to the SCO and further (see AFFARS Mandatory Procedure 5301.601(a)(i) HCA Matrix).

1.3.1.4. Senior Contracting Official (SCO). SCO means the MAJCOM/DRU/AFICA/AFRCO headquarters staff official with overall functional responsibility for contracting.

1.3.1.4.1. MAJCOM SCOs are:

1.3.1.4.1.1. HQ AFMC/PK at Wright-Patterson AFB, OH

1.3.1.4.1.2. HQ AFRC/PK at Robins AFB, GA

1.3.1.4.2. DRU SCOs are:

1.3.1.4.2.1. HQ AFDW/PK at Joint Base Andrews, MD

1.3.1.4.2.2. AFOTEC/A7K at Kirtland AFB, NM

1.3.1.4.2.3. 10 CONS/CL at the United States Air Force Academy, Colorado Springs, CO

1.3.1.4.3. AFICA SCO is AFICA/CC at Wright-Patterson AFB, OH

1.3.1.4.4. AFRCO SCO is AFRCO/PK located at Joint Base Anacostia-Bolling, Washington, DC

1.3.1.4.5. For SMC, duties assigned to the SCO throughout the AFFARS will be executed by the SMC SCCO.

1.3.1.4.6. The deputy to an SCO may exercise any SCO authority unless restricted in the FAR, as supplemented (e.g., individual authorized to execute a specific authority must be of a certain minimum grade/rank), or as specifically limited by the SCO. HQ AFICA is the designated SCO for Air Force Central Command (AFCENT) contracting units.

Table 1.1. Acquisition of Services.

COCOM	COMPONENT MAJCOM (C-MAJCOM)	COMPONENT NAF (C-NAF)	AFICA/K (OL-Supported MAJCOM Director of Contracting) SCO / SCO	AOR / JOA
AFRICOM	AFAFRICA		AFICA/KU USAFE SCO	Entire AOR
CENTCOM	None	USAFCENT	AFICA/KC ACC SCO	Entire AOR
EUCOM	USAFE	3 rd AF (AFEUR)	AFICA/KU USAFE SCO	Entire AOR
NORTHCOM	PACAF	11 th AF	AFICA/KH PACAF SCO	Alaska (AK)
	None	1 st AF (AFNORTH)	AFDW/PK	National Capitol Region (NCR)
			AFICA/KC ACC SCO	AOR except AK and NCR
PACOM	None	7 th AF (AFKOR)	None – Army is LSC	Korea

	PACAF	11 th AF	AFICA/KH PACAF SCO	AOR except Korea
SOUTHCOM	None	12 th AF (AFSOUTH)	AFICA/KC ACC SCO	Entire AOR
SOCOM	AFSOC	None	AFICA/KO AFSOC SCO	N/A
STRATCOM	AFGSC	8 th AF (AFSTRAT)	AFICA/KG AFGSC SCO	N/A
		20 th AF (AFSTRAT)		
	AFSPC	14 th AF (AFSTRAT)	AFICA/KS AFSPC SCO	N/A
		24 th AF (AFCYBER)		
TRANSCOM	AMC	18 th AF (AFTRANS)	AFICA/KM AMC SCO	N/A

1.3.1.5. Senior Center Contracting Official (SCCO). SCCO serves in the position of Director of Contracting within AFMC and at SMC who reports directly to the Center Commander. SCCO duties and responsibilities may also be performed by the Deputy Director of Contracting, Assistant Director of Contracting, and the Technical Director/Assistant to the Director of Contracting, as well as the Director of Contracting at Eglin Air Force Base (AFB), Hanscom AFB, Hill AFB, and Robins AFB and the Deputy Director of Contracting, Assistant Director of Contracting, and the Technical Director/Assistant to the Director of Contracting at Eglin AFB, Hanscom AFB, Hill AFB, and Robins AFB.

1.3.1.6. Contingency Contracting Officer (CCO). A CCO is the government official, military or civilian, with the legal authority to enter into, administer, and/or terminate contracts. The CCO is appointed in writing through a warrant (SF 1402).

1.3.2. Command Authority. Command authority includes the responsibility for effectively using available resources and planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. Command authority does not include the authority to obligate funds or enter into contracts on behalf of the USG. GCCs do not have their own contracting authority and receive contingency contracting support from Services/Agencies and the GCC's subordinate Service components. Additionally, command authority does not include the authority to direct contractors or contractor personnel actions outside the terms and conditions of their contract. However, in emergency situations, the ranking commander may direct Contractors Authorized to Accompany Forces (CAAF) and non-CAAF working on a US controlled facility, to take Force Protection (FP) or temporary, emergency response actions not specifically authorized in their contract as long as those actions do not require them to perform inherently governmental responsibilities.

1.3.2.1. Requiring Activity. A requiring activity is the military or other designated supported organization that is responsible for the support function and/or mission being resourced through commercial/noncommercial means. The requiring activity has specific requirements development responsibilities to include development of "acquisition ready"

contract requirements packages and support to the contract management process via technically qualified unit contracting officer representatives (CORs) and receiving officials.

1.3.2.2. Contracting Officer Representative (COR). The COR is an individual nominated by the requiring activity and appointed in writing by the CCO to perform specific technical and administrative functions. Additionally, CORs serve as on-site technical managers assessing contractor performance against contract performance standards in accordance with the Quality Assurance Surveillance Plan (QASP). AF policy, guidance, and templates for the nomination and appointment of CORs are found at AFFARS Mandatory Procedure (MP) 5301.602-2(d)

([http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/af_afmc/affars/MP5301.602-2\(d\).htm#P-1_0](http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/af_afmc/affars/MP5301.602-2(d).htm#P-1_0)). In addition, COR responsibilities are set forth in DFARS Procedures, Guidance, and Information (PGI) 201.602-2

(http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/dfars/PGI%20201_6.htm#P19_243).

1.3.2.3. Requirements Approval Authority (RAA). The RAA is the AF level of designated responsibility, in accordance with AFI 63-138, Acquisition of Services, Table 1.1, for approving service contract requirements prior to the formation of the acquisition strategy. Requirements are approved using the Requirements Approval Document (RAD) and follows the process outlined in AFI 63-138, Acquisitions of Services, paragraph 3.5. It may be necessary to comply with the AF approval process and the joint validation and/or approval process. For example, if the Joint Force Commander (JFC) establishes a Joint Requirements Review Board (JRRB) for contract requirements that will have performance in the JFC's AOR/JOA, the AF requiring activity must submit contract requirements to the JRRB for validation/approval. More information is available on the joint validation/approval process in **Chapter 8**, of this AFI.

1.3.2.4. Services Designated Official (SDO). The SDO is the individual designated in accordance with 10 USC 2330(b) to exercise responsibility for the management of the acquisition of services. These responsibilities include certifying service acquisitions are performance-based during acquisition strategy formulation and approving, in advance, any acquisition that is not performance-based. The SDO is determined based on the Services Category (SCAT) and dollar threshold of the service acquisition as defined in AFI 63-138, Acquisition of Services, Table 1.1.

1.3.2.5. Undue Command Influence. Commanders at all levels must avoid improper command influence, or perception thereof, on the contracting process. CCOs must be able to exercise sound, unbiased business judgment and contract oversight. CCOs responsibilities include safeguarding the interests of the USG and ensuring fair and equitable treatment of contractors. In order to perform these responsibilities, CCOs should be allowed wide latitude to exercise business judgment.

1.3.2.6. Unauthorized Commitments. An unauthorized commitment is nonbinding solely because the government representative who made it lacked the authority to enter into that agreement, as explained in FAR 1.602-3. Leaders at all levels should discourage unauthorized commitments. If military or civilian personnel make commitments (without authority) to change existing contract terms or request contractors provide goods

or services which are not already under contract, they are subject to disciplinary action, regardless of rank, and may be held personally liable.

1.3.2.7. Ratification. The process by which an official, who has the appropriate contracting authority, approves an unauthorized commitment to pay for supplies or services provided to the government. Unauthorized commitments may be ratified if the conditions found in FAR 1.602-3(c) are satisfied.

1.4. Inherently Governmental Functions.

1.4.1. As required by FAR 7.503(e) and DFARS 207.503, requiring activity officials must certify in writing that functions to be contracted (or to continue to be contracted) are not inherently governmental. Requiring activity officials shall determine whether functions are inherently governmental based on the guidance in DoDI 1100.22, Guidance for Determining Workforce Mix. For acquisition functions, the contracting officer must make specific determinations to avoid contractor performance of inherently governmental functions and prevent any potential organizational conflict of interest.

1.5. Contingency Contracting Organizational Constructs.

1.5.1. According to Joint Publication 4-10, Operational Contract Support, there are a number of potential contracting organizational options to include: Service Support to Self, Lead Service for Contracting (LSC), Lead Service for Contracting Coordination (LSCC) and Joint Theater Support Contracting Command (JTSCC).

1.5.1.1. Service Support to Self. Under this construct, the Component Headquarters and subordinate Air Expeditionary Wings (AEWs) retain operational control of their theater contracting organizations and the AF HCA retains contracting authority (potentially through a designated SCO) for assigned AF CCOs. An AF Expeditionary Contracting Squadron (ECONS) is established under an Expeditionary Mission Support Group (EMSG)/AEW Commander

1.5.1.2. Lead Service for Contracting (LSC). The GCC may designate a component, normally the lead Service responsible for most common user logistics (CUL) support, as the LSC. The LSC leads theater support contracting actions which are tied to lead Service common user logistics or the most capable contracting service and/or assignments. Additionally, the LSC coordinates common contracting actions via Joint Contracting Support Board (JCSB); assists in OCS analysis of the operational environment effort. LSC is most applicable to small-scale, long-term, Service centric phase I-III operations.

1.5.1.3. Lead Service for Contracting Coordination (LSCC). The GCC may designate a specific Service component as the LSCC responsible for coordinating common contract support via JCSB, if established. Additionally, the LSCC assists in OCS analysis of the operational environment effort. LSCC is applicable to phase 0-III small-scale, short-term operations.

1.5.1.4. Joint Theater Support Contracting Command (JTSCC). The JTSCC is a functionally focused JTF with C2, normally tactical control, and contracting authority over contracting personnel assigned and/or organizations attached within a designated operational area, normally a JOA. JTSCC commands theater support contracting;

coordinates common contracting actions in the joint operations area via JCSB and assists in OCS analysis of the operational environment. JTSCC is most applicable in complex, large-scale phase IV operations.

1.5.1.4.1. The JTSCC's contracting authority is delegated by the Senior Procurement Executive (SPE) of the Service component designated by the GCC to form the nucleus to the JTSCC. Because contracting authority is not resident in CCMD Service components, but instead provided by their parent Military Departments, contracting authority arrangements must be worked out as part of the planning process and as far in advance as practicable.

1.5.1.4.2. The JTSCC manning is based on a Joint Manpower Document (JMD). Each Service's contribution to the JTSCC JMD should typically be proportional to the percentage of each Services forces being supported in the operational area.

1.5.1.5. Hybrid Construct. Depending on the operation, it may be appropriate to use a combination of the aforementioned constructs to balance the efficiencies gained from exercising directive authority for logistics (DAFL) and the effectiveness of decentralized execution. It is possible that the JFC will establish a JTSCC to do contracting for key CUL items to prevent duplication of contracting effort; prevent competition for limited commercial resources; and implement JOA-wide standards. At the same time, the JFC may designate LSCs supporting the designated Base Operations Support-Integrator (BOS-I) at each contingency base/location. In this situation the LSC would order off of JOA-wide contracts for key CUL items rather than developing a separate solicitation/contract at each base. This is an example of enterprise-wide sourcing within the operational environment. It allows the GCC to execute DAFL but also allows Services to keep control over their contracting capabilities at the base level.

1.6. Types of Contractors.

1.6.1. Theater Support Contractors. Theater support contracts are awarded by CCOs in the operational area serving under the direct contracting authority of the Service/Service component, special operations force command, or designated JTSCC HCA for the contingency operation. Local contractors supporting a contract issued by an AF ECONS within the GCCs AOR are an example of theater support contractors.

1.6.2. External Support Contractors. External support contractor are awarded from contracting organizations whose contracting authority does not derive directly from the theater support contracting HCA(s) or from systems support contracting authorities. External support contracts are executed from the rear and provide a variety of logistics and other noncombat related services. An example of external support contractors are Air Force Contract Augmentation Program (AFCAP) contractors. AFCAP task orders are typically executed from Tyndall AFB, FL, but support contingency operations in a GCC's AOR.

1.6.3. Systems Support Contractors. Systems support contractor provide technical support, maintenance and in some cases, repair parts for selected military weapons and support systems, such as aircraft and automated C2 systems. Contractors typically deploy with the system they support, may be part of a unit type code (UTC) package and when deployed are designated CAAF. The associated contracts are typically issued by program offices within AFMC (e.g., AFLCMC, AFNWC, etc.) and AFPSC (SMC). The Government is responsible

for providing support to these contractors as specified in their contract and the extent of support may vary by location. Government provided support may be extensive in non-permissive environments whereby the Government typically provides security, lodging, food, laundry services, etc. An example of systems support contractors are those who deploy in support of the MQ-9.

1.7. Legal Status of Contractors.

1.7.1. Pursuant to applicable law, contracted services may be utilized in contingency operations for all functions not considered inherently governmental. Contractor personnel may be utilized in support of operations in a non-combat role as long as contractor personnel residing with the force in foreign contingencies have been designated as CAAF by the force they accompany and are provided with an appropriate identification card pursuant to the Geneva Convention Relative to the Treatment of Prisoners of War. If captured during international armed conflict, contractors with CAAF status are entitled to prisoner of war status. Some contractor personnel may be covered by the Geneva Convention Relative to the Protection of Civilian Persons in Time of War should they be captured during armed conflict.

1.7.1.1. Local and Other-Country Laws. All contractor personnel supporting contingency operations are subject to international agreements and must comply with applicable local and other-country laws. Contractor personnel may be hired from U.S., local national (LN), or other-country national (OCN) sources and their status may be CAAF or non-CAAF, depending on the operational environment and the terms of their contract. For example, U.S. and OCN contractors typically operate in CAAF status in overseas non-permissive environments. At the same time, LN contractors, with the exception of interpreters and a few others, typically do not operate under CAAF status.

1.7.1.2. U.S. Laws. CAAF, with some exceptions, are subject to U.S. laws and Government regulations. For example, all U.S. citizen and OCN CAAF may be subject to prosecution pursuant to Federal law including, but not limited to The Military Extraterritorial Jurisdiction Act of 2000 (MEJA). MEJA extends U.S. Federal criminal jurisdiction to certain defense contractor personnel for offenses committed outside U.S. Territory. Additionally, CAAF are subject to prosecution pursuant to the Uniform Code of Military Justice (UCMJ). Other laws may allow prosecution of offenses by contractor personnel. Immediate consultation with the servicing Judge Advocate (JA) office and the CO/CCO is required in all cases of suspected MEJA and/or UCMJ application to conduct by CAAF personnel, especially in non-combat operations or in undeclared contingencies.

1.8. Funding Contingency Contract Support.

1.8.1. Legislative Constraints. Three key fiscal law constraints of purpose, time and amount still apply for contingency operations.

1.8.1.1. Purpose. Appropriations shall be applied only to the objects for which the appropriations were made except as otherwise provided by law (31 U.S.C. § 1301(a)). Major Appropriations include: Personnel – pay and allowances, PCS, etc.; O&M – operations and maintenance of installations, day-to-day expenses of training exercises, deployments, etc.; Procurement – production and modification of aircraft, etc.; RDT&E – basic and applied scientific research, etc. and MILCON – military construction. Congress does not specify every item of expenditure in an Appropriations Act. Agencies

have reasonable discretion for expenditures which are reasonably necessary or contribute materially to the type of appropriation, not prohibited by law and not otherwise provided for in another appropriation.

1.8.1.2. Time. Appropriation is available for obligation only for expenses which are a Bona Fide Need of the period of availability for obligation. (31 U.S.C. § 1502(a)). Most appropriations have a period of availability or specified time available for obligation. Generally, appropriations are available for the following: O&M – 1 year; Personnel – 1 year; RDT&E – 2 years; Procurement – 3 years and MILCON – 5 years. No one may obligate before appropriation and receipt of funds and funds must be obligated before they expire. Once obligated, disbursement of funds may be made before or after funds expire but before they are closed. Appropriations close five years after they expire.

1.8.1.2.1. Exceptions. Supplies can be purchased using the lead time and stock level exceptions; however, end of year stockpiling of supplies is prohibited. Severable services which do not exceed 12 months can cross fiscal years (10 U.S.C. § 2410a). Construction need must arise while funds are available for obligation and must consider factors such as: normal weather; required delivery date; when Government intends to make site available to the contractor and degree of control the Government has over when the contractor can begin work.

1.8.1.3. Amount. May not make or authorize an obligation or expenditure that exceeds an amount available in an appropriation or fund (31 U.S.C. § 1341(a)(1)(A)) which includes expired appropriations.

1.8.2. Emergency and Special Program (ESP) Codes. (as specified in AFI 65-601V1) apply to most appropriations. Air Force activities at all levels assign ESP codes. These special accounting and reporting codes collect costs incurred during an emergency or in support of a special program. Periodically, Office of the Secretary of the Air Force for Financial Management and Comptroller – Budget (SAF/FMB) or MAJCOMs require the use of specific ESP codes.

1.8.3. Commanders Emergency Response Program (CERP). The CERP was designed to enable local commanders in the operational area to respond to urgent humanitarian relief and reconstruction requirements by implementing programs that immediately help the indigenous population. The CERP must be used to help the indigenous population without direct or indirect benefit to the United States, coalition, or other supporting military personnel (as specified in DoD FMR 7000.14-R, Volume 12, [Chapter 27](#)). CERP funds are typically used for small-scale, low-dollar, short term, employment-oriented, emergency, and high-visibility projects that benefit the local population. CERP funds shall not be commingled with NAF and shall be separately executed, managed, recorded, and reported. The local finance office can provide information on CERP funds in the CCO's area.

1.8.4. Certifying Official. Financial Management personnel who commit funds which contain all appropriation information to include any ESP codes on a document such as Purchase Request (AF Form 9) and certify funds are available for obligation.

1.8.5. Disbursing Official. Financial Management personnel who authorize disbursement of funds most often through the payment of contract invoices.

1.8.6. Paying Agents. In circumstances where a Disbursing Official (DO), disbursing agent, or a cashier are not available for payment, check cashing, or currency conversion service cannot be provided otherwise, the DO may request the commander to appoint a paying agent, who makes necessary transactions for and in the name of the DO from funds advanced for that purpose. Under normal circumstances, paying agents may not act as certifying officers or purchasing officers; escort officers serving as paying agents for expenses related to official travel may likewise not be purchasing officers. Therefore, CCOs and field ordering officers (FOOs) should not serve as paying agents to ensure adequate checks and balances are in place to deter/prevent fraud.

1.9. International Laws and Agreements.

1.9.1. Planners and requiring activities, in coordination with contracting officers, shall take international laws, local laws, and host nation support (HNS) agreements into account when planning for contracted support, through assistance and coordination with the Combatant Commander (CCDR) and Service component staff judge advocate (SJA) offices. These laws and support agreements may affect contracting by restricting the services to be contracted, limiting contracted services to LN or HN contractor sources or, in some cases, by prohibiting contractor use altogether.

1.9.1.1. Status of Forces Agreements (SOFAs). All AF component planners and requiring activities, in coordination with designated contracting organization, shall review applicable SOFAs and related agreements to determine their effect on the status and use of contractors in support of applicable contingency operations, with the assistance and coordination of the geographic CCDR SJA offices.

