

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**

**AIR FORCE INSTRUCTION 64-105**

**1 OCTOBER 2020**



**Contracting**

**CONTINGENCY CONTRACTING  
SUPPORT**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements Air Force Policy Directive 64-1, *The Contracting System*, as well as portions of Department of Defense Instruction (DoDI) 3020.41, *Operational Contract Support (OCS)*, Chairman of the Joint Chiefs of Staff Manual (CJCSM) 4301.01, *Planning Operational Contract Support*, and Joint Publication 4-10, *Operational Contract Support*. It provides guidance and procedures to Senior Contracting Officials (SCOs), Air Component Commands, and Contingency Contracting Officers (CCOs) on how to plan and execute certain aspects of Operational Contract Support (OCS), emergency and contingency operations, and supporting joint operations. This document is applicable to all Regular Air Force, United States Space Force (USSF), Air Force Reserve and Air National Guard units; serving under Title 10 United States Code orders. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Instruction 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Air Force Records Disposition Schedule located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the OPR listed above using the Adopted Forms AF Form 847, *Recommendation for Change of Publication*; route AF Form 847 from the field through the appropriate chain of command. This publication may be supplemented at any level, but all supplements must be routed to the Office of Primary Responsibility (OPR) listed above for coordination prior to certification and approval. 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 Air Force Instruction 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority. The use of the name or mark of any specific manufacturer,

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## ***SUMMARY OF CHANGES***

This document has been substantially revised and needs to be completely reviewed. Major changes include replacing guidance previously provided in the Air Force Federal Acquisition Regulation Supplement (AFFARS), Appendix CC, *Contingency Operational Contracting Support*, which has been rescinded, administrative changes, and the introduction of Operational Contract Support, along with numerous role requirements.

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## Chapter 1

### PROGRAM OVERVIEW

#### 1.1. Background.

1.1.1. The purpose of this document is to provide instruction on established policies, assign responsibilities, and prescribe implementation procedures for Air Force Contingency Contracting. The organizing, training, and equipping of the Air Force contingency contracting force is to establish and maintain responsive contracting support to military operations during a contingency (declared or undeclared) or emergency response.

1.1.2. The document provides guidance to all contracting units specifically providing contractors or contracting support to expeditionary operations during steady state or contingency response. Additionally, those organizations that provide 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.

#### 1.2. Ethics.

1.2.1. Increased pressure to meet mission requirements expeditiously in contingency environments can lead to poor ethical decisions. Government business is conducted in a manner above reproach.

1.2.2. All personnel involved in planning, procuring, and managing contract support shall:

1.2.2.1. Remain alert for indicators of fraud, waste, and abuse. Report suspected violations in accordance with AFI 90-301, *Inspector General Complaints Resolution*. **(T-1)**.

1.2.2.2. Remain alert for indicators of improper business practices and other ethical violations outlined in **Part 3** of the *Federal Acquisition Regulation (FAR)*. **(T-0)**. Take appropriate corrective actions as outlined by statute, regulation, or contract terms and conditions. **(T-0)**.

1.2.2.3. Remain alert for indicators of trafficking in persons violations per DODI 2200.01\_AFI 36-2921, *Combating Trafficking in Persons (CTIP)* and contract terms and conditions (e.g., FAR clause 52.222.50). **(T-0)**. Refer to FAR Subpart 22.17 and the applicable Operational Order (OPORD) Annex W (Operational Contract Support) for additional information regarding CTIP as it pertains to contractors.

1.2.2.4. Remain alert for inappropriate government-contractor relationships in accordance with AFI 36-2909, *Air Force Professional Relationships and Conduct*. **(T-1)**.

1.2.2.4.1. Air Force members have a duty to maintain professional relationships with Government Contractor personnel, particularly those whom they supervise or direct, and to avoid relationships that adversely affect or reasonably can adversely affect morale, discipline, and respect for authority or that violate law or regulation. **(T-0)**.

1.