1.9.1.2. Host Nation Support Agreements (HNSA). Planners and requiring activities, in coordination with contracting officers shall review applicable support agreements to determine their effect on the status and use of contractors in support of applicable contingency operations, with the assistance and coordination of the geographic CCDR SJA offices.

1.9.1.3. Acquisition Cross-Service Agreement (ACSA). ACSAs allow military forces to acquire logistics support, supplies, and services directly from or provide them to a foreign government of organization (such as NATO or UN). Such logistics support “transfers” come into play primarily during wartime, combined exercises, training, deployments, contingency operations, humanitarian or foreign disaster relief operations, certain peace operations under the UN Charter, or for unforeseen or exigent circumstances. As a result, ACSA authority is almost always exercised by the Unified Combatant Commands. There must usually be a cross-servicing agreement and implementing arrangements, negotiated in accordance with authority delegated by DoD Directive 2010.9, to implement proposed transfers. Until such an agreement has been signed, logistics support, supplies, and services may be acquired from the nation or NATO entity, but not transferred to it. Compensation for acquisitions or transfers under these arrangements may be either on a cost-reimbursement basis or by exchange of supplies or services of equal value. These agreements establish principles and provisions for effecting required support, but do not bind either party to any particular monetary value or number of transactions. Air Force follows AFI 25-301, Acquisition and Cross-servicing Agreements.

1.10. Small Business.

1.10.1. Addressing the Applicability of Small Business Regulations Outside the United States Section 1631(c) of the National Defense Authorization Act for Fiscal Year 2013, Pub. L. No. 112-239 (FY 2013 NDAA), the SBA issued a final rule amending its regulations at 13 CFR 125.2 to clarify that overseas contracting is not excluded.

1.10.2. CCOs will review FAR (Part 19) for regulatory guidance (i.e., the ability to use set-asides) to maximize opportunities for small businesses overseas.

1.11. Ethics and Integrity.

1.11.1. Office of the Secretary of the Air Force for Fiscal, Ethics & Administrative Law Office (SAF/GCA) provides ethics leadership to all Air Force personnel through training, education and case specific guidance, offering legal advice to ensure public confidence in the integrity of government officials.

1.11.2. Fraud, Waste and Abuse (FWA). Fraud is any intentional deception designed to unlawfully deprive the United States of something of value or to secure from the United States for an individual a benefit, privilege, allowance, or consideration to which he or she is not entitled. Waste is the extravagant, careless, or needless expenditure of government funds, or the consumption of government property that results from deficient practices, systems, controls, or decisions. Abuse is the intentional or improper use of government resources that can include the excessive or improper use of one's position, in a manner contrary to its rightful or legally intended use.

1.11.2.1. Reporting FWA is accomplished through supervisors, commanders, the IG Complaints Resolution Process via the AF Form 102, Inspector General Personal and Fraud, Waste & Abuse Complaint Registration or DoD/AF/MAJCOM/ base FWA Hotline phone numbers or email: usaf.ighotline@mail.mil

1.11.2.1.1. The AF FWA Hotline is (202) 404-5354 or (800) 538-8492 or FAX: (202) 404-5429. The DoD FWA Hotline is (800) 424-9098.

1.11.3. Conflicts of Interest. 18 USC § 208, prohibits government employees from working on an assignment in some situations. Specifically, this law says that a government employee may not work on an assignment that will affect their financial interests or the financial interests of their spouse or minor child. The prohibition also applies if the assignment will affect the financial interests of the government employee's general partner, or of an organization where they serve as an officer, director, employee, general partner, or trustee and affect the financial interests of someone with whom they have an arrangement for employment, or with whom they are negotiating for employment.

1.11.4. Trafficking in Persons. DoD Directive 2200.01 Combat Trafficking in Persons (CTIP) establishes policy to oppose prostitution, forced labor, and any related activities that may contribute to the phenomenon of TIP; deter activities of DoD Service members, civilian employees, indirect hires, contract personnel, and command-sponsored dependents that would facilitate or support TIP; educate all Service members and DoD civilians annually on the worldwide trafficking menace, national TIP policy, overseas theater TIP policy, and attendant personal responsibilities consistent with DoD core values and ethical standards; increase efforts by commanders and military police worldwide, within their authorities, to

pursue indicators of TIP in commercial establishments patronized by DoD personnel, place offending establishments off-limits, and provide support to host-country authorities involved in the battle against TIP; incorporate provisions in service contracts that support the DoD mission overseas to prohibit DoD contractors, other Federal agency or provisional authority contractors, subcontractors at all tiers, and their employees from conducting activities that support or promote TIP; impose suitable penalties on those who fail to abide by U.S. law and on those who fail to monitor their employees' actions for compliance with U.S. law and incorporate anti-TIP and TIP-protection measures for vulnerable populations, in particular for women and children, into post-conflict and humanitarian emergency assistance programs.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. The Office of the Secretary of the Air Force for Contracting (SAF/AQC) shall:

- 2.1.1. Designate an Air Staff Functional Area Manager (FAM) to perform FAM functions as defined in AFI 10-401, Air Force Operations Planning and Execution.
- 2.1.2. Provide overall policy, procedures, and direction for training, developing and managing Air Force contingency contracting forces.
- 2.1.3. Coordinate OPLANs as required.
- 2.1.4. Ensure the Air Staff FAM attends the Deliberate and Crisis Action Planning and Execution Segments (DCAPES) course and Contingency Wartime Planning Course (CWPC) (optional) as soon as possible.
- 2.1.5. Develop and publish prioritization and sequencing guidance for Air Force contingency contracting forces in accordance with (IAW) AFI 10-401, Air Force Operations Planning and Execution.

2.2. The Air Force Installation Contracting Agency (AFICA) shall:

- 2.2.1. Coordinate AFI revisions and/or established MOAs with each MAJCOM to identify supporting relationships with purpose and intent of OLs continuing readiness and contingency support to MAJCOMs and CCMDs.
- 2.2.2. Augment AFICA-OLs via reach back and/or on-site support, during contingencies in execution of Lead Service for Contracting Coordination (LSCC)/Lead Service for Contracting (LSC) and Joint Theater Support Contracting Command (JTSCC) roles and responsibilities if designated in theater campaign plans (TCP) or OPLANs. (T-0)
- 2.2.3. Designate an AFICA FAM to coordinate AFICA-OL FAM functions. (T-0)
- 2.2.4. Designate AFICA -OL FAMs to perform MAJCOM FAM functions as defined in AFI 10-401, Air Force Operations Planning and Execution.
- 2.2.5. Ensure the AFICA FAM and AFICA -OL FAMs attend the Deliberate and Crisis Action Planning and Execution Segments (DCAPES) course and Contingency Wartime Planning Course (CWPC) (optional) as soon as possible. (T-1)
- 2.2.6. Maintain the Standardized CCO training curriculum and centralized site. (T-1)
- 2.2.7. Implement prioritization and sequencing guidance provided by SAF/AQC.
- 2.2.8. Review applicable OPLANs using Chapter 6 of this publication and relevant Host Tenant Support Agreements, Inter-Command Agreements, Joint Support Plans, and Host Nation Support Agreements, SOFAs, etc. to determine deployment support requirements. (T-1)
- 2.2.9. Ensure AFICA personnel assigned responsibilities as CCOs are properly trained IAW Chapter 3 of this AFI and other mandatory training requirements. (T-1)
- 2.2.10. Be familiar with the following:

- 2.2.10.1. DoDI 1100.22, Policy and Procedures for Determining Workforce Mix
- 2.2.10.2. DoDI 3020.41, Operational Contract Support
- 2.2.10.3. Joint Publication 4-0, Joint Logistics
- 2.2.10.4. Joint Publication 4-10, Operational Contract Support

2.3. AFICA Operating Locations (OLs).

- 2.3.1. Designate AFICA-OL (including AFMC and AFDW) FAMs to perform MAJCOM FAM functions as defined in AFI 10-401, Air Force Operations Planning and Execution.
- 2.3.2. Ensure AFICA-OL (including AFMC and AFDW) FAMs attend the DCAPES course and CWPC (optional) as soon as possible. (T-1)
- 2.3.3. Implement prioritization and sequencing guidance provided by SAF/AQC.
- 2.3.4. Review applicable OPLANS using Chapter 6 of this AFI and relevant Host Tenant Support Agreements, Inter-Command Agreements, Joint Support Plans, and Host Nation Support Agreements, SOFAs, etc. to determine deployment support requirements. (T-2)
- 2.3.5. Ensure MAJCOM/FOA/DRU personnel assigned responsibilities as CCOs are properly trained IAW Chapter 3 of this AFI and other mandatory training requirements. (T-2)
- 2.3.6. Be familiar with the following:
 - 2.3.6.1. DoDI 1100.22, Policy and Procedures for Determining Workforce Mix
 - 2.3.6.2. DoDI 3020.41, Operational Contract Support
 - 2.3.6.3. Joint Publication 4-0, Joint Logistics
 - 2.3.6.4. Joint Publication 4-10, Operational Contract Support
- 2.3.7. IAW MAJCOM/FOA/DRU guidance, develops, reviews, and manages the contracting portion of the MAJCOM's Emergency Response plan(s). (T-2)
- 2.3.8. Develop contracting support elements and UTC packages to meet the requirements of current policy directives and implementation instructions, ensuring subordinate organizations meet force mobility requirements stated in Air Force 10 series directives and instructions.
- 2.3.9. Establish, as required, agreements detailing contracting support relationships during contingency operations. (T-2)
- 2.3.10. Establish management plans, policies, and procedures for Non-appropriated Fund (NAF) contracting support during contingencies, in coordination with the MAJCOM/A1. (T-2)
- 2.3.11. Ensure an adequate number of personnel are identified to augment the MAJCOM's associated Component Headquarters' deployed forward headquarters contracting function and assist in initial bed down of deployed units in accordance with War Mobilization Planning (WMP), Volume 1, Basic Plan and Supporting Annexes, Annex E, Logistics which is available on SIPRNET. (T-1)
- 2.3.12. Establish Designed Operational Capability (DOC) Statement and Status of Resources and Training procedures and policies for each unit tasked in support of an OPLAN IAW MAJCOM policy. (T-2)

2.3.13. The following are SCO responsibilities normally accomplished by the contracting staffs within an associated Numbered Air Force (NAF) or Component Headquarters.

2.3.13.1. Establish contracting operations management plans, policies, and procedures for use during contingencies within respective AOR. (T-2)

2.3.13.2. Ensure any additional manpower requirements to support contingency operations are identified. Notify Contingency Contracting and Force Management Division (SAF/AQCX) and submit requests to supporting commands using the GFM process. (T-1)

2.3.13.3. Develop and maintain current site surveys along with vendor/source and requirements data unique to the AOR. (T-2)

2.3.13.4. Ensure supporting commands are provided any contracting unique information or materials distributed through unified command channels. (T-2)

2.3.13.5. Before coordinating on any inter-service support agreements or plans involving contracting support to another service, DoD, or U.S. Government agency, SCOs will notify SAF/AQCX. (T-0) The notification must include, as a minimum:

2.3.13.5.1. Extent of support requested (e.g., all contracts for unit; government-wide purchase card (GPC) program management only; quality assurance representative training only; et al.);

2.3.13.5.2. Estimated duration for support;

2.3.13.5.3. Size of unit requesting support;

2.3.13.5.4. Estimation of projected obligations for next three fiscal years;

2.3.13.5.5. Number of anticipated acquisitions exceeding the Simplified Acquisition Threshold (SAT);

2.3.13.5.6. Numbers and grades of additional Air Force contract specialists required.

2.3.13.6. Establish the manner in which contracts that exceed the SAT are to be accomplished in support of a military contingency operation within the AOR. (T-2). Those procedures must be distributed to each supporting command contracting division.

2.3.13.7. When necessary, establish support agreements between MAJCOMs on use of contracting offices in the vicinity of the deployment, but outside the supported CINC's AOR, and other agreements as necessary to support mission requirements. (T-2)

2.3.13.8. Ensure the individual serving as the focal point (Component FAM) attends the DCAPES course and CWPC (optional), as soon as possible. (T-1)

2.4. Component Headquarters Functional Area Managers (FAMs) shall:

2.4.1. Perform Component Headquarters FAM functions as defined in AFI 10-401, Air Force Operations Planning and Execution.

2.4.2. Enforce training and readiness standards for all units within the scope of their assigned responsibilities. (T-1)

2.4.3. Review all tasked OPLANs IAW Chapter 6 of this AFI and relevant Host Tenant Support Agreements, Inter-Command Agreements, Joint Support Plans, and Host Nation Support Agreements, SOFAs, etc. to determine deployment support requirements. (T-1)

2.5. Component Senior Contracting Officials (SCOs) shall:

2.5.1. When delegated by the HCA, execute contracting authority for a specific command and or operational area.

2.5.2. Enforce applicable statutory, regulatory, policy and guidance for contracting activities to include any theater specific guidance issued by DPAP. (T-0)

2.5.3. Participate in JRRB as non-voting member. (T-0)

2.6. Contracting Component Planners shall:

2.6.1. Provide planning staffs contracting expertise and business advice for consideration in the planning process.

2.6.2. Enforce the integration of sound business principles into appropriate levels and phases of planning process. (T-0)

2.6.3. Coordinate sourcing requirements with the AFICA-OL, MAJCOM or Component Headquarter FAM as well as the Air Staff FAM. (T-1)

2.7. Contracting Unit Commanders/Directors shall:

2.7.1. Review all tasked OPLANs IAW Chapter 6 of this AFI and relevant Host Tenant Support Agreements, Inter-Command Agreements, Joint Support Plans, and Host Nation Support Agreements, SOFAs, etc. to determine deployment support requirements. (T-3)

2.7.2. Accomplish and document CCO training IAW Chapter 3 of this AFI and other mandatory training requirements. (T-1)

2.7.3. Be familiar with the following:

2.7.3.1. DoDI 1100.22, Policy and Procedures for Determining Workforce Mix

2.7.3.2. DoDI 3020.41, Operational Contract Support

2.7.3.3. Joint Publication 4-0, Joint Logistics

2.7.3.4. Joint Publication 4-10, Operational Contract Support

2.7.4. Develop and maintain local checklists and procedures to support the Installation Emergency Management Plan (IEMP) 10-2 using Chapter 10 of this AFI and AFI 10-2501, Air Force Emergency Management (EM) Program Planning and Operations.

2.7.5. Ensure equipment and materials required to support assigned Unit Type Code (UTC)s are purchased and maintained for immediate deployment. (T-0)

2.7.6. Review contingency taskings and designate a sufficient number of qualified individuals to perform those contingency contracting taskings. (T-0) If the contracting office requires more manpower to support OPLANs than can be reasonably provided without degrading home station functions, then the COCO must notify their SCO of the shortfall.

2.8. Contingency Contracting Officers (CCOs) shall:

2.8.1. Review requirements packages to determine if a COR is (or multiple or alternate CORs are) required to assist in technical monitoring or administration of the resulting contract. If yes, the CCO will notify the requiring activity to request COR support in accordance with AFFARS Mandatory Procedure 5301.602-2(d), paragraph 1.2.

2.8.2. Review COR nomination packages and determine if prospective COR is qualified/acceptable. If not qualified/acceptable, notify the requiring activity of specific deficiencies and request additional information or a new COR nomination. (T-1)

2.8.3. Appoint CORs in writing and forward a copy of the fully executed appointment memo to the COR, contractor, Quality Assurance Program Coordinators (QAPC), and as applicable, to the contract administration office. (T-1)

2.8.4. Inform individuals, such as CORs and FOOs, of their roles and responsibilities. (T-1)

2.8.5. Provide training to CORs outlining the administration process and familiarizing the COR with the specific terms and conditions of the contract. (T-1)

2.8.6. Review COR reports on contractor performance to ensure it is complete and appropriately focused on assessing contractor compliance with contract terms and conditions. If not, provide written feedback to the COR. If COR performance continues to be inadequate, provide written feedback to the COR's supervisor/management. If COR performance continues to be inadequate, the CCO must terminate the COR appointment and request the requiring activity to nominate a replacement COR to ensure continuous contract monitoring. (T-1)

2.8.7. Forward copies of all COR terminations to the COR, COR Supervisor, QAPC, and as applicable, to the contract administration office. (T-1)

2.8.8. When requested, provide an assessment on the COR's performance to the COR's supervisor.

2.8.9. Coordinate with appropriate Safety Office on all matters related to safety requirements. (T-1)

2.9. Quality Assurance Program Coordinators (QAPCs) shall:

2.9.1. Train CORs and COR management (e.g., COR Supervisor, Functional Commanders/Directors (FC/FD)) on the contracting requirements associated with the quality assurance program. (T-1)

2.9.2. Assist the CCO in providing contract specific training (to include refresher training) to the COR in accordance with OUSD (AT&L) Memorandum, March 29, 2010, "DoD Standard for Certification of Contracting Officer's Representatives (COR) for Service Acquisitions."

2.9.3. Maintain the organization's inputs into the DoD Contracting Officer Representative Tracking (CORT) Tool. (T-0) Duties include maintaining:

2.9.3.1. Record of all COR designations and terminations of designations, to include COR's acknowledgement of their duties, by contract number and contracting officer's name;

2.9.3.2. Record of all COR and COR management training, including refresher training regardless of provider (e.g., QAPC, contracting officer, contract specialist, contract administrator, Defense Acquisition University, or commercial training provider).

2.10. Requiring Activities shall:

2.10.1. Develop contract quality assurance requirements/standards as part of the Quality Assurance Surveillance Plan (QASP) to be monitored/measured by CORs. The QASP shall be included as part of the requirements package. (T-0)

2.10.2. Nominate adequate number of CORs, with appropriate technical skills for the type of contract being monitored, and submit the nomination as part of the requirements package. All nominations must be accomplished in the DoD Contracting Officer Representative Tracking (CORT) Tool available through Wide Area Work Flow (WAWF) at <https://wawf.eb.mil>. (T-0) The COR nomination package shall include:

2.10.2.1. Qualifications of the prospective COR;

2.10.2.2. Affirmation that COR will be afforded necessary resources (time, supplies, equipment, opportunity, etc.) to perform their designated COR functions;

2.10.2.3. Affirmation that COR and COR's supervisor understands the importance of performance of the designated functions;

2.10.2.4. Affirmation that performance of designated COR functions will be addressed as part of the COR's performance assessment and COR supervisors will solicit input on performance of COR duties from the CCO;

2.10.2.5. Acknowledgement that if contract performance will continue a successor COR must be nominated, appointed and trained prior to termination of the current COR's appointment.

2.10.3. Ensure CORs are designated and trained prior to contract award. (T-0)

2.11. Contracting Officer Representatives (CORs) shall:

2.11.1. Prior to contract award, complete necessary training based on the type of contracts to be administered in accordance with OUSD (AT&L) Memorandum, March 29, 2010, "DoD standard for Certification of Contracting Officer's Representatives (COR) for Service Acquisitions." (T-0)

2.11.2. Review contracts/modifications and become familiar with both Government and contractor responsibilities and work that is covered (and not covered) by the contract. (T-0)

2.11.3. Oversee contractor performance and conduct surveillance in accordance with the QASP to ensure contract terms and conditions are met (e.g., contractor badging, schedules, quantities, and receiving reports). (T-0)

2.11.4. Notify the CCO of any actual or potential personal conflicts of interest. (T-0)

2.11.5. Participate, as requested, in requirements definition/pre-award activities.

2.11.6. Accomplish monthly performance assessment reports that summarize results of performance surveillance and submit to the requiring activity unit commander and the CCO. (T-0)

2.11.7. Maintain a COR file for each contract that they monitor and COR files, at a minimum, shall contain (T-0):

- 2.11.7.1. COR letter of appointment/designation;
- 2.11.7.2. Copy of the contract and all modifications;
- 2.11.7.3. Copy of acceptance documents and invoices;
- 2.11.7.4. Copies of all contract related correspondence;
- 2.11.7.5. Memoranda of Record for all actions taken/issues addressed;
- 2.11.7.6. Quality Assurance Surveillance Plan (QASP);
- 2.11.7.7. Performance assessments/reports (negative and positive);
- 2.11.7.8. Weather reports (if applicable to your contracts).

2.11.8. Assist the CCO with development of contract modification requests to make requirements changes due to poor planning, unforeseen impacts or mission changes. Once modification requests have been coordinated, funded and approved, submit the request package to the responsible CCO to modify the contract. (T-0)

2.11.9. Ensure COR files are transferred and made available to the CCO, COR management, and the successor COR, if one is designated by the CCO. (T-0)

2.11.10. Notify the CCO immediately of any changes in circumstances, such as PCS, that will require the COR appointment to be terminated and successor COR to be appointed. (T-0)

2.12. Field Ordering Officers (FOOs).

2.12.1. IAW AFARS 5101.602-2-92, FOOs may be appointed:

- 2.12.1.1. To make purchases using imprest funds (FAR 13.305);
- 2.12.1.2. To make purchases using Standard Form 44 (FAR 13.306, DFARS 213.306);
- 2.12.1.3. To place orders against indefinite delivery contracts awarded by contracting officers of the Military Departments for the preparation for shipment, Government storage, and intra-city or intra-area movement of personal property, provided contract terms permit (see FAR Subpart 47.2);
- 2.12.1.4. To place Service Orders for Personal Property (DD Form 1164) against Commercial Warehousing and Related Services for Household Goods contracts for military and civilian personnel subject to the criteria and procedures prescribed in **Chapter 2**, DoD 4500.34-R, provided that no service order shall be in excess of \$10,000;
- 2.12.1.5. To place delivery orders against indefinite delivery contracts, in addition to those in the preceding section (2.12.4.), which are awarded by contracting officers of the Military Departments, provided the contract terms permit and provided all orders placed are within monetary limitations specified in the contract.

Chapter 3

TRAINING AND EXERCISES

3.1. General.

3.1.1. Contracting training provides initial and recurring proficiency skills needed by contracting professionals to perform duties in their primary AFSC or civilian job series. Training and exercising contingency contracting skills, which are not normally integrated into peacetime operations, is particularly critical to CCOs and requires special leadership attention. Commanders and supervisors must support training and exercises which are necessary to develop and maintain CCO skills, especially those required to support bare base operations. Career Field Education and Training Plan (CFETP) are published on e-Pubs for enlisted, officer and civilian contracting members. Commanders and supervisors will review and comply with the appropriate CFETP when developing training and education plans for contracting professionals.

3.2. Standardized CCO Training.

3.2.1. All Air Force contracting units will follow SAF/AQC policies for CCO training found on the Air Force Contracting Central SharePoint (<https://cs1.eis.af.mil/sites/afcc/Pages/Default.aspx>) (T-1)

3.3. Contracting Component Planner/FAM Training.

3.3.1. Contracting members require additional training to ensure they are prepared for their role as a component planner and/or component FAM. They must be very experienced contracting members who also have an understanding of the AF and joint planning processes, the Global Force Management (GFM) process, and the OCS process.

3.3.2. Deliberate and Crisis Action Planning and Execution System (DCAPES). Contracting component planners serving as component FAMs are required to attend the DCAPES Functional Training course. This course teaches planners how to use the DCAPES applications with the understanding that the student is aware of the planning processes.

3.3.3. FAM Web-Based Training (WBT) Course. FAMs are required to take the AF FAM WBT within 3 months of assignment as a FAM. The FAM WBT provides an understanding of the duties, responsibilities, systems, tools, and processes associated with the position of FAM.

3.3.4. Joint OCS Planning and Execution Course (JOPEC). Contracting component planners and component FAMs are highly encouraged to attend JOPEC. This course develops skills and provides the knowledge for OCS staff to provide planning and execution support across the range of military operations at the GCC, JTF and Service component levels. The course focuses on OCS staff responsibilities and tasks for phases 0 through 5.

3.3.5. AF Contingency Wartime Planning Course (CWPC). This course is highly recommended for all new FAMs. CWPC provides instruction on the basic planning process for war planners at all levels. The depth of instruction is sufficient to bring students to a level of comprehension that enables them to carry out their duties more effectively and decrease the steep learning curve associated with war planning.

3.3.6. Advanced CCO Course (CON 334). Contracting component planners are highly encouraged to attend CON 334. This Defense Acquisition University (DAU) course develops skills for members who will be planning and/or executing the contingency contracting support provided to Joint Forces across the full spectrum of military operations.

3.4. COR Training. (T-0)

3.4.1. Phase 1 – DoD Standardized COR Training and Certification. DoD has established a COR certification standard, which defines minimum COR competencies, training and experience according to the nature and complexity of the requirement and contract performance risk. The policy and training standards are published in OUSD (AT&L) Memo, DoD Standard for Certification of Contracting Officer's Representatives (COR) for Service Acquisitions, 29 March 2010. IAW MP 5301.302-(2) (d), as part of acquisition planning, the CCO must determine the nature of the work/requirement to determine if a COR or multiple CORs are required to assist in the administration of a contract. The nature or types of work/requirement are:

3.4.1.1. Type A. Contracts that are fixed-price with low performance risk requirements;

3.4.1.2. Type B. Contracts other than fixed-price with low performance risk requirements; and

3.4.1.3. Type C. Contracts with unique requirements that necessitate a professional license, higher education, or specialized training.

3.4.1.4. If the CCO designates Department of State personnel as CORs there is an additional procedure to be followed found at DFARS PGI 201-6.

3.4.2. Phase 2 – CCO and QAPC Led Training. CCOs and/or QAPC must ensure CORs receive contract specific training (to include refresher training). The training must be provided prior to contract award or the COR assuming contract oversight responsibilities when replacing another COR.

3.4.2.1. The QAPC (or CCO if no QAPC) will provide Phase 2 training covering the following:

3.4.2.1.1. COR duties/responsibilities to be delegated;

3.4.2.1.2. Multi-Functional Team (MFT) members and their roles and responsibilities;

3.4.2.1.3. Importance of COR performance;

3.4.2.1.4. Personal conflicts of interest and potential conflicts of interest;

3.4.2.1.5. Unauthorized commitments;

3.4.2.1.6. Ethics/integrity in relationships with the CCO, COR management (e.g. Supervisor, Functional Commander/Directors (FC/FD)), and the contractor; and

3.4.2.1.7. The Seven Step Service Acquisition Process which can be found at <http://sam.dau.mil/>.

3.4.2.2. The CCO will provide Phase 2 training covering the following:

3.4.2.2.1. A discussion of the contract, performance work statement, and quality assurance surveillance plan;

3.4.2.2.2. An awareness of any areas in the contract susceptible to fraud, waste, and abuse; and,

3.4.2.2.3. Creation, maintenance, and submission of all quality assurance documentation and contractor performance assessment information required by the contract and applicable regulations.

3.4.2.2.4. CCOs can tailor training to their acquisition and can find a template at: (https://cs.eis.af.mil/airforcecontracting/knowledge_center/templates/suggested_contract-specific_training_syllabus.pdf).

3.5. Customer/Requiring Activity Training. (T-2)

3.5.1. The contracting activity will train non-contracting personnel designated to support contingency plans on the proper use of ordering instruments, SF 44, Government Purchase Cards, and other decentralized procedures authorized for use and tailored to the contingency requirement.

3.6. Exercise Support.

3.6.1. Base Level Exercises. Contracting will participate in base and Installation Emergency Management Plan (IEMP) exercises to the maximum extent possible to ensure CCOs are familiar with deployment and employment processes. For employment focused exercises, contracting commanders will ensure that the Master Scenario Events List (MSEL) include contracting injects that will exercise CCO skills in addition to base processes. If unable to exercise CCO skills as part of base-level exercises, contracting commanders should conduct individual contracting unit exercises with specific scenarios to prepare CCOs for environments/situations they will likely encounter in support of a contingency.

3.6.2. Joint Exercises. AFICA and unit commanders will participate in joint exercises to the maximum extent possible and ensure MSEL injects properly exercise both contracting coordination and contingency contracting execution capabilities. Contracting planners should consider impacts contracting can have on the JFC's mission such as inadvertently funding insurgents, flooding the economy with the US dollar, destabilizing labor markets, etc. These impacts should be given to OCS planners to ensure they are considered in the MESL.

3.6.2.1. Depending on funding availability, AF contracting may participate in or even lead an OCS Joint Exercise (OCSJX). AFICA will serve as the AF contracting lead unit for planning and executing OCSJXs. The AFICA/CC will designate an O-6 to serve as the AF contracting lead, typically, the AFICA OL SCO responsible for the AOR in the exercise scenario. AFICA will augment the AFICA OL SCO with personnel to help carry out the AF contracting exercise planning and execution responsibilities.

3.6.2.2. AF contracting units will participate in Chairman Joint Chiefs of Staff (CJCS) approved exercises. AF component planners will include contingency contracting injects into exercise MSELs and assist OCS planners with their review of MSELs.

Chapter 4

EQUIPMENT AND SYSTEMS

4.1. Contingency Kits.

4.1.1. Each operational contracting organization shall maintain sufficient supplies and equipment to provide quick reaction contracting support for deployment taskings and/or local contingencies. Unless otherwise indicated, consumable items such as supplies and forms should be in sufficient quantity to operate for a 30-day period.

4.1.2. As tasked within their DOC Statements, contracting activities will develop local support plans and kits with contracting supplies, forms, instructions, and office equipment to respond to contingency situations.

4.1.3. Each contracting activity must develop and maintain deployment kits for use during contingencies. Unit kits will be pre-assembled and positioned for rapid retrieval and transport. Kits will be inventoried on an annual basis. Kits must also be inspected prior to and upon return from all deployments. Kit inspection results must be documented and maintained for a minimum of one year. Contents will be updated periodically to replace outdated material. Mission Capability (MISCAP) Statements for contracting UTCs are published in the War Mobilization Plan, Volume 3, Part 3 and contain logistics details (LOGDET). Unit deployment kits may be tailored to the expected deployment location or expected emergency tasking, but they must not exceed the size and weight limitations established in the Joint Operations Planning and Execution System (JOPES) Type Unit Characteristics (TUCHA) file, the Standard UTC Reference File (SURF), and LOGDET for the appropriate UTC.

4.1.4. Contracting Incident Response Kits (CIRKs). To ensure contingency contracting support during execution of Local Incident Response Plans, each contracting squadron will augment their KT with the items described in Attachment 2. The Squadron Commander/Chief of Contracting should consider positioning at least one of the CIRKs/KTs outside the squadron's main facility or at an off-base site. The CIRKs/KTs will be pre-assembled and positioned for rapid retrieval and transportation.

4.2. Contracting/Purchasing Systems

4.2.1. Standard Procurement System (SPS). DoD-wide enterprise business solutions using COTS software. Contract writing software for most AF operational contracting units and some contingency contracting activities.

4.2.2. oContrax. A single contracting system capable of supporting all users in expeditionary environments. System standardizes around a single enterprise level database for ease of data sharing and strategic sourcing as well as provides a robust capability for near real time updates to process and regulation changes.

4.2.3. Joint Contingency Contracting System (JCCS). DoD's agile, responsive and global provider of Joint expeditionary acquisition business solutions that fulfill mission-critical requirements while supporting interagency collaboration – to include but not limited to contracting, financial, spend analysis, contract close-out, staffing, strategic sourcing and reporting.

4.2.4. 3in1 Tool. This tool automates three key processes (Field Ordering, Receiving and Payment) into one solution normally accomplished with the SF 44 to purchase supplies and services used in contingency environments. The 3in1 handheld device records and transmits cash and carry type purchases and payment data to the prime database for remote reconciliation and review, when conducting on-the-spot, over-the-counter field purchases, where GPC use is not feasible. The 3in1 Tool is part of the Joint Contingency Contracting System (JCCS).

4.3. Contract Requirements Management Systems

4.3.1. Contingency Acquisition Support Module (cASM). The Contingency Acquisition Support Model (cASM) is a global, web-based tool used to assist requiring activities with procurement requirements for contingencies in an expeditionary environment. cASM produces a complete, approved and electronically signed requirements package (RP) for execution by a CCO. It incorporates three functional areas—planning, requirements generation, and reporting:

4.3.1.1. Planning. cASM translates contingency plans for future operations throughout the world into actionable contract RPs.

4.3.1.2. Requirements generation: cASM provides templates for the documents to develop a RP.

4.3.1.3. Reporting: cASM provides the capability to facilitate historic and current reporting, tracking, and accountability of the requirements generation process.

4.4. Contractor Management Systems

4.4.1. Synchronized Predeployment Operational Tracker – Enterprise Suite (SPOT-ES). A web-based application that provides the capability to maintain accountability and report status for deployed personnel across the military, civilian, and contractor communities. Letters of Authorization (LOA) are generated from SPOT-ES and are a critical part of the Theater Business Clearance (TBC) discussed in chapter 6 of this AFI. OSD has designated SPOT as the central repository for CAAF and contract capability information.

4.4.1.1. Joint Asset Movement Management System (JAMMS). Links with SPOT-ES to track contractor movement and validate contractor identity by interface with Defense Manpower Data Center (DMDC) system. Data collection points include: Aerial Ports of Debarkation (APOD)s, billeting, Central Issue Facilities (CIFs), convoy staging areas, Department of State (DoS) facilities, Dining Facilities (DFACs), fuel and other issue points, medical and Morale, Welfare, and Recreation (MWR) locations.

4.4.1.2. Total Operational Picture Support System (TOPSS). Extends the capabilities of SPOT and JAMMS with advanced analysis and reporting. TOPSS is SIPRNET-based and includes custom geospatial mapping of data points and trend analysis.

4.4.2. Contracting Officer Representative Tracking (CORT) Tool. The Department of Defense (DoD) Contracting Officer Representative Tracking (CORT) Tool is a web management capability for the appointment of CORs and is available through Wide Area Work Flow (WAWF) at <https://wawf.eb.mil/>. This Tool allows a perspective COR, COR Supervisor and Contracting Officer to electronically process nomination of CORs for one or multiple contracts. It provides built in workflows for the nomination process to include

email alerts/status reminders for monthly status report due-ins and delinquencies. The CORT Tool provides contracting personnel and requiring activities the means to track and manage COR assignments for multiple contracts across DoD. CORT Tool also identifies all training to be completed by the COR based on the type/complexity of contract (Type A/B/C) to be administered and includes basic and refresher training requirements.

4.5. Other Contingency Systems/Tools

4.5.1. ACSA Global Automated Tracking and Reporting System (AGATRS). An automated tool that tracks and provides visibility into worldwide Acquisition Cross-Servicing Agreements (ACSAs). It is the DoD system of record to manage ACSA transactions for logistics support, supply, and services (LSSS). ACSA transactions that are used in support of a declared contingency or non-combat operation are required to be documented and tracked in AGATRS in accordance with Chairman of the Joint Chiefs of Staff Instruction 2120.01C. This system also serves as the worldwide library for ACSAs and their associated International Agreements (IAs). AGATRS provides visibility into available ACSAs can be leveraged to obtain LSSS to sustain forces during contingencies and operations.

Chapter 5

CONTRACTING READINESS AND TASKING PROCESS

5.1. UTC Information and Capabilities.

5.1.1. Contracting maintains 11 UTCs of various personnel and equipment capabilities designed to provide full spectrum support for worldwide contingencies. Eleven packages (XFFK1/2/3/5/6/7/8/9/D/E/L) are comprised of personnel with delegated contracting authority to negotiate, administer, and terminate contracts during contingency operations on behalf of the Government (see Table 5.1). These UTCs differ in number of personnel, grade and/or skill level, and Acquisition Professional Development Program (APDP) certifications, and may be employed individually or in groups in an effort to meet the required contracting support and experience level. The equipment UTCs supplement the personnel UTCs, and provide a range of support (e.g. advance echelon team, bare base bed-down, sustainment, and reconstitution) to collocated operating bases and geographically separated units.

5.1.2. Joint Individual Augmentation (JIA) taskings. To meet this need, AF contracting assets are postured in one of the eight single-airman force packages: XFFK3/6/7/8/9/D/E/L. This posturing concept, although not ideal to AF-centric deployments and concepts of operation, has allowed the greatest flexibility in matching AF contracting capability with Joint Manning Document Individual Augmentation (JMD/IA) requirements.

Table 5.1. UTCs.

Desc / UTC	PAX	AFSC(s)	Grade(s)	Equip	Dependent / Independent	APDP (Required)	Supported Population/Activity (AF FM-centric)
XFFK1	4	64P3 (x1)	O3	CIRK	IND	Level II (x1)	1000
		6C071 (x1)	(x1)			Level I (x2)	
		6C051 (x2)	or sub 6C071				
XFFK2	2	6C071(x1)		CIRK	IND	Level II (x1)	500
		6C051(x1)					
XFFK3	1	64P3	O3	CIRK	DEP	Level I (x1)	250
XFFK5	2	6C051(x2)		CIRK	DEP	Level I (x1)	250
XFFK6	1	64P3	O4	CIRK	DEP	Level II	Staff/Supervision
XFFK7	1	6C071		CIRK	IND	Level II	250
XFFK8	1	6C051		CIRK	DEP	None	250
XFFK9	1	6C051		CIRK	IND	Level I	250
XFFKD	1	64P4	O6		DEP	Level III	Staff/Leadership
XFFKE	1	6C091			DEP	Level III	Staff/Leadership
XFFKL	1	64P3	O2	CIRK	DEP	Level I	250

5.2. UTC and Capabilities Alignment.

5.2.1. All active duty XFFK Series UTCs will be postured as follows:

5.2.1.1. Institutional Contracting Forces. Institutional force (IF) in Tempo Band “X” of the AEF construct. IF represents the AF’s sustainment capability necessary to meet

SECAF Title 10 functions (i.e. organize, train, equip, recruit, supply, etc.) and includes personnel working above Wing-level, instructors, Space and Missile System Center, National Reconnaissance Office and personnel assigned to AFMC.

5.2.1.2. Operational Contracting Forces. Operational force (OPLN) in Tempo Band “E” of the AEF construct.

5.3. Contracting Readiness.

5.3.1. AEF UTC Reporting Tool (ART). A classified, web-based automated database to support collection, collation, and report generation of unit and aggregate UTC readiness data. Units that have standard UTCs postured in UTC Availability (UTA) view and report their UTC status within the ART application.

5.3.2. Defense Readiness Reporting System (DRRS). In accordance with Title 10 USC §117 requirements, the Secretary of Defense (SECDEF) established DRRS as the sole readiness reporting system for the Department of Defense.

5.3.2.1. As such, DRRS is used by the Office of the Secretary of Defense (OSD), Chairman of the Joint Chiefs of Staff (CJCS), Combatant Commands (CCMDs), Services, and Combat Support Agencies.

5.3.2.2. DRRS is a single automated reporting system within the DoD functioning as the central registry of all operational units in the US Armed Forces and designated foreign organizations.

5.3.2.3. DRRS provides objective data critical to crisis planning, the contingency and peacetime planning processes, while also establishing a subjective capabilities-based, adaptive, near real-time readiness reporting system for the DoD to measure the readiness of military units to meet missions and goals assigned by the SECDEF.

5.3.2.4. DRRS is used by the Chief of Staff United States Air Force (CSAF) and subordinate commanders in assessing their effectiveness in meeting Title 10 USC responsibilities to organize, train, and equip forces for CCMDs.

5.3.2.5. In addition, DRRS data is used by other joint automated systems.

5.3.2.5.1. Examples are the Integrated Development Environment (IDE) / Global Transportation Network (GTN), Joint Operation Planning and Execution System (JOPES), National Military Command Center (NMCC) Command and Control System, and the Nuclear Planning and Execution System.

5.3.3. Unit Deployment Manager (UDM). Roles and responsibilities are covered in AFI 10-403, Deployment Planning and Execution. Some of these responsibilities include:

5.3.3.1. Acting as the primary liaison to the unit training manager (UTM), flight/squadron leadership and wing training functions regarding deployment related issues.

5.3.3.2. Performs UTC development duties.

5.3.3.3. Assigns and maintains functional UTCs as postured by MAJCOM FAMs.

5.3.3.4. Executes and coordinates TPFDD deployment taskings.

5.3.4. Unit Training Managers (UTM). Roles and responsibilities are covered in AFI 10-403, Deployment Planning and Execution. Some of these responsibilities include:

5.3.4.1. Manage unit's training programs, policies and procedures.

5.3.4.2. Coordinate with UDM and flight superintendent(s) to schedule and manage required deployment training.

5.3.4.3. Ensure Upgrade Training Records (UGT) are up to date for deploying members in the grade of E-6 and below and for E-7s and above who are in upgrade training status.

5.4. Tasking CCOs.

5.4.1. IF are not postured in UTA by UTC; personnel are identified for taskings using MILPDS.

5.4.2. OPLN are postured in UTA by UTC; personnel are identified for taskings using ART and MILPDS.

Chapter 6

CONTINGENCY PLANNING

6.1. General.

6.1.1. Since contingency contracting is part of the much broader multi-functional OCS process, it must be planned with consideration of the other elements of OCS. It is very difficult to plan for contingency contracting execution without consideration for how contract support requirements will be managed. Consideration include: BOS-I responsibilities, contract management responsibilities retained by the AF regardless of BOS-I and integration of contract support into the military planning process.

6.2. Plan Development.

6.2.1. If combatant and subordinate joint force commanders (JFCs) determine contracted support capabilities are appropriate in support of a contingency, military planners will plan for such support in their functional annexes and Annex W, which consists of the contract support integration plan (CSIP) and the Contractor Management Plan (CMP). Planners will develop orchestrated, synchronized and fully developed CSIPs and CMPs as components of concept plans (CONPLANS) and operational plans (OPLANs), in accordance with appropriate strategic planning guidance. CONPLANS without time-phased force and deployment data (TPFDD) and operational orders (OPORDs) shall contain CSIP- and CMP-like guidance to the extent necessary as determined by the CCDR. AF component planners will develop appropriate supporting plans. These supporting plans must address the following considerations when operations will involve the use of contract support. This list is not all-inclusive and the level of detail may vary depending on the type of plan and the type, size, and complexity of the operation.

6.2.1.1. Functional Annexes. Functional annexes should address:

6.2.1.2. Functional tasks/contract requirements that will be performed by contract support;

6.2.1.3. Rough order of magnitude of the level of contract support to include locations/geographic areas to be supported;

6.2.1.4. Whether functional contract support will be performed by CAAF (US and OCN contractors) or local nationals (LNs);

6.2.1.5. Results of expeditionary site surveys/market analysis conducted to confirm viable commercial markets and government and security conditions exist to support the use of LN contract support. When conducting site surveys, functional planners will consider:

6.2.1.5.1. Extent of potential commercial sources available to meet contract requirements;

6.2.1.5.2. Vendor ties to potential bad actors/terrorist groups as identified by Security Forces, OSI and/or other intelligence organizations;

6.2.1.5.3. Security environment to include Security Forces, OSI and/or other intelligence organization's ability to properly vet local contractors prior to allowing base access;

6.2.1.5.4. Functional communities' ability to provide adequate number of escorts for local contractors if required for security reasons; and

6.2.1.5.5. Potential for host Government to nationalize assets thus limiting availability of local commercial support for U.S. forces.

6.2.1.6. HNS agreements, ACSA, and Military logistics support agreements which ultimately affect the extent of contract support required and potential payment for contract support received.

6.2.1.7. Contracting issues regarding safety requirements shall be coordinated with the appropriate safety office (AFFOR/SE, MAJCOM/SE, etc.).

6.2.2. Annex W. A copy of the Contingency Contracting Planning Checklist to support the drafting of Annex W) can be found at the following website: <http://www.acq.osd.mil/dpap/ccap/cc/jcchb/Contingency%20Contracting%20Planning%20Checklist.pdf>.

6.2.2.1. Annex W consists of both the CSIP and the CMP which include inputs from three types of functional planners:

6.2.2.1.1. Requirements management to include structure and processes;

6.2.2.1.2. Contingency contracting; and

6.2.2.1.3. Contractor performance oversight and support.

6.2.2.2. The CSIP addresses processes/structure used to integrate contract support into joint operations and the CMP addresses processes/structure used to develop policies and contract provisions/clauses to ensure contractor performance oversight and support.

6.2.3. Base Operations Support (BOS) Requirements. In accordance with DoDD 3000.10, Contingency Basing Outside the United States, the GCC will designate a Service component as the BOS-Integrator (BOS-I) for every temporary/semi-permanent contingency base/location. When the AF Component is designated as the BOS-I for a contingency base, the supporting plan must address processes for supporting this designation and managing, to include validating and prioritizing, BOS requirements.

6.2.4. Centrally-Managed Supplies/Service Requirements. In some cases, the JFC may task a Service component/CSA to centrally manage specific commodity/service contract requirements for all components to prevent duplication of effort, prioritize limited assets, centralize control, and/or to establish JOA-wide standards. For example, theater-wide trucking, information operations, security services (static and convoy), food services, food, water, fuel, power generation/generators, etc. may be candidates to be centrally managed. The Service component/CSA designated to centrally manage a requirement will also provide the contracting support for procuring that supply/service. Centrally-managed requirements provide a means for GCCs to exercise Directive Authority for Logistics (DAFL) which can limit duplication of effort, enforce standardization and take advantage of economies of scale.

6.2.5. MILCON Requirements. AF component will address process for managing MILCON requirements and submission through the AFFOR staff, to the Joint Facilities Utilization Board (JFUB) for validation/prioritization and then execute in accordance with DoD Directive 4270.5, Military Construction.

6.2.6. Requirements Validation and Prioritization Process. AF component supporting plan for submitting requirements to and supporting the Joint Requirements Review Board (JRRB) and the Joint Facilities Utilization Board (JFUB);

6.2.7. Requirements Funding Process. AF component supporting plan should address process for funding requirements. Funding may be centrally controlled and prioritized at the JTF level or decentralized with Service components funding their requirements. In addition, the plan should address use of any type of special funding such as CERP.

6.2.8. Contracting Structure/Capabilities. Annex W must identify the contracting structure. The choice of structure depends on the common user logistics (CUL), BOS-I, estimated OCS requirements and contracting activities capability. The doctrinal contracting structure as indicated in chapter 1 of this AFI are: service support to self, LSCC, LSC, JTSCC or a hybrid of these constructs.

6.2.8.1. The structure is determined in the Annex W, but how the AF component intends to support that structure should be provided in a supporting appendix to Annex W.

6.2.8.2. Even though this AFI states that the GCC determines the contracting organizational structure, the contracting authority required for these constructs to work effectively is a Service authority that does not reside with the GCC. Therefore, AF component planners developing supporting plans or reviewing any GCC plans that require the AF to give up or assume contracting authority for other Services/agencies, must coordinate those plans with the effected SCO as well as the SAF/AQC. Any disagreement between Services on contracting authority must be elevated to OSD DPAP for final decision/resolution.

6.2.9. Appropriate contingency taskings. Taskings should consider the contracting manpower required for the expected base configuration, population, geographic location, joint usage arrangements and local market conditions ability to support the mission. Other considerations can include:

6.2.9.1. Current MISCAP and AEF rotation schedule.

6.2.9.2. Allocation of contracting-related UTC packages within the OPLAN and coordination of timing for each package within the TPFDD. Plans shall call for early arrival of contracting personnel to provide contracting support for bed down of initial forces arriving at the deployment site.

6.2.9.3. Adequacy of contracting resources tasked from all sources to meet the total contingency contracting requirements for all units at the deployment base.

6.2.9.4. Individual Mobilization Augmentee (IMA) availability to support OPLAN taskings or to backfill deployed active duty CCOs.

6.2.9.5. Equipment and personnel support requirements for the CCO portion of each OPLAN (Fax machine, laptop computers, printer, cellular telephone, other communication, transportation, and office equipment).

- 6.2.10. Procedures for functional areas to identify personnel at the deployment site who can validate/approve requirements, accept deliveries and confirm that goods/services received comply with contract specifications.
- 6.2.11. Coordination of contracting and finance functions to ensure paying agents are designated to support the contracting activity.
- 6.2.12. Uniform and civilian clothing requirements for each deployment location and initiation of uniform allowance documents for enlisted personnel, if applicable. Authorization for use of civilian clothing shall be specified on TDY orders and in compliance with use according to appropriate personnel and finance regulations.
- 6.2.13. Special personnel requirements for location-specific limitations to gender, rank, or other cultural factors which affect contracting within the deployment area.
- 6.2.14. Contracting interface with the supply system at the deployment site to avoid duplication of effort, unnecessary administrative steps, and unnecessary local purchase of supply system items.
- 6.2.15. Potential adverse impact on unit mission support due to FAR or statutory contracting restrictions and any deviations that may be necessary to meet unique unit mission requirements at the deployment site.
- 6.2.16. Contracting interface with 24-hour emergency operations contact points and purchasing sources in the deployment area.
- 6.2.17. Impact on contracting effectiveness during chemical, biological, or nuclear operations, if applicable.
- 6.2.18. Possible additional duty taskings at various stages of the deployment that may interfere with contracting duties.
- 6.2.19. Security and protection needed during the deployment and any requirement for CCOs to carry weapons.
- 6.2.20. Plan taskings that might result in possible CCO conflicts of interest situations (e.g., funds disbursement or acceptance of goods).
- 6.2.21. Reporting and documentation requirements for all stages of the deployment and adequate administrative and documentation support for the operation.
- 6.2.22. Taskings for contract closeout, termination, claim processing, and disposition of purchased USAF assets.
- 6.2.23. Procedures for preserving lessons learned and disseminating the information collected from after-action reports to parent Component Headquarters.
- 6.2.24. For AFICA/K_ (OL-supported MAJCOM Director of Contracting) or FAMs only evaluate supplemental force package requirements required to support the deployed central contracting function and assist with the bed down of arriving units in the theater of operations. Place these packages in the TPFDD early enough to meet mission bed down requirements.
- 6.2.25. Theater Business Clearance (TBC) Policy/Process. The Annex W must discuss the TBC process to ensure CCDRs have visibility and some level of control over systems and

external support contracts with performance in the CCDR's AOR. The TBC policy/process typically consists of three key tasks:

6.2.25.1. Translate theater/JOA policies into contract provisions/clauses;

6.2.25.2. Central posting and maintenance of those clauses and

6.2.25.3. Validation that solicitations/contracts with performance in the designated JOA include the required theater or JOA provisions/clauses prior to TBC approval.

6.2.25.4. TBC approval is required for contractors to be issued a Letter of Authorization (LOA) in SPOT.

6.2.25.5. Theater/JOA clauses are approved by DPAP and maintained on the CCDR's centralized TBC website.

6.2.25.6. Requests for TBC are submitted and approved via the Joint Contingency Contracting System (JCCS) Module.

6.2.25.7. The AF component's supporting appendix to Annex W should identify organization(s) responsible and processes for each of these TBC tasks.

6.2.26. Contract Administration Delegation (CAD) Policy/Process. Annex W should identify whether or not the CCDR is establishing a CAD policy/process. AF component plans must discuss process for implementing CCDR CAD policy. However, this is a contracting process and the respective AFICA/OL and/or AFFOR/A7K in coordination with SAF/AQC has the lead for developing the CAD process.

6.2.27. Contractor Deployment, Reception and Redeployment Process. Service components will typically be tasked to establish Joint Reception Centers (JRCs). These JRCs are responsible for validating that contractors have met all theater entrance requirements (medical/dental, passports/visas, protective equipment, LOAs, etc.) prior to forward movement to the contractors performance location/base in the theater. External support contractors, whether prime or sub-contractors, may be coming from countries all over the world. Therefore, the JRC process is critical to help ensure the safety of military forces, uphold diplomatic relations and prevent violations of international laws. AF component planners must coordinate with JRCs to ensure all CAAF process through these JRCs. AFFOR A4 has the lead for establishing contractor deployment, reception and redeployment procedures.

6.2.28. Contractor Accountability Process. AF components are responsible for contractor accountability whether it's by using the Synchronized Pre-deployment and Operational Tracker (SPOT) or some other system. Contractor accountability pertains primarily to CAAF since the U.S. Government is responsible for their security. Non-CAAF contractors typically do not reside on a military base and when outside the base, the military is typically not responsible for their security. Therefore, accountability for non-CAAF is generally the responsibility of the employing contractor. If the use of SPOT is required, all CAAF contractors will be entered into SPOT and a Letter of Authorization (LOA) will be generated prior to deployment. In turn, the entry into SPOT and the LOA will be verified during the JRC process. Contracting Officers, CORs and contractors all have a role in updating information in SPOT. Any CAAF non-compliance with SPOT requirements or accountability procedures must be reported to the administering Contracting Officer, who is

responsible for holding the contractor accountable for complying with the terms and conditions of their contract. IAW AFI 13-103, AFFOR Staff Operations, Readiness and Structures, AFFOR/A1 has the lead for establishing contractor accountability procedures, food service support, facilities, equipment and ration support. In addition, the AFFOR/A1 develops, maintains and executes mortuary affairs support in the event a CAAF member dies while in-theater.

6.2.29. Contractor Arming Requirements. Annex W will discuss whether contractor personnel will be authorized to be armed. It will also include the process for receiving host country approval to arm contractors and process for getting approval to import/export weapons. In the supporting Annex W, AF component planners should establish procedures for ensuring compliance with requirements for arming contractors and compliance with Arms Export Control Act (AECA) and the International Traffic in Arms Regulations (ITAR) which implement the AECA. AFFOR/A7S has the lead for establishing procedures for complying with contractor arming requirements.

6.2.30. Discipline and Legal Status of Contractors. Annex W will address the applicability of US and host nation laws to contractors. CAAF personnel may be subject to prosecution under federal law, including, but not limited to, the Military Extraterritorial Jurisdiction Act (MEJA). CAAF supporting Armed Forces overseas during declared war and in contingency operations are to prosecution under the Uniform Code of Military Justice (UCMJ). However, the applicability of such laws may vary for local non-CAAF contractors. AFFOR/JA has the lead for addressing the implementation of contractor discipline and enforcement of applicable laws to contractors.

6.2.31. Government-Furnished Support for CAAF. Support includes but is not limited to billeting, medical, dental, personnel recovery, security/protection, transportation, mortuary affairs, subsistence, MWR, base exchange privileges, religious support, mail services, protective gear, etc.

6.2.32. Base Access for Contractors. AF component planners must address planning considerations for vetting contractors and issuing base access. In conjunction with functional specialist such as OSI, Security Forces, plans should consider the operating environment, security, status of contractor, etc.

6.2.33. Contract Performance Oversight Process. IAW FAR 1.602-2, Contracting officers are responsible for ensuring performance of all necessary actions for effective contracting, ensuring compliance with the terms of the contract, and safeguarding the interests of the United States in its contractual relationships. To ensure performance, CCOs normally designate and manage CORs as described in Chapter 2 of this AFI.

6.3. Plan Review.

6.3.1. Each operational contracting office monitors current plans and coordinates on all plans tasking the contracting organization for support according to AFI 10-401, Air Force Operations Planning and Execution. All plans should address appropriate actions to be taken by each tasked functional unit to ensure continued performance of essential contractor services pursuant to DoDI 1100.22, Policy and Procedures for Determining Workforce Mix. In addition to DoDI 1100.22, Policy and Procedures for Determining Workforce Mix, plans for military contingency operations should cover requirements found in DoDI 3020.41,

Operational Contract Support, and Joint Publication 4-10, Operational Contract Support. Plans should also exploit the capabilities CCOs can deliver as part of an ADVON team. ADVONs should be manned with an experienced CCO who can locate sources and become familiar with local conditions before arrival of the main body of forces. Plans should provide for adequate security arrangements and disbursing officer support during advanced deployments.

6.3.2. COCO or equivalent will review OPLANs to determine if contracting support is being tasked. When a contracting office is tasked in an OPLAN for specific deployment support responsibilities, the respective FAM will ensure the office includes such taskings in its local plans.

6.3.3. Contracting units must review expeditionary site surveys of anticipated deployment locations. If a current expeditionary site survey does not exist, contracting units must inform their SCO staff. The tasked SCO staff must coordinate with the supported SCO staff associated with the geographical combatant command to acquire or recommend the initiation of a expeditionary site survey. Expeditionary site surveys and base support planning will be accomplished and documented IAW AFI 10-404, Base Support Plan and Expeditionary (BAS&E) Site Survey.

6.3.3.1. Contracting Site Surveys. The following topics should be addressed (this is not an all-inclusive list and items may be added as required to meet unit specific needs.)

6.3.3.1.1. Update information concerning potential contracting sources in the deployment area, including information from the U.S. Embassy, Consulate, Air Attaches, and/or other Government agencies operating in the same area. Typically, these agencies can assist with:

6.3.3.1.1.1. Providing a local interpreter or recommending a vetted source.

6.3.3.1.1.2. Describing the local security situation specifically details on any areas to avoid and/or travel precautions/restrictions.

6.3.3.1.1.3. Recommending a list of contractors to avoid for reasons like: poor past performance, ties to organized crime, or affiliation with groups counter to American interest.

6.3.3.1.1.4. Include a master listing of contractors and identify those willing to provide emergency response after normal business hours.

6.3.3.1.1.5. Assess vendor acceptance of the Government-wide Purchase Card.

6.3.3.1.1.6. Identify sources for potential and pre-identified requirements. If no source is available to provide a pre-identified requirement, the survey should establish procedures for ensuring the user is notified that contracting support may not be available for the requirement at a particular deployment site.

6.3.3.1.1.7. Survey local customs, laws, taxes, and shortages within the local economy, local bureaucratic impediments, language difficulties, currency exchange rate fluctuations, and security concerns. If local sales tax exemption procedures or numbers are available, obtain them through embassy personnel.

6.3.3.1.1.8. Examine local transportation and communication resources

availability.

6.3.3.1.1.9. Determine the applicability of the Host Nation Mutual Support Agreements, Status of Forces Agreements, Acquisition Cross-Servicing Agreements, or other diplomatic agreements, if any, and evaluate the impact of these agreements upon contingency contracting within the deployment area.

6.3.3.1.1.10. Survey facilities, equipment, and other support needed for the deployed contracting office. Coordinate contracting facility requirements with the Civil Engineer, Communications Specialist, and Logistics functional commanders as necessary.

6.3.3.1.1.11. Consider problems that should be anticipated in supporting contract requirements for an extended exercise or contingency operation. Particular attention should be given to those items or services that are available in limited quantities.

6.3.3.1.1.12. Determine what contract formats may be needed in the local area considering Host Nation Support Agreements, expected taskings, and local business customs.

6.3.4. Emergency Vendor Lists. Based on the requirements of any plans (OPLANs, IEMP, etc.) and any associated contracting site surveys, CCOs should develop a list of vendors who can respond in an emergency situation or with capabilities that are required by any contingency plans.

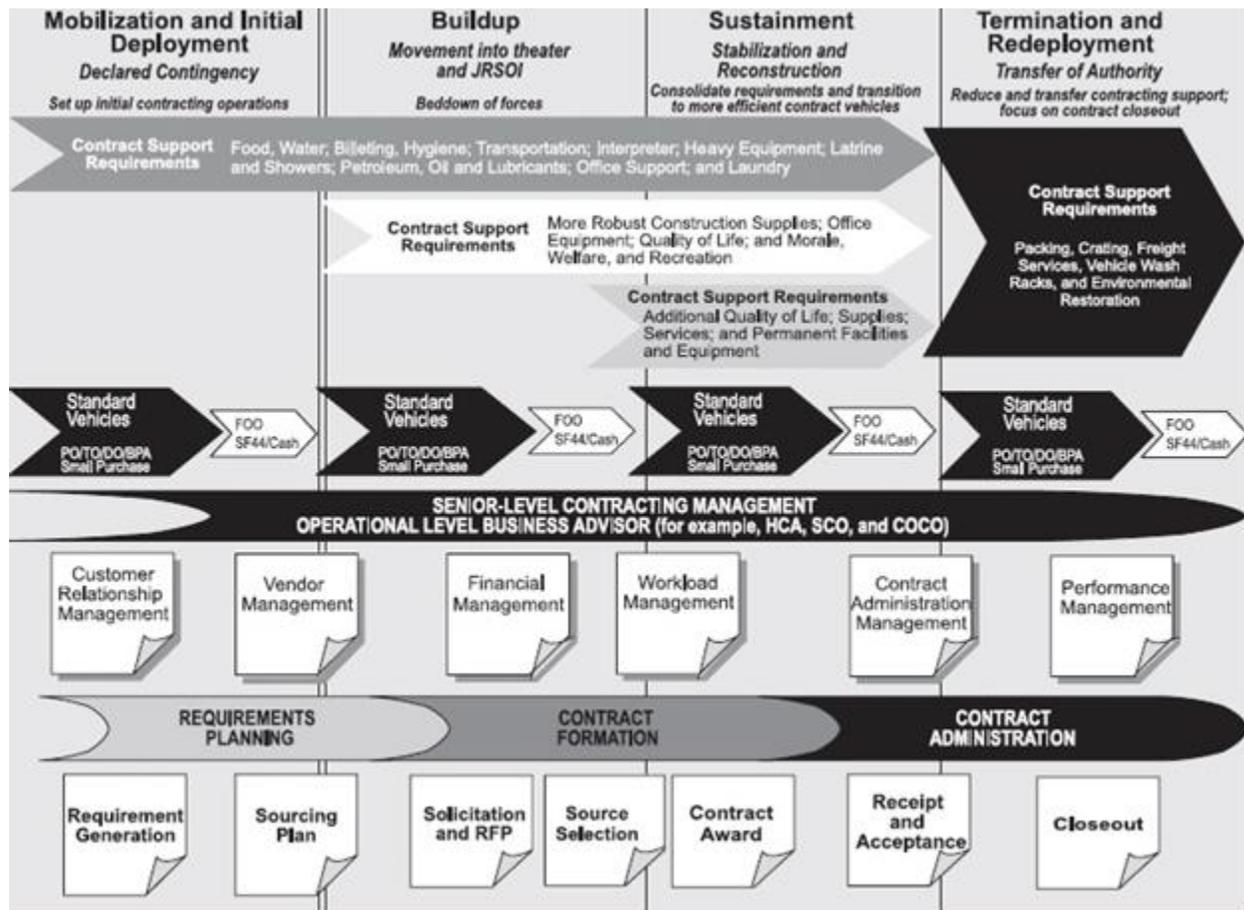
Chapter 7

CONTINGENCY EXECUTION

7.1. General.

7.1.1. In providing contingency contracting support, CCOs will perform tasks required by established OPLANs, contingency support plans, and this guidance. Figure 7.1 below is from the Defense Contingency Contracting Handbook which can be found at: <http://www.acq.osd.mil/dpap/ccap/cc/jchb/index.html>.

Figure 7.1. Phases of a Contingency.



7.2. Deployment Requirements.

7.2.1. A CCO's first priority will be to respond to basic life support requirements. During this phase, CCOs may find themselves being the requestor, approving official, certifying officer, and transportation office for deliveries. Detailed planning can preclude some of these additional duties; however, physical limitations on the number of support personnel deployed in the early stages of a contingency will require a high degree of flexibility on the part of the CCO. Contracted support will generally be used to provide basic life support and other selected functions. The actual mix of contracting or other support mechanisms such as Host Nation Support (HNS) will be based on risk, reliability, and availability of these various

sources of support. Maximum use of existing “peacetime” contracting arrangements should be considered. Contracting at this time of the operation is generally focused on expediting contract award.

7.2.1.1. Determine Requirements Priorities. Expeditionary contracting commanders and/or senior ranking CCOs at each location will work with the deployed commander (e.g. Air Expeditionary Wing/CC, Expeditionary Mission Support Group/CC, etc.) to establish the unit’s requirements/priority of needs, to include:

7.2.1.2. Security

7.2.1.3. Food and water for those personnel not serving in field conditions and not receiving a basic allowance for subsistence (BAS)

7.2.1.4. Shelter (both living and working facilities)

7.2.1.5. Transportation, specifically identifying rental vehicle requirements

7.2.1.6. Laundry services

7.2.1.7. Human waste and garbage disposal

7.2.1.8. Ground fuels requiring local purchase action

7.2.1.9. Heavy equipment

7.2.1.10. Communications, to include priorities for use of limited telephone and radio facilities.

7.2.1.11. Utilities. Some countries have unique requirements that effect connectivity with communication and other equipment. If not included in a site survey or other planning documents, CCOs should research the specific utility capabilities/limitations of the location(s) of the contingency operation.

7.2.1.12. Computer/ADP support (to include equipment maintenance)

7.2.1.13. Quality-of-life issues (i.e., recreational equipment)

7.2.2. Establish Requirements Validation, Processing and Funding Procedures. Expeditionary contracting commanders and/or senior ranking CCOs at each location will work with the deployed commander (e.g. Air Expeditionary Wing/CC, Expeditionary Mission Support Group/CC, etc.) to:

7.2.2.1. Review and establish purchase request control procedures to include requirements determination, requirements approval/validation, and requirements approval process flow.

7.2.2.2. Identify individuals (by name or position) who are authorized to approve/validate purchase request and the name of the individual (or office) providing the funding source.

7.2.2.3. Identify individuals (by name or position) who are authorized to certify funds availability.

7.2.2.4. Ensure the Accounting and Finance function provides sufficient disbursing agents with sufficient funding to allow timely contract support for the CCO and ordering officers

7.2.2.5. Advise all personnel that only the CCO is authorized to obligate the U.S. Government for local purchases and direct that no one place undue pressure or command influence on CCOs to purchase any goods and services that violate laws and regulations

7.2.3. Establish Contracting Office. Expeditionary contracting commanders and/or senior ranking CCOs at each location will work with the deployed commander (e.g. Air Expeditionary Wing/CC, Expeditionary Mission Support Group/CC, etc.) to provide/establish:

7.2.3.1. Suitable office space for the contracting function to include, at a minimum, desks, secure filing cabinet, telephones (Class A telephone with long distance Defense Switched Network (DSN) and off base access), fax lines, internet connections and email service (NIPR/SIPR preferred).

7.2.3.2. Low security profile transportation/dedicated vehicles to meet CCO mission requirements.

7.2.3.3. Mobile/cell phone if possible.

7.2.3.4. Interpreter, if necessary.

7.2.4. Review Host Nation Support Agreements.

7.2.4.1. For contingency and exercise operations in a foreign country, a Host Nation Support Agreement (i.e., National Atlantic Treaty Organization (NATO) Mutual Support Agreement), Status of Forces Agreement, Assistance in Kind Agreements, or Acquisition Cross-Servicing Agreements may exist. These agreements normally are negotiated through the U.S. State Department to provide host nation support for deployed U.S. forces during a contingency operation. CCOs should contact the local US Embassy or Consulate for copies of these agreements. Support items under these agreements may include billeting, food, water and ice, ground fuel, transportation, utilities (i.e., electricity or communications)

7.2.4.2. Deployed CCOs do not have the authority to enter into agreements with foreign governments. If an agreement is already in existence, the CCO may obtain authority through the Air Force Component A4/7K or AFICA (OL-supported MAJCOM) SCO to the Combatant Command's Host Nation Support Office to write priced delivery orders against them. However, if an agreement is needed, the CCO may request the establishment of an agreement.

7.2.4.3. Legal personnel advise CCOs regarding international agreements (see section 1.9 of this AFI)

7.2.4.4. ACSA Global Automated Tracking and Reporting System (AGATRS). (see section 4.5.1 of this AFI)

7.2.5. Identify Commercial Sources.

7.2.5.1. Contact the SCO staff, existing military installations within the deployment area, or, in the absence of these, the U.S. Embassy or Consulate in the host nation for any information on commercial sources.

7.2.5.2. Obtain maps of adjacent towns or settlements and conduct personal visits to learn availability of necessary items of supplies or services. Secure telephone books of

the local area, if available. Source lists should be created and annotated to reflect which contractors will provide 24 hour emergency response.

7.2.5.3. Work with the deployed commander to establish good working relations with local officials

7.2.6. Establish/Administer Centralized/Decentralized Procurement Instruments.

7.2.6.1. Establish and manage centralized ordering instruments such as requirements contracts or blanket purchase agreements (BPAs). As required, appoint decentralized ordering officers within functional areas for any requirements contracts or BPAs. Ordering officers will be trained in the use of SAP and funds accountability.

7.2.6.2. Identify functional personnel who deployed with a Government-wide Purchase Card (GPC) and home station funding. Coordinate and control purchase card activity according to purchase request approval procedures to achieve economical purchases and avoid duplication of purchased resources. Advise deployed cardholders on local market conditions, limitations and statement reconciliation procedures.

7.2.6.3. Maintain files/registers for contracts, BPAs, and purchase orders to record all contracting actions. The records will include: purchase request number, procurement instrument identification number (PIIN), date of purchase or award, name of vendor or contractor, dollar amount (U.S. Dollars); and a brief description of supplies or services. Dispose of documents according to AFI 33-364, Records Disposition - Procedures and Responsibilities, and Air Force Records Information Management System (AFRIMS).

7.2.6.4. Report total contracting actions and dollars at least monthly, unless otherwise directed by the supported SCO.

7.2.7. Establish Customer Education Program.

7.2.7.1. Develop customer training in coordination with finance to educate customers on process to include requirements prioritization, validation/approval, funding, contracting, quality assurance, inspection/acceptance and payment as soon as practicable; and

7.2.7.2. Advise customers to review DPAP's most current Defense Contingency COR Handbook (<http://www.acq.osd.mil/dpap/ccap/cc/corhb/>) which provides essential information, tools, and training for CORs and requiring activities.

7.2.8. Establish Quality Assurance/Inspection/Acceptance Process.

7.2.8.1. Ensure requiring activities provide adequately skilled CORs to document receipt and acceptance of goods and services and maintain quality assurance and accountability of purchased assets.

7.2.9. Document Continuity/Lessons Learned.

7.2.9.1. Maintain a Deployed CCO's Continuity book to provide continuity for any follow-on CCO. Upon termination of a deployment, the last CCO will forward the continuity book to the AOR's Component Headquarters A4/7K (Contracting Division) Staff or AFICA (OL-supported MAJCOM) SCO's staff. The book will include as a minimum:

- 7.2.9.2. Current vendor and contractor source listing to include vendor names, addresses, telephone numbers, points of contact, and type of supplies and services provided
- 7.2.9.3. Current list of vendors and contractors willing to provide 24 hour per day emergency support
- 7.2.9.4. Copies of all headquarters policy letters or messages of guidance received to date
- 7.2.9.5. Minutes from significant meetings (as determined by the lead CCO or higher authority) attended by CCO personnel to include open action items impacting the contracting function
- 7.2.9.6. Listing of all ratification actions to date
- 7.2.9.7. Copies of all customer education handouts developed to date
- 7.2.9.8. Key points of contact at the deployed site to include name, grade, duty title, unit, telephone number, and after hours point of contact, if available
- 7.2.9.9. Lessons learned during the deployment to date
- 7.2.9.10. Copies of weekly reports of actions and dollars spent to date and
- 7.2.9.11. Any other pertinent information

7.3. Build-up/Employment of Forces.

7.3.1. Also known as reception, staging, onward movement, and integration (RSOI). During this phase, contracting personnel (military and civilian) and contractor personnel will continue to arrive, though not necessarily at a rate commensurate with the number of troops to be supported. In major operations, a mix of theater support and external support contracts, including AFCAP, and DLA prime vendor contracts may be extensively utilized. At this time, the comptroller may implement a formal acquisition review board process including a more developed purchase request system. Theater support contracting efforts will still be heavily involved with the acquisition of basic troop support requirements that are not covered by CAP task orders or other means of support. Contracting should move from the SF44 to more long-term contracting arrangements such as SF1449, Solicitation/Contract/Order for Commercial Items, or BPAs.

7.3.1.1. Contingency contracting activities during the build-up/RSOI phase. During the build-up phase of a contingency contracting deployment, CCOs will generally be heavily involved in supporting the bed down of arriving forces. In this phase, additional contracting personnel may arrive with the assigned unit to augment initial contracting teams. Contracting members from home bases should replace those members located at the site to support initial bed down activities. Establish as early as possible a responsive purchasing system. A responsive purchasing system shall include;

7.3.1.1.1. Requirements requisitioning controls. Implement procedures acceptable to the assigned commander (e.g., AEW/CC, EMSG/CC). These procedures need to address:

- 7.3.1.1.2. Formats for requisitions such as DD Form 1348-6, DoD Single Line Item Requisition System Document and other forms such as an AF Form 9, Purchase Request.
 - 7.3.1.1.3. Approval authority; and
 - 7.3.1.1.4. Finance and supply coordination
- 7.3.1.2. Funding and Disbursing. Implement procedures with the finance staff to ensure funds are available to pay for purchases. Where AF Form 616, Fund Cite Authorization, is used for short-term contingencies, instructions shall be followed to properly record transactions. Instructions should identify any restrictions on equipment or services that are not properly chargeable to the appropriations cited on the AF Form 616.
- 7.3.1.2.1. CCOs should not be assigned as paying agents of the Accounting and Finance Office (AFO). This improves internal controls over the distribution of funds to the contractor, avoids a potential conflict of interest for the CCO and reduces the CCO's exposure to personal legal liability.
 - 7.3.1.2.2. Security forces shall be notified when a significant amount of cash (\$10,000) is to be moved (per DoD FMR 7000-14R, Vol. 5, Chap 3).
- 7.3.1.3. Purchasing methods. SF44 (Purchase Order—Invoice Voucher), cash, Government-wide purchase cards, and SAP are the primary tools for purchasing over-the-counter supplies and services during the initial days of the build-up. BPAs should be issued to several suppliers offering items of the same type as soon as possible to expedite ordering.
- 7.3.1.3.1. Individuals in functional areas should be appointed, trained, and authorized to place calls against pre-priced BPAs.
 - 7.3.1.3.2. Where cash is used, the SF 44 shall be completed as a receipt to document the transaction and shall be clearly marked to show that payment was made in cash to preclude duplicate payment to the supplier.
 - 7.3.1.3.3. Government-wide Purchase Card procedures may be implemented to permit decentralized purchasing of small dollar items during extended contingencies.
- 7.3.1.4. Non-appropriated fund (NAF) contracting. Implement procedures acceptable to the assigned Commander and Chief of Services that address:
- 7.3.1.4.1. Formats for NAF contracting, such as AF Form 9 and AF Form 2209, Non-appropriated Fund Order for Supplies or Services. (AF Form 2209 is available at the AFNAFPO website);
 - 7.3.1.4.2. Approval/Signature authority for NAF Contracting;
 - 7.3.1.4.3. Use of cash to make local purchases of supplies and resale merchandise;
 - 7.3.1.4.4. Use of BPAs and concession contracts.

7.4. Sustainment.

- 7.4.1. CCOs may be expected to take on the role of business advisor. In this role, CCOs should be engaged with customers to develop a deliberate plan of action to move away from

cost-plus award-fee CAP task orders and emergency procurement towards long-term contracts. Requirements will become more defined and consolidated and the use of performance based contracting methods will be maximized when possible. The transition of CAP task orders to long-term theater support contracts is dependent on specific mission factors such as threat-level and the availability of reliable, local commercial vendor base.

7.4.1.1. Contingency contracting activities during the sustainment phase. Requirements may begin to include more quality of life items, longer or more complex services and more specialized commodities. Contingency contracting operations will focus on giving sound business advice, proper file documentation, cost reduction efforts, contract closeout and other best practices.

7.4.1.2. Requirements will be consolidated whenever possible to achieve the economies of scale.

7.4.1.3. CCOs and requiring activities should consider longer-term contracts.

7.4.1.4. CCOs will engage with customers to develop performance-based requirements.

7.4.1.5. Agreements may be established with other Services to share contract arrangements such as transportation, laundry, etc.

7.4.1.6. Procedures will be established to acquire items that are not available in the AOR. Alternatives sources to consider are:

7.4.1.6.1. Reach back support;

7.4.1.6.2. Contracting offices in the vicinity of the deployment, but outside the AOR;

7.4.1.6.3. Military depots;

7.4.1.6.4. Army Air Force Exchange Service (AAFES) or Navy Exchange (NEX) and

7.4.2. CCOs shall document all contracting actions in sufficient detail to provide an audit trail of the acquisition using a cradle to grave approach.

7.4.3. CCOs will upload contracts to Electronic Document Access (EDA) and complete contract action reporting through Federal Procurement Data System-Next Generation (FPDS-NG) when available.

7.5. Termination/Redeployment.

7.5.1. Contingency contracting activities must be involved in the planning for transition/drawdown. With adequate notice, CCOs can modify, terminate or extend contracts to meet the transition/drawdown schedule for the contingency operation.

7.5.1.1. Contingency contracting activities during the termination/redeployment phase. CCOs will terminate and close out existing contracts/orders as needed. Ratifications and claims must be processed and completed IAW FAR and applicable supplements. If a contracting activity is required to leave contracts open at the end of an operation, they will be transferred to an appropriate organization for continued administration and eventual close out.

7.5.1.2. CCOs will coordinate with contractors and requiring activities for return of all rental items;

7.5.1.3. CCOs will coordinate with requiring activities to determine which contracts require termination actions. During termination of base services, CCOs will immediately negotiate a reduction of services and terminate base support agreements to coincide with the unit redeployment schedule. As unit assets are redeployed, interim replacement support may be required from the host nation and local contractor.

7.5.1.4. CCOs will coordinate with requiring activities and contractors, to ensure that receiving reports and invoices for all purchases are completed and appropriately distributed

7.5.1.5. CCOs will coordinate with the DFAS and other disbursing activities/agents to ensure that payments are finalized and processed;

7.5.1.6. CCOs will settle all contractor claims prior to the final redeployment; and

7.5.1.7. CCOs will coordinate the disposition of all purchased assets to include site restoration if necessary.

7.5.2. Contracting action reporting and disposition: Report all contract actions and dollar amounts to the contracting activity that issued the PIINs used during the deployment; total actions and dollars will be reported by office chiefs to the supported CINC/ SCO prior to departure.

7.5.3. After-action report. As directed by Component Headquarters A4/7K or associated AFICA (OL-supported MAJCOM) SCO staff, CCOs must complete and submit an After-Action Report (AAR) using the DPAP CCO AAR website: <https://jccs.bta.mil/AAR/Default.aspx>. Within the comment sections of the AAR, the CCO should cover the following areas:

7.5.3.1. A formal update of site survey information concerning potential sources of supply to include items obtained through the U.S. Embassy, host nation support, or servicing U.S. military installations;

7.5.3.2. Problems encountered with the contracting process to include local customs, shortages of supply within the local economy, local political or diplomatic impediments, language difficulties, funding, currency exchange rate fluctuations, and security issues or concerns;

7.5.3.3. Local transportation, billeting, and communication resource availability;

7.5.3.4. Evaluation of any Host Nation Support Agreement or comparable understanding, Status of Forces Agreements, if applicable, and the impact of these agreements upon contingency contracting within the area (applies to overseas contingency);

7.5.3.5. Adequacy of facilities, equipment, and other support provided by the deployed commander and the OPLAN under which the deployment was conducted. Specific modifications required for future deployment plans to this or other locations;

7.5.3.6. Any specific problems that could be anticipated to support an extended exercise or contingency operation at this location; and

7.5.3.7. Special personnel requirements (rank, gender, skill level, etc.), contingency kit requirements, or individual clothing and equipment requirements to meet mission demands in this area.

Chapter 8

SUPPORT TO JOINT OPERATIONS

8.1. General.

8.1.1. DoDI 3020.41, Operational Contract Support (OCS), requires GCCs to implement OCS actions (e.g., planning, accountability, visibility, deployment, protection and redeployment requirements) to:

8.1.2. Incorporate appropriate contingency program management processes during applicable contingency operations.

8.1.3. Comply with applicable U.S., international, and local laws, regulations, policies, and agreements.

8.1.4. Use contract support only in appropriate situations consistent with subpart 7.5 of the Federal Acquisition Regulation (FAR), subpart 207.503 of the Defense Federal Acquisition Regulation Supplement (DFARS) and DoDI 1100.22.

8.1.5. Fully consider, plan for, integrate, and execute acquisition of, contracted support, including synchronizing and integrating contracted support flowing into an operational area from systems support, external support and theater support contracts, and managing the associated contractor personnel, into applicable contingency operations consistent with CCDR policies and procedures and Joint Publication (JP) 4-10, Operational Contract Support.

8.2. Joint Operational Contract Support (OCS) Process.

8.2.1. Effective and efficient OCS execution requires a programmatic approach by the JFC.

8.2.2. This JFC-centric approach requires commanders and staffs to fully consider cost, performance, schedule, and contract oversight requirements as well as many other contract support-related matters (e.g., risk of contractor failure to perform, civil-military impact, operations security) across the joint force, to include USG departments and agencies and key multinational partners.

8.2.3. Specifically, the combatant command (CCMD), in coordination with (ICW) subordinate joint force commands, Service components, supporting CSAs, and multinational partners, should develop a planned, tailored, and sufficiently resourced organizational construct for OCS.

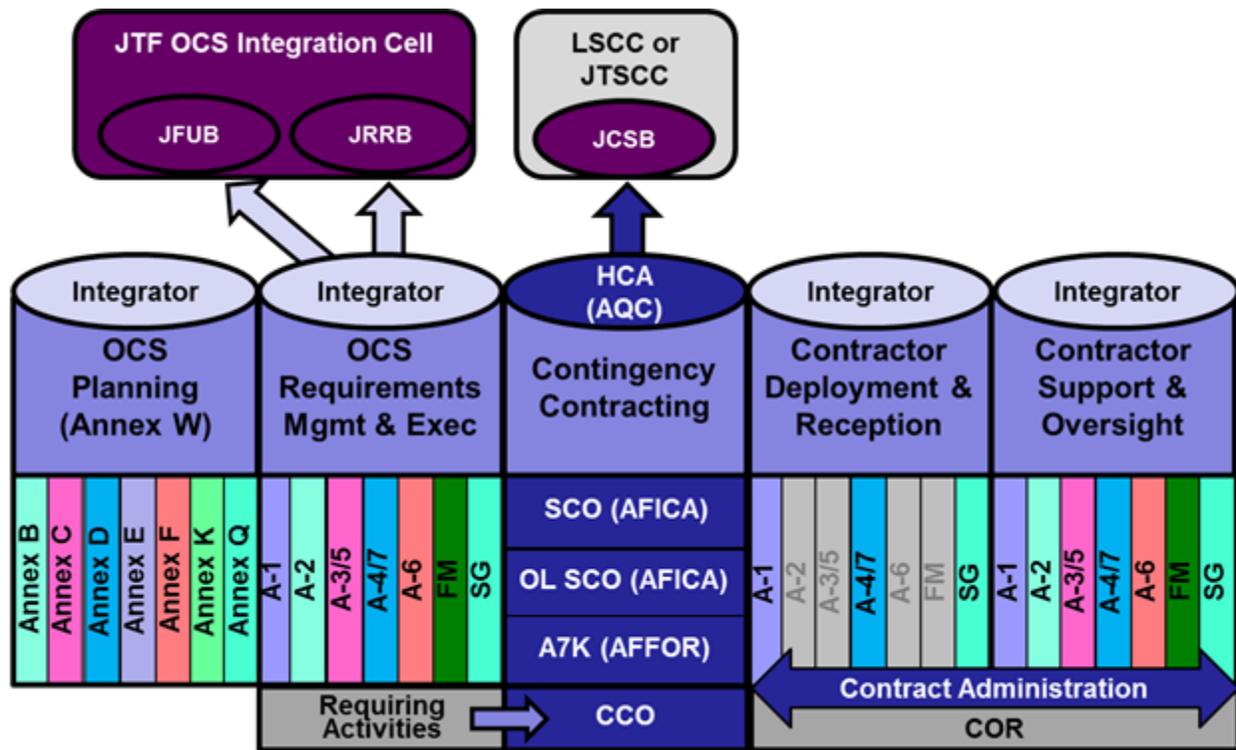
8.2.4. The three overall supporting functions and associated tasks contained in the following figure from JP 4-10, Operational Contract Support help to characterize OCS.

Figure 8.1. Three Pillars of OCS.



8.2.5. OCS includes the ability to plan, orchestrate, and synchronize the provision of contract support integration, contracting support, and contractor management. These three functions are inextricably linked to achieving favorable operational and acquisition outcomes.

Figure 8.2. AFFOR OCS Process and Structure.



8.3. OCS Planning (Annex W).

8.3.1. Planning for OCS involves much more than just planning for contingency contracting support.

8.3.1.1. Refer to JP-4-10, Operational Contract Support and Chapter 6 of this AFI for more information on the contents of Annex W.

8.4. Contract Support Integration.

8.4.1.1. OCS planning and integration is a multidisciplinary team effort which require involvement of many commands, staffs, and supporting contracting activities along with numerous GCC and/or subordinate JFC directed boards, cells, and working groups. No single "OCS"-related organization is in direct control of all OCS actions in support of a joint operation; rather, multiple joint, Service, and CSA commands and supporting acquisition and contracting organizations coordinate OCS actions through designated boards, centers, cells, and working groups.

8.4.1.2. Planning and Coordination Boards, Cells, and Working Groups. Includes combatant commander logistics procurement support board (CLPSB), OCS Integration Cell (OCSIC) and the OCS working groups.

8.4.1.3. CLPSB is established by the GCC to coordinate OCS and related logistics efforts across the entire AOR. This board is normally chaired by a CCMD J-4 and includes representatives from each Component Headquarters, CSA, as well as other military and USG departments and agencies or organizations concerned with general logistics to include OCS-related matters.

8.4.1.4. OSCIC plan, coordinate and integrate OCS actions across all joint, personal, and special staffs, Service components, CSAs, and lead theater support contracting activity in the operational area. There is no set structure or size for an OCSIC at either level; size and configuration is mission dependent. This cell should be made up of a mixture of specially trained personnel with operational-level logistics and contingency contracting experience.

8.4.1.5. OCS working groups are as-needed, temporary coordination mechanism utilized by the GCC to plan and coordinate OCS matters across the staff and with key mission partners. OCS working groups are normally chaired by a designated OCSIC member and meet as necessary to work specific OCS-related planning or execution-related issues.

8.4.1.6. Appendix F of JP 4-10, Operational Contract Support provides more details on OCS-related boards.

8.4.2. Requirements Generation Boards. Includes the joint requirements review board (JRRB).

8.4.2.1. JRRB is the formal mechanism to review, validate, prioritize, and approve selected Service component contract support requests. It should be established at the subordinate JFC's level during any sustained operation that includes significant levels of contracted support. It may also be used as a venue to assess possible operational impacts of specific contract support requests and, when appropriate, is used to provide guidance on recommended contract support request consolidation actions as well as acquisition strategy to the JCSB.

8.4.3. Contracting Coordination Boards.

8.4.3.1. The JCSB is the primary mechanism to coordinate and de-conflict common contracting actions between theater support contracting and external support contracting activities executing or delivering contracted support within the operational area. It is also the major mechanism to implement JRRB guidance when it comes to determining the appropriate contracting mechanism (theater support, CAP task orders, and other common external contract) for major, common services.

8.5. Contracting Support.

8.5.1. The designated SCO, which must be an O-6/GS-15 or higher, and their supporting staffs will exercise appropriate oversight of contracting operations within their assigned geographical/functional areas of responsibility.

8.5.2. The AF HCA delegates contracting authority through the AFICA/CC to the AFICA/K_ (OL-supported MAJCOM Director of Contracting) who is responsible for providing oversight of AF component contracting operations. The AFICA/K_ (OL-supported MAJCOM Director of Contracting) may delegate certain contracting staff oversight responsibilities to the C-NAF A4/7K, but the responsibility for ensuring compliance with procurement laws remains with the SCO.

8.5.3. C-NAF A4/7K serves as the component contracting planner, business advisor, and the liaison between the component ECONS and the designated AFICA OL SCO. For example, AFICA/KC OL SCO serves as the AFCENT SCO and has oversight responsibility for AFCENT contracting operations. The AFICA/KC OL SCO may delegate responsibility for

conducting staff assistance visits to the AFCENT/A7K. However, the OL SCO has responsibility for correcting issues where the ECONS may not be complying with procurement laws. In addition, the AFICA/KC OL SCO, and not the AFCENT/A7K, is typically the clearance authority for AFCENT solicitations/contracts.

8.5.4. Contracting coordination requires visibility of all Service/agency contract requirements with performance in the designated AOR/JOA. OCSIC may be better suited to perform these tasks than a Service component. AF component planners must coordinate with the designated AFICA OL SCO for any plans that require the AF component to serve as the LSCC.

8.5.5. Even though the GCC/JTF is ultimately responsible for implementation of theater policy, the OCS Integration Cell (OCSIC), the Lead Service for Contracting Coordination (LSCC) or Joint Theater Support Contracting Command (JTSCC) will typically be designated responsibility for developing provisions and clauses for use in theater and submitting them to DPAP for approval.

8.5.5.1. These standardized clauses should address the minimum acceptable professional standards under which the contractor is to perform; location, documentation requirements, and procedures for reception centers; Government-Furnished Services authorized; contractor accountability requirements in SPOT or replacement system; security requirements of contractor personnel and facilities; and redeployment requirements.

8.5.6. GCC is responsible to develop and implement TBC which will likely be conducted by the OCSIC, LSCC, or JTSCC.

8.5.7. If the AF Component is designated as the LSCC, the AF Component must have a dedicated O-6 SCO and supporting staff to be assigned responsibilities for developing theater-specific clauses and executing TBC process. Otherwise, these responsibilities must be performed by the OCSIC or another Service should be designated the LSCC.

8.6. Contractor Management.

8.6.1. The CCDR or subordinate JFC shall provide specific deployment and theater admission requirements to the DoD Components for each applicable contingency operation. These requirements must be delineated in supporting contracts as explained in subpart 225.74 of DFARS Procedures, Guidance, and Information (Reference (y)). At a minimum, contracting officers shall ensure that contracts address operational area-specific contract requirements and the means by which the Government will inform contractors of the requirements and procedures applicable to a deployment.

8.6.1.1. Pre-deployment Processing. Affected contracts shall require that all CAAF process through a designated deployment center or a Government-authorized, contractor-performed deployment processing facility prior to deploying to an applicable contingency operation. Upon receiving the contracted company's certification that employees meet deployment requirements, the contracting officer or his/her representative will digitally sign the LOA. The LOA will be presented to officials at the deployment center. The deployment process shall be for, but not limited to:

8.6.1.2. Verifying accountability information in SPOT or its successor.

8.6.1.3. Issuing applicable Government-furnished equipment.

8.6.1.4. Verifying medical and dental screening, including required military-specific vaccinations and immunizations (e.g., anthrax, smallpox).

8.6.1.5. Verifying and, when necessary, providing required training (e.g., Geneva Conventions; law of armed conflict; general orders; standards of conduct; force protection; personnel recovery; first aid; operations security; anti-terrorism; counterintelligence reporting; the use of chemical, biological, radiological, nuclear (CBRN) protective ensemble), country and cultural awareness briefings, and other training and briefings as appropriate.

8.6.1.6. Affected contingency contracts shall require that, prior to deployment, contractors certify to the Government authorizing representative named in the contract that all required deployment processing actions have been completed for each individual.

8.6.2. Joint Reception Centers (JRCs). All CAAF shall be processed into the operational area through a designated reception site. 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 an Air Force component is directed by the Joint Force Commander to establish a JRC, the AF lead for the JRC will typically be the AF Component A1.

8.6.2.1. CAAF Processing: The JRC shall verify that CAAF have met all requirements to enter the operational area to include the following:

8.6.2.1.1. Review the CAAF member's Letter of Authorization (LOA) to confirm the member has been updated in the SPOT database or its successor and is authorized to enter the operational area; (NOTE: The LOA will identify which Government-Furnished Services (GFS) the CAAF member is authorized.)

8.6.2.1.2. Verify that CAAF member has met all theater and country-specific entry requirements to include passports, visas, CAC, etc.;

8.6.2.1.3. Confirm that CAAF member possesses any required IPE, including CBRN protective ensemble;

8.6.2.1.4. If authorized Government transportation from the JRC to their performance location in the operational area, the JRC will provide additional instructions to the CAAF member for forward movement;

8.6.2.1.5. Confirm that CAAF member has met all medical/dental/immunization requirements for entry into the operational area.

8.6.2.2. Denial of Entry into Operational Area. If any CAAF member does not have the proper documentation, the JRC may refuse entry into the theater, and the JRC will notify the responsible contracting officer, who will notify the contractor to take action to resolve the reason for the lack of proper documentation for performing in that area. If the contractor fails to take appropriate action, the CAAF member will be sent back to his or her departure point, or directed to the Component Headquarters or Defense Agency responsible for that specific contract for theater entrance processing.

8.6.3. Theater and Country Clearance Requirements. Special area, country, and theater personnel clearance documents must be current in accordance with the DoD Foreign Clearance Guide to ensure that entry requirements do not impact accomplishment of mission requirements. CAAF employed in support of a DoD mission are considered DoD-sponsored personnel for foreign clearance purposes. Contracting officers shall ensure contracts include a requirement that CAAF must meet theater personnel clearance requirements and must obtain personnel clearances prior to entering applicable contingency operations. Contracts shall require CAAF to obtain proper identification credentials (e.g., passport, visa) as required by the terms and conditions of the contract.

8.6.4. Contractor Oversight and Support.

8.6.4.1. Government-Furnished Services. Generally, contingency contracts shall require that contractors provide all life, mission, and administrative support to their employees necessary to perform IAW CCDR guidance as posted on the CCDR OCS website. Requiring activities should estimate the Government-furnished services to be provided for CAAF and selected non-CAAF. The requiring activity will confirm with theater adjudication authorities that the Government has the capacity, capability, and willingness to provide the support. Prior to awarding the contract, the CCO will verify that proper arrangements for Government support at the deployment center and within the designated operational area have been made. The contract shall specify the level of Government-furnished support to be provided to CAAF and selected non-CAAF and what support is reimbursable to the Government.

8.6.4.2. Letter of Authorization (LOA). A SPOT-generated LOA shall be issued by the contracting officer or designee to all CAAF as required by DFARS 252.225-7040 and selected non-CAAF (e.g., LN private security contractors) as required. DoD Components shall coordinate with the SPOT program manager to obtain an LOA handled within appropriate security guidelines.

8.6.4.3. Letter of Instruction (LOI). IAW AFI 13-103, AFFOR Staff Operations, Readiness and Structures the Personnel Directorate (A-1) is the principal advisor to the commander for total force accountability, including Contractors Authorized to Accompany the Force (CAAF) as defined in JP 4-10, Operational Contract Support (OCS). CCOs will issue an LOI for deploying contractors.

8.6.4.4. Legal Services. CAAF are not entitled to military legal assistance either in-theater or at the deployment center.

8.6.4.5. Medical Services. Theater-specific contract language to clarify available healthcare can be found on the CCDR websites. Generally, DoD only provides resuscitative care, stabilization, hospitalization at Level III medical treatment facilities (MTFs), and assistance with patient movement in emergencies where loss of life, limb, or eyesight could occur.

8.6.4.5.1. Emergency Medical and Dental Care. All CAAF will normally be afforded emergency medical and dental care if injured while supporting contingency operations. Additionally, non-CAAF employees who are injured while in the vicinity of U.S. forces will also normally receive emergency medical and dental care.

Emergency medical and dental care includes medical care situations in which life, limb, or eyesight is jeopardized.

8.6.4.5.2. Primary Care. Primary medical or dental care normally will not be authorized or be provided to CAAF by MTFs. When required and authorized by the CCDR or subordinate JFC, this support must be specifically authorized under the terms and conditions of the contract and detailed in the corresponding LOA. Primary care is not authorized for non-CAAF employees.

8.6.4.5.3. Long-Term Care. DoD does not provide long-term care to contractor personnel.

8.6.4.5.4. Quarantine or Restriction of Movement. The CCDR or subordinate commander has the authority to quarantine or restrict movement of contractor personnel.

8.6.4.5.5. Evacuation. CAAF evacuated for medical reasons from the designated operational area to MTFs funded by the Defense Health Program, are subject to normal reimbursement policies.

8.6.4.6. Security and Arming of Contractors. CCDRs shall develop security plans for protection of CAAF and selected non-CAAF (e.g., those working on a military facility or as otherwise determined by the operational commander) in locations where the civil authority is either insufficient or illegitimate, and the commander determines it is in the interests of the Government to provide security because the contractor cannot obtain effective private security services; such services are unavailable at a reasonable cost; or threat conditions necessitate security through military means.

8.6.4.6.1. In appropriate cases, the CCDR may provide security through military means commensurate with the level of security provided DoD civilians. Specific security measures shall be mission and situation dependent as determined by the CCDR and provided to the contracting officer. The contracting officer shall include in the contract the level of protection to be provided to contingency contractor personnel as determined by the CCDR or subordinate JFC. Specific procedures for determining requirements for and integrating contractors into the joint operational area (JOA) force protection structure will be placed on the geographic CCDR websites.

8.6.4.6.2. Contracts shall require all contingency contractor personnel to comply with applicable CCDR and local commander force protection policies. CAAF may incidentally receive protection that is intended for U.S. military forces or facilities. However, it may be necessary for CAAF to be armed for individual self-defense.

8.6.4.6.2.1. According to applicable U.S., HN, or international law; relevant SOFAs; international agreements; or other arrangements with local authorities and on a case-by-case basis when military force protection and legitimate civil authority are deemed unavailable or insufficient, the CCDR (or a designee no lower than the general/flag officer level) may authorize contingency contractor personnel to be armed for individual self-defense.

8.6.4.6.2.2. The appropriate SJA shall review all applications for arming CAAF

on a case-by-case basis to ensure there is a legal basis for approval.

8.6.4.6.2.3. When armed for personal protection, CAAF are only authorized to use force for individual self-defense. Unless immune from local laws or HN jurisdiction by virtue of an international agreement or international law, the contract shall include language advising contingency contractor personnel that the inappropriate use of force could subject them to U.S. and local or HN prosecution and civil liability.

8.6.4.7. Mortuary Affairs.

8.6.4.7.1. CAAF who die while in support of U.S. forces shall be covered by the DoD mortuary affairs program. Every effort shall be made to identify remains and account for un-recovered remains of contractors and their dependents that die in military operations, training accidents, and other multiple fatality incidents. The remains of CAAF deserve and shall receive the same dignity and respect afforded military remains.

8.6.4.7.2. DoD may provide mortuary support for the disposition of remains and personal effects at the request of the Department of State. The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) shall coordinate this support with the DoS to include cost reimbursement, where appropriate. The disposition of non-CAAF contractors (LNs and TCNs) shall be given the same dignity and respect afforded U.S. personnel. The responsibility for coordinating the transfer of these remains to the HN or affected nation resides with the geographic CCDR in coordination and conjunction with the DoS through the embassies or the International Red Cross, as appropriate IAW with applicable contract provisions.

8.6.4.8. Morale, Welfare and Recreation (MWR) Services. IAW AFI 34-101, Air Force Morale, Welfare and Recreation (MWR) Programs and Use Eligibility, MWR will be authorized for CAAF who are U.S. citizens. CAAF who are not U.S. citizens and non-CAAF are not authorized MWR and exchange services.

8.6.4.9. Exchange Services. Exchange services will be authorized for CAAF who are U.S. citizens. CAAF who are not U.S. citizens and non-CAAF are not authorized MWR and exchange services.

Chapter 9

DEFENSE SUPPORT OF CIVIL AUTHORITIES (DSCA)

9.1. General.

9.1.1. IAW JP 3-28, Defense Support of Civil Authorities, DSCA is defined as support provided by federal military forces, Department of Defense (DoD) civilians, DoD contract personnel, DoD component assets, and National Guard (NG) forces (when the SecDef), in coordination with the governors of the affected states, elects and requests to use those forces in Title 32, United States Code, status or when federalized) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events.

9.1.2. IAW AFI 10-801, Defense Support of Civil Authorities (DSCA), DSCA capabilities are derived from Air Force warfighting capabilities that could be utilized to aid in the response to disasters, declared emergencies, and to support designated law enforcement activities, as well as other authorized activities. DSCA is not support provided in response to foreign disasters (e.g., foreign consequence management or humanitarian assistance/disaster response).

9.1.3. DSCA operations are divided into three broad categories: domestic emergencies, designated law enforcement support and other activities which may overlap or occur simultaneously, depending on the event.

9.1.3.1. Domestic Emergencies. The Air Force provides support to a primary agency or the lead federal agency (LFA) as a result of natural, technological or manmade disaster or Presidential declaration of emergency in accordance with National Response Framework (NRF) guidance. Civil authorities may request DoD assistance under the Stafford Act, Economy Act, mutual aid memoranda, or under Immediate Response Authority (IRA).

9.1.3.1.1. Depending on the magnitude and location of the emergency, contingency contracting may play a significant role in supporting this type of DSCA operation.

9.1.3.1.2. AF will provide contingency contracting support through its home station contracting units if the associated base is designated as a base support installation (BSI) or by deployed contracting forces as part of the responding task force, which may be a single service task force (SSTF) or a joint task force (JTF).

9.1.3.2. Designated Law Enforcement Support. The Posse Comitatus Act (PCA) of 1878 (18 U.S.C. § 1385) prohibits the direct active participation of military forces to execute civilian laws unless otherwise authorized by law. This Act does not apply to non-federalized Air National Guard forces in State Active Duty (SAD) status or Title 32 U.S.C. status. To the extent authorized, the Air Force may provide indirect support and/or assistance in restoring public health and services, and civil order. Contingency contracting support for this type of DSCA operation will be very limited.

9.1.3.3. Other Activities. The President or Secretary of the Department of Homeland Security (DHS) may designate a major event that is considered to be nationally significant as a National Special Security Event (NSSE). Air Force assets and

capabilities may be tasked to provide support to a designated NSSE. Contingency contracting support for this type of DSCA operation will be very limited.

9.2. Incident Response Contracting Support.

9.3.1. LSCC/SCO Support. For geographical areas where the AF is designated as the LSCC, the Air Force will identify an O-6 SCO and supporting staff to conduct contracting coordination with all Service/Agency contracting activities, including BSI contracting activities. Depending on the size and complexity of the incident, AFICA may deploy its LSCC Package to assume contracting coordination and SCO responsibilities for the DSCA operation.

9.3.2. JTSCC Stand-up. Since contracting authority does not flow through GCCs, the Air Force will also provide its Service contracting authority and standup a JTSCC if directed. In this situation, AFICA would deploy its JTSCC Initial Stand-up Package to stand-up the JTSCC and establish the associated joint manning document (JMD).

9.3.3. Contracting Execution. While AFICA provides deployment capabilities to perform LSCC and JTSCC stand-up responsibilities, contingency contracting execution capabilities come from operational contracting units and are part of much broader Agile Combat Support (ACS) teams. The primary focus of contingency contracting forces that deploy in support of a DoD DSCA task force is to provide contracting support in response to FEMA mission assignments and to provide base life support for DoD responding forces at austere installations.

Chapter 10

SUPPORT TO LOCAL EMERGENCIES

10.1. General.

10.1.1. IAW AFPD 10-25, Air Force Emergency Management Program, commanders and civilian equivalents at all levels will:

10.1.1.1. Organize, train and equip personnel to conduct and sustain emergency management operations for continuation of air base operations.

10.1.1.2. Incorporate EM concepts, tactics, techniques, and procedures, into home-station and expeditionary programs, planning, operations and exercises worldwide.

10.1.1.2.1. Programs incorporating EM concepts include but are not limited to integrated defense, critical infrastructure, antiterrorism, logistics, transportation and physical security.

10.2. Installation Emergency Management Program.

10.2.1. IAW AFI 10-2501, Air Force Emergency Management (EM) Program Planning and Operations, contracting units are tasked as OCR to provide additional capabilities within each of the following emergency support functions (ESFs):

10.2.1.1. Transportation (LRS is OPR);

10.2.1.2. Mass care, emergency assistance, housing and human services (FSS is OPR);

10.2.1.3. Logistics management and resource support (LRS is OPR);

10.2.1.4. Search and rescue (CES is OPR);

10.2.1.5. Oil and hazardous materials response (CES is OPR);

10.2.1.6. Energy (CES is OPR);

10.2.1.7. Long term community recovery (CES is OPR).

10.2.1.8. Detailed information for each ESF can be found in AFMAN 10-2502, Air Force Incident Management System (AFIMS) Standards and Procedures.

10.2.2. In addition, contracting is assigned the following general functional responsibilities:

10.2.2.1. Provides contracting advice and alternatives for private sector support to the commander and staff, including deployed elements.

10.2.2.2. Maintains on-call, 24-hour emergency contracting support for civil emergency and natural disaster relief operations.

10.2.2.3. Provides contracting and procurement support for locally procured supply items.

10.2.2.4. Ensures contracts cover DoD requirement for HAZMAT training when employees will be required to perform HAZMAT response duties.

10.2.2.5. Ensures contracting officers are involved early in the acquisition process to support and assist the customer in ensuring all contract performance work statements comply with the requirements of this instruction.

10.3. Base Support Installation (BSI) and Incident Support Bases (ISB).

10.3.1. IAW AFMAN 10-2504, Air Force Incident Management Guidance for Major Accidents and Natural Disasters, a BSI is a military installation within the US, its territories, or possessions controlled by any Service or agency, in or near an actual or projected domestic emergency operational area. BSIs are designated by the DoD to provide military support for DoD. ISBs are facilities that support FEMA incident response operations and logistics, and are frequently military installations, designated after request to DoD.

10.3.1.1. SecDef designates the appropriate BSI based on previous site surveys, assessments, mission analyses and their suitability.

10.3.1.2. BSIs will provide the following resources: marshalling and lay-down areas, security forces, personnel and equipment reception/staging areas and facilities, personnel support, billeting, transportation, material handling equipment, maintenance, general supply and subsistence support, contracting support, communications support, and medical services.

10.3.1.3. Installations may be tasked as a BSI for incident relief efforts. The BSI serves as the main logistical hub for military support operations. Contracting commanders should coordinate with the Readiness and Emergency Management Flight to review and discuss BSI requirements contained in the IEMP 10-2.

10.3.1.3.1. Major Installation. If an AF installation is designated as a BSI, the home station contracting unit, typically base-level contracting units will provide BSI contracting support and may include existing installation support contracts or agreements to plan for or bed down responding forces.

10.3.1.3.2. Austere Installation. In situations where there is not a robust DoD installation in proximity to the incident, the responding AF contracting forces may need to establish contract support to help mitigate logistics capability shortfalls. In this situation, the task force may require the deployment of a more robust contingency contracting capability. The deployed contingency contracting forces may need to reach back to Air Force Installation Contracting Agency (AFICA) for additional contracting support. AFICA provides enterprise-wide, specialized and expeditionary contracting support from the rear that can be used to support DSCA operations.

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Principal Deputy, Office of the Assistance Secretary
of the Air Force (Acquisition and Logistics)

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

- AFPD 10-25, *Air Force Emergency Management Program*, 28 April 2014
- AFPD 64-1, *The Contracting System*, 7 December 2006
- AFI 10-201, *Status of Resources and Training System*, 19 April 2013
- AFI 10-204, *Participating in Joint and National Exercises*, 21 April 2010
- AFI 10-244, *Reporting of Air and Space Expeditionary Forces*, 15 June 2012
- AFI 10-245, *Individual Medical Readiness*, 9 March 2007
- AFI 10-252, *Defense Readiness Reporting*, 9 August 2012
- AFI 10-401, *Air Force Operations Planning and Execution*, 7 December 2006
- AFI 10-402, *Mobilization Planning*, 1 May 2012
- AFI 10-403, *Deployment Planning and Execution*, 20 September 2012
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- AFI 10-701, *Operations Security (OPSEC)*, 8 June 2011
- AFI 10-801, *Defense Support of Civil Authorities (DSCA)*, 23 December 2015
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- AFI 64-102, *Operational Contracting Program*, 25 July 2005
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- AFMAN 10-2504, *Air Force Incident Management Guidance for Major Accidents and Natural Disasters*, 13 March 2013
- CJCSI 2120.01C, *Acquisition and Cross-Servicing Agreements*, 13 February 2013
- DoDD 3000.10, *Contingency Basing Outside the United States*, 10 January 2013
- DoDD 5100.03, *Support for the Headquarters of Combatant and Subordinate Unified Commands*, 9 February 2011

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DoDI 3020.41, *Operational Contract Support (OCS)*, 20 December 2011
DoD Foreign Clearance Guide
Defense Contingency COR Handbook (Version 2), September 2012
Defense Contingency Contracting Handbook (Version 5), June 2015
DPAP Policy Memo, Contracting Officer's Designation – Iraq, 11 July 2011
JP 3-28, *Defense Support of Civil Authorities*, 31 July 2013
JP 4-0, *Joint Logistics*, 16 October 2013
JP 4-10, *Operational Contract Support*, 16 July 2014
OUSD (AT&L) Memo, DoD Standard for Certification of Contracting Officer's Representatives (COR) for Service Acquisitions, 29 March 2010
SAF/AQC Policy Memo, Standardized Contingency Contracting Officer's (CCO) Training Plan, 4 March 2013

Prescribed Forms

None

Adopted Forms

AF Form 9, *Request for Purchase*
AF Form 616, *Fund Cite Authorization (FCA)*
AF Form 847, *Recommendation for Change of Publication*
AF Form 2209, *Nonappropriated Fund Order for Supplies or Services*
AF Form 4009, *Government Purchase Card Fund Cite Authorization*
SF 26, *Award/Contract*
SF 30, *Amendment of Solicitation/Modification of Contract*
SF 44, *U.S. Government Purchase Order – Invoice - Voucher*
SF 1409, *Abstract of Offers*
SF 1442, *Solicitation, Offer and Award (Construction, Alteration or Repair)*
SF 1449, *Solicitation/Contract/Order for Commercial Items*
OF 1419, *Abstract of Offers - Construction*
DD Form 250, *Material Inspection and Receiving Report*
DD Form 1164, *Service Order for Personal Property*

Abbreviations and Acronyms

AC—Administrative Change

ACO—Administrative Contracting Officer
AEF—Air Expeditionary Force
AEW—Air Expeditionary Wing
AETF—Air Expeditionary Task Force
AFDPO—Air Force Departmental Publishing Office
AFFARS—Air Force Federal Acquisition Regulation Supplement
AFFOR—Air Force Forces
AFH—Air Force Handbook
AFICA—Air Force Installation Contracting Agency
AFIMS—Air Force Incident Management System
AFRIMS—Air Force Records Information Management System
ART—AEF Reporting Tool
BOS—Base Operations Support
BOS-I—Base Operations Support-Integrator
BSI—Base Support Installation
CAAF—Contractors Authorized to Accompany Forces
CAGO—Contractor Acquired Government Owned
cASM—Contingency Acquisition Support Module
CCO—Contingency Contracting Officer
CES—Civil Engineer Squadron
CIRK—Contingency Incident Response Kits
CMGO—Contractor Managed Government Owned
CPARS—Contractor Performance Assessment Reporting System
COR—Contracting Officer Representative
CONS—Contracting Squadron
CSI—Contract Support Integration
CUL—Common User Logistics
DCAPES—Defense Crisis Action Planning and Execution System
DFARS—Defense Federal Acquisition Regulation Supplement
DLC—Duty Limiting Condition
DOC—Designed Operational Capability
DRRS—Defense Readiness Reporting System

DSCA—Defense Support of Civil Authorities
ECONS—Expeditionary Contracting Squadron
EDA—Electronic Document Access
EM—Emergency Management
ESF—Emergency Support Functions
FAM—Functional Area Manager
FAR—Federal Acquisition Regulation
FEMA—Federal Emergency Management Agency
FPDS-NG—Federal Procurement Data System-Next Generation
FSS—Force Support Squadron
GFE—Government Furnished Equipment
GFS—Government Furnished Services
GCC—Geographic Combatant Command
HAZMAT—Hazardous Materials
HNS—Host Nation Support
IEMP—Installation Emergency Management Plan
IRA—Immediate Response Authority
ISB—Installation Support Base
JCCS—Joint Contingency Contracting System
JCSB—Joint Contracting Support Board
JFUB—Joint Facilities Utilization Board
JLCB—Joint Logistics Coordination Board
JOA—Joint Operational Area
JOPES—Joint Operations Planning and Execution System
JRC—Joint Reception Center
JRRB—Joint Requirements Review Board
JTSCC—Joint Theater Support Contracting Command
LFA—Lead Federal Agency
LN—Local National
LRS—Logistics Readiness Squadron
LSC—Lead Service for Contracting
LSCC—Lead Service for Contracting Coordination

MACC—Multiple Award Construction Contract
MISCAP—Mission Capability
NG—National Guard
NRF—National Response Framework
OCN—Other Country Nationals
OCS—Operational Contract Support
OCSIC—Operational Contract Support Integration Cell
OMI—OCS Mission Integrator
OL—Operating Location
OPLAN—Operation Plan
PCO—Procuring Contracting Officer
PWS—Performance Work Statement
QAPC—Quality Assurance Program Coordinator
QASP—Quality Assurance Surveillance Plan
RAD—Requirements Approval Document
SA—Services Advocate
SABER—Simplified Acquisition of Base Engineering Requirements
SAE—Services Acquisition Executive
SAT—Simplified Acquisition Threshold
SDO—Services Designated Official
SMA—Services Management Agreement
SML—Services Master List
SMS—Single Manager for Services
SORTS—Status of Resources and Training System
SPOT—Synchronized Pre-deployment Operational Tracker
SPOT-ES—Synchronized Pre-deployment Operational Tracker-Enterprise Suite
TBC—Theater Business Clearance
UTC—Unit Type Code

Terms

Accountable Forms—Forms that the Air Force stringently controls and which cannot be released to unauthorized personnel, since their misuse could jeopardize DoD security or result in fraudulent financial gain or claims against the government.

Advance Echelon (ADVON)—An initial deployment element of personnel and equipment within a specific unit type code (UTC). The ADVON portion of a UTC normally consists of the equipment and personnel required to establish an austere operational capability for a period of up to seven days.

Air Force Contract Augmentation Program (AFCAP)—Worldwide contingency contract tool available to support the Air Force and joint force along with any U.S. Government agency in need of urgent logistic assistance in support of contingency operations. AFCAP is designed to rapidly leverage private industry capabilities as a force multiplier to meet global mission objectives across the full range of military operations, utilizing firm-fixed price, cost-plus-fixed-fee, or cost-plus-award-fee task orders as necessary to best meet the government's needs. Air Force Civil Engineer Center (AFCEC) is located at Tyndall AFB, FL, with the AFCAP Program Manager deployed forward as required.

Air and Space Expeditionary Forces (AEF)—The force generation construct used to manage the battle rhythm of Air Force forces in order to meet global Combatant Commander (CCDR) requirements while maintaining the highest possible level of overall readiness.

Area of Responsibility (AOR)—A defined area of land and/or sea in which responsibility is specifically assigned to the commander of the area for the development and maintenance of installations, control of movement, and the conduct of tactical operations involving troops under the commander's control along with parallel authority to exercise these functions.

Base Support Installation (BSI)—Department of Defense Service or agency installation within the United States and its territories tasked to serve as a base for military forces engaged in homeland defense or defense support of civil authorities. Also called BSI. (Approved for incorporation into JP 1-02.)

Chief of the Contracting Office (COCO)— means any person who has direct managerial responsibility for the operation of a contracting office as defined in FAR 2.1. Unless specifically excepted, this term may include, at the option of the designated official, the deputy chief or acting chief of the contracting office. The term COCO includes the Contracting Squadron Commander (CONS/CC)/Director of Business Operations (DBO)/Numbered Flight Commander (SCONF/CC), Deputy or civilian equivalent, as identified by the MAJCOM, DRU, AFICA or AFRCO SCO, and for AFMC and SMC, the Contracting Division Chief/Deputy.

Concept of Operations (CONOPS)—Verbal or graphic statement, in broad outline, of a commander's assumptions or intent in regard to an operation or series of operations. The concept is designed to give an overall picture of the operation and provide clarity of purpose.

Contingency Operation—means a military operation that—(1) Is designated by the Secretary of Defense as an operation in which members of the armed forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or (2) Results in the call or order to, or retention on, active duty of members of the uniformed services under section 688, 12301(a), 12302, 12304, 12304a, 12305, or 12406 of title 10 of the United States Code, chapter 15 of title 10 of the United States Code, or any other provision of law during a war or during a national emergency declared by the President or Congress.

Contingency Contracting Officer (CCO)— is a person with contracting authority to enter into, administer, and terminate contracts on behalf of the Government in support of a local contingency, steady-state deployments, or other contingency operations. The CCO also acts as

the primary business advisor to the deployed/incident commander or the Emergency Operations Center (EOC) director.

Contingency Planning (formerly referred as Deliberate Planning)—Planning accomplished by combatant commanders, their components, and supporting commands during peacetime conditions. For more information see AFI 10-401, Operations Planning and Execution paragraph 3.5.1.

Contract Administration Delegation (CAD)—A CCDR policy/process that requires external support contracting activities to delegate contract administration to CCDR-assigned theater contracting organizations for that portion of contracted effort that relates to performance in, or delivery to, designated area(s) of operations and allows the CCDR to exercise control/oversight to ensure the contractor's compliance with CCDR and subordinate task force commander policies, directives, and terms and conditions. Whether the CCDR chooses to implement such a policy/process depends on the situation.

Contracting Officer Representative (COR)—Individual designated and authorized in writing by the Contracting Officer to perform specific technical and administrative functions.

Additionally, CORs serve as on-site technical managers assessing contractor performance against contract performance standards in accordance with the Quality Assurance Surveillance Plan. Personnel in this role have carried titles such as Quality Assurance Evaluator (QAE), Quality Assurance Personnel (QAP), Quality Assurance Specialist (QAS), Functional Area Evaluators (FAEs), and Contracting Officer's Technical Representative (COTR).

Crisis Action Planning—Planning accomplished by combatant commanders, their components, and supporting commands that is driven by current events in real time and normally occurs in emergencies and in the context of time-sensitive situations. For more information see AFI 10-401, Operations Planning and Execution paragraph 3.5.2.

Defense Readiness Reporting System (DRRS)—is a SECDEF directed system that measures and reports on the readiness of military forces and the supporting infrastructure to meet missions and goals assigned by the SecDef.

Defense Support to Civil Authorities (DSCA)—Support provided by U.S. Federal military forces, DoD civilians, DoD contract personnel, DoD Component assets, and National Guard forces (when the SecDef, in coordination with the Governors of the affected States, elects and requests to use those forces in title 32, U.S.C., status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. Also known as civil support. (JP1-02).

Deliberate and Crisis Action Planning and Execution Segments (DCAPES)—The Air Force's war planning system that provides an Air Force feed to JOPEs automated data processing (ADP). For more information see AFI 10-401, AF Operations Planning and Execution, paragraph 2.15.

Designed Operational Capability (DOC) Statement—A summary of a unit's mission and resources for which it has been organized, designed, and equipped.

Global Force Management (GFM)—Process that aligns force assignment, apportionment, and allocation methodologies in support of the National Defense Strategy (NDS), joint force availability requirements, and joint force assessments.

Humanitarian or Peacekeeping Operation—means a military operation in support of the provision of humanitarian or foreign disaster assistance or in support of a peacekeeping operation under chapter VI or VII of the Charter of the United Nations. The term does not include routine training, force rotation, or stationing (10 U.S.C. 2302(8) and 41 U.S.C 153 (2)).

Installation Emergency Management Plan (IEMP) 10-2—Plan providing comprehensive guidance for an emergency response to physical threats resulting from natural, technological, or man-made hazards. For more information see AFI 10-2501, Air Force Emergency Management (EM) Program Planning and Operations, paragraph 4.3.

Joint Expeditionary Tasking (JET)—The Air Force’s overarching method that provides alternative force sourcing when the preferred force solution is not an option. Examples include using Air Force contracting forces when Army contracting forces are not available. For more information see AFI 10-401, paragraph 1.10.4.2.

Micro-purchase Threshold—means \$3,500, except it means—(1) For acquisitions of construction subject to 40 U.S.C. chapter 31, subchapter IV, Wage Rate Requirements (Construction), \$2,000; (2) For acquisitions of services subject to 41 U.S.C. chapter 67, Service Contract Labor Standards, \$2,500; and (3) For acquisitions of supplies or services that, as determined by the head of the agency, are to be used to support a contingency operation or to facilitate defense against or recovery from nuclear, biological, chemical or radiological attack as described in 13.201(g) (1), except for construction subject to 40 U.S.C. chapter 31, subchapter IV, Wage Rate Requirements (Construction) (41 U.S.C. 1903)—(i) \$20,000 in the case of any contract to be awarded and performed, or purchase to be made, inside the United States; and (ii) \$30,000 in the case of any contract to be awarded and performed, or purchase to be made outside the United States.

Mission Assignment—The vehicle used by the Department of Homeland Security/Emergency Preparedness and Response/Federal Emergency Management Agency to support federal operations in a Stafford Act major disaster or emergency declaration that orders immediate, short-term emergency response assistance when an applicable state or local government is overwhelmed by the event and lacks the capability to perform, or contract for, the necessary work. (JP 1-02. SOURCE: JP 3-28)

Operation Plan (OPLAN)—A plan for a single or series of connected operations to be carried out simultaneously or in succession. It is usually based upon stated assumptions and is the form of a directive employed by higher authority to permit subordinate commanders to prepare supporting plans and orders. The designation “plan” is usually used instead of “order” in preparing for operations well in advance. An OPLAN may be put into effect at a prescribed time, or on signal, and then becomes the operation order.

Senior Contracting Official (SCO)— means the MAJCOM, DRU, AFICA or AFRCO headquarters staff official with overall functional responsibility for contracting.

Services Designated Official—The SDO is the individual designated in accordance with 10 USC 2330(b) to exercise responsibility for the management of the acquisition of services. These responsibilities include certifying service acquisitions are performance-based during acquisition strategy formulation and approving, in advance, any acquisition that is not performance-based.

Simplified Acquisition Procedures (SAP)—means the methods prescribed in FAR Part 13 for making purchases of supplies or services.

Simplified Acquisition Threshold (SAT)—means \$150,000 (41 U.S.C. 134), except for acquisitions of supplies or services that, as determined by the head of the agency, are to be used to support a contingency operation or to facilitate defense against or recovery from nuclear, biological, chemical, or radiological attack (41 U.S.C. 1903), the term means--(1) \$300,000 for any contract to be awarded and performed, or purchase to be made, inside the United States; and (2) \$1 million for any contract to be awarded and performed, or purchase to be made, outside the United States.

Status of Resources and Training System (SORTS)—A Joint Chief of Staff (JCS) controlled automated data system primarily created to provide the National Command Authority and JCS with authoritative identification, location, and resource information. It is used throughout the chain of command to measure the daily resource status of operating forces.

Time-Phased Force Deployment Database (TPFDD)—A database that identifies types and/or actual units required supporting operational plans and indicating origin and ports of debarkation or ocean area.

Theater Business Clearance—A CCDR policy/process to ensure visibility of and a level of control over systems support and external support contracts executing or delivering support in designated area(s) of operations. This process ensures that AOR/JOA-specific contract provisions/clauses that implement CCDR policies are included in all systems/external support contracts with performance in the designated area(s) of operations. The breadth and depth of such requirements will be situational.

Unit Type Code (UTC)—A five-character, alphanumeric code used in automated planning systems that uniquely identifies a specific unit capability. The UTC is linked with specific personnel and/or logistical detail for the purpose of deployment manning, transportation planning, personnel accounting, and replacement planning. The Mission Capability Statement (MISCAP) linked with each UTC specifies the capabilities the UTC represents, as well as the limitations of usage of the UTC.

Attachment 2

CONTENT FOR CONTINGENCY KITS

A2.1. XFFKT Contracting Small Equipment Kit: This UTC may also be tasked with any independently tasked UTC and is designed for quick reaction pop-up contingencies. Additionally, it may be used to augment a CIRK for local emergencies where a sustained presence is not anticipated. This hand-carried package provides CCOs with ready-to-use tools to effect immediate acquisition support for the contingency and the ability to track those actions. All items shall be maintained in a high state of preassembled readiness. Equipment capability and quantity are specified in individual unit DOC statement. Unless otherwise indicated, quantities for consumable supplies and forms should be sufficient to support a field operation for 30 days. The following items represent minimum kit contents for this UTC.

A2.1.1. Home station items to include in kit or add to kit prior to deployment

A2.1.1.1. CCO warrant (may be reduced to wallet-size)

A2.1.1.2. Government-wide Purchase Card

A2.1.1.3. Third party bank drafts (optional)

A2.1.1.4. List of unit-assigned Procurement Instrument Identification Numbers (PIINs).

A2.1.1.5. Valid stateside driver license (a USAF military license is required when operating any vehicle exceeding a 14,000 Gross Vehicle Weight Rating (GVWR))

A2.1.1.6. International driver license (obtain if needed for deployed location)

A2.1.2. Equipment and/or operational capability

A2.1.2.1. Area-specific power transformers, spare batteries, miscellaneous electrical needs, extension cords, etc., (recommend purchase of dual-voltage equipment)

A2.1.2.2. One laptop computer (LAN ready)

A2.1.2.3. Printer or printing capability

A2.1.2.4. Copier or copying capability

A2.1.2.5. Fax machine or fax capability (may be purchased at deployment location)

A2.1.2.6. 3 in 1 Tool (pending deployment capability the use of SF 44 is acceptable)

A2.1.2.7. Internet access capability (may be purchased at deployment location if available)

A2.1.3. Publications, forms, and formats

A2.1.3.1. Publications

A2.1.3.1.1. FAR / DFARS / AFFARS

A2.1.3.1.2. AFI 64-117, United States Air Force Government-wide Purchase Card Program

A2.1.3.1.3. Defense Contingency Contracting Handbook

A2.1.3.1.4. AFI 10-213, Comptroller Operations Under Emergency Conditions

- A2.1.3.1.5. AFMAN 64-302, Non-appropriated Fund Contracting
- A2.1.3.1.6. AFI 34-201, Use of Non-appropriated Funds (NAFs)
- A2.1.3.2. Forms (* in addition to electronic media versions, may include ten (10) hardcopies on-hand)
 - A2.1.3.2.1. SF 26, Award Contract
 - A2.1.3.2.2. *SF 30, Amendment of Solicitation/Modification of Contract
 - A2.1.3.2.3. *SF 44, Purchase Order/Invoice/Voucher (two books)
 - A2.1.3.2.4. SF 1409, Abstract of Offers / Abstract of Proposals or Quotations Template (May use automated spreadsheets in lieu of forms)
 - A2.1.3.2.5. OF 1419, Abstract of Offers, Construction (May use automated spreadsheet)
 - A2.1.3.2.6. SF 1442, Solicitation, Offer, and Award (Construction, Alteration, or Repair)
 - A2.1.3.2.7. SF 1449, Solicitation/Contract/Order for Commercial Items
 - A2.1.3.2.8. AF 9, Request for Purchase (or other field purchase request forms)
 - A2.1.3.2.9. AF 2209, Non-appropriated Fund Order for Supplies or Services (Not available in the Air Force Publications Library)
 - A2.1.3.2.10. AF 4009, Government Purchase Card Fund Cite Authorization
 - A2.1.3.2.11. DD 250, Material Inspection and Receiving Report
- A2.1.3.3. Formats
 - A2.1.3.3.1. Contract Action Tracking System (pending deployment of an Air Force approved contract writing system, use of any automated format or manual purchase registers is authorized)
 - A2.1.3.3.2. Simplified acquisition (Construction under the SAT; Commercial Services and Commodities less than \$6.5M) with generic or sample statements of work
 - A2.1.3.3.3. Construction contract formats, exceeding the SAT
 - A2.1.3.3.4. Blanket Purchase Agreement (with associated appointment letters/call registers)
 - A2.1.3.3.5. NAF contract
 - A2.1.3.3.6. General Provisions (For use with Non-appropriated Fund Orders and Contracts)
 - A2.1.3.3.7. Letter contract
 - A2.1.3.3.8. Preprinted commercial formats with clauses for indefinite delivery type contracts
- A2.1.4. Office Supplies

- A2.1.4.1. Flashlights w/spare batteries
- A2.1.4.2. Julian calendar (may use paperless version)
- A2.1.4.3. General supply-type catalog to aid in communicating purchase descriptions
- A2.1.4.4. Administrative office supplies, pens, paper, etc.
- A2.1.4.5. Handheld calculators
- A2.1.4.6. Secure container (cash box/bag suitable for temporary storage of purchase cards)

A2.2. XFFK4 Contracting Large Equipment Kit:

A2.2.1. This UTC may be tasked with each independently tasked UTC and is designed for large scale pop-up or sustained contingency operations at non-steady state locations or other locations where a robust mobile contracting office is needed with immediate access to operating equipment and supplies. The following items represent minimum kit contents to stand up a contingency contracting operation- all items listed above for XFFKT plus two additional laptop computers (LAN ready).

- A2.2.1.1. Contracting Incident Response Kit (CIRK) Contents (KT plus binder):
- A2.2.1.2. All the contents of an XFFKT, except Official Passport and include the following in a binder:
- A2.2.1.3. Method of communication between CCO, Contracting Unit Control Center (UCC), Vendors, and the Emergency Operations Center (EOC)
- A2.2.1.4. Documentation for identifying appointed CCOs
- A2.2.1.5. Unit recall roster(s)
- A2.2.1.6. List of 24-hour points of contact for prime base support contractors (e.g. food service; janitorial services; logistics; aircraft maintenance; SABER; MACC; Multi-media; and Civil Engineer operational maintenance; Security Guard, et al)
- A2.2.1.7. Instructions for CCOs to maintain records of all purchases.
 - A2.2.1.7.1. All required reporting shall be completed in the current monthly reporting cycle of the contracting activity that issued the PIINs or as otherwise directed
 - A2.2.1.7.2. Instructions will provide for maintenance of these records whether in manual or automated format (such as laptop computers). If an automated system is used, local procedures shall provide for automated or manual back-up and to instruct CCOs on how to enter data and use the software
- A2.2.1.8. Any specific contracting instructions and planning factors peculiar to supported units or to deployment locations (such as a general list of contracting requirements the unit will generate, unusual requirements, use of support agreements, procedures for contacting embassy officials, etc.)
- A2.2.1.9. Procedures for submission, approval, and control of purchase requests
- A2.2.1.10. Availability, content, and location of CCO deployment kits and materials

A2.2.1.11. Specific directions for CCOs on obtaining funding for emergencies to include funding of home station-issued AF Government-wide Purchase Cards

A2.2.1.12. In coordination with the local base finance and accounting office, procedures for obtaining funding for incident response, including procedures for prior identification of local currency and proper denominations (U.S. or foreign currencies). When a contracting support capability is established at a non-DoD installation or remote location, a commercial paying function is required pursuant to DFAS-DER 7010.1. AFI 10-213, Comptroller Operations Under Emergency Conditions, provides guidance on comptroller operations during emergency conditions. AFI 31-117, Arming and Use of Force by Air Force Personnel, and AFI 31-101, Integrated Defense (FOUO) (AFI 31-101 is not available from the Air Force publications website because it is FOUO), provides guidance for carrying firearms. CCOs should not be designated as disbursing or paying agents. Exceptions must be approved by the AFICA (OL-supported MAJCOM) SCO.

A2.2.1.13. Assumptions regarding the extent to which contracting statutes or policy may be relaxed or waived in an emergency

A2.2.1.14. Copies of applicable unclassified plans or location for classified plans

A2.2.1.15. Direction for coordination and control of non-contracting personnel using home station issued Government-wide Purchase Cards. Coordinate cardholder activity to ensure economic purchases and avoid duplication of resources

A2.2.1.16. Determine types of supplies and services that might be needed with short lead time, such as rental vehicles, snow removal, construction materials, and environmental clean-up services

A2.2.1.17. Copy of base relocation or alternate work site plans

A2.2.1.18. Instructions for establishing alternate data automation capabilities

A2.2.1.19. Procedures to be used for receipt and inspection of purchase facilitate prompt payment and expeditious closeout of contract files

A2.2.1.20. Capability for commanders to contact contracting personnel on short notice through the unit emergency action center or Command Post

A2.2.1.21. Instructions on set-up of the alternate contracting office in the event the primary contracting facility is not usable, considering alternate locations on and off base

A2.2.1.22. Current list of base emergency plans and the contracting portions of base plans

A2.2.1.23. Provisions for emergency communications with base officials, customers, and suppliers

A2.2.1.24. Procedures for manual requisitioning of supplies, including required approval authorities, forms, and general processing requirements

A2.2.1.25. Provisions for funding requests, including the use of AF Form 616, Fund Cite Authorization; or AF Form 4009, Government-wide Purchase Card Fund Cite Authorization

A2.2.1.26. Instructions for manual purchase registers and record keeping

A2.2.1.27. Procedures for using alternate data automation facilities to restore automated purchasing support and records

A2.2.1.28. Procedure for using Emergency Contacts/Sources

A2.2.1.28.1. Current telephone listings for key base offices, local suppliers, and other base contracting offices, and grid maps of the base and local areas

A2.2.1.28.2. Instructions for developing, maintaining, and using source lists for emergency supplies and services, identifying sources available for 24 hour response to emergency requirements

A2.2.1.28.3. Source Lists should include the commodity/service contractor/vendor address, point of contact, and 24 hour telephone number

Attachment 3

CONTRACTING SITE SURVEY CHECKLIST

A3.1. Content.

A3.1.1. The following topics should be addressed in the contracting portion of site surveys. It is not an all-inclusive list and items may be added as required to meet unit specific needs.

A3.1.1.1. Update information concerning potential contracting sources in the deployment area, including information from the U.S. Embassy, Consulate, Air Attaches, and/or other Government agencies operating in the same area. Typically, these agencies can assist with:

A3.1.1.2. Providing a local interpreter or recommending a vetted source

A3.1.1.3. Describing the local security situation (what areas to avoid)

A3.1.1.4. Recommending a list of contractors to avoid for reasons like: a record of poor past performance, ties to organized crime, or affiliation with groups counter to American interest

A3.1.2. Include a master listing of contractors and identify those willing to provide emergency response after normal business hours

A3.1.3. Assess vendor acceptance of the Government-wide Purchase Card

A3.1.4. Identify sources for potential and pre-identified requirements. If no source is available to provide a pre-identified requirement, the survey should establish procedures for ensuring the user is notified that contracting support may not be available for the requirement at a particular deployment site.

A3.1.5. Survey local customs, laws, taxes, and shortages within the local economy, local bureaucratic impediments, language difficulties, currency exchange rate fluctuations, and security concerns. If local sales tax exemption procedures or numbers are available, obtain them through embassy personnel.

A3.1.6. Examine local transportation and communication resources availability.

A3.1.7. Determine the applicability of the Host Nation Mutual Support Agreements, Status of Forces Agreements, Acquisition Cross-Servicing Agreements, or other diplomatic agreements, if any, and evaluate the impact of these agreements upon contingency contracting within the deployment area.

A3.1.8. Survey facilities, equipment, and other support needed for the deployed contracting office. Coordinate contracting facility requirements with the Civil Engineer, Communications Specialist, and Logistics functional commanders as necessary.

A3.1.9. Consider problems that should be anticipated in supporting contract requirements for an extended exercise or contingency operation. Particular attention should be given to those items or services that are available in limited quantities.

A3.1.10. Determine what contract formats may be needed in the local area considering Host Nation Support Agreements, expected taskings, and local considerations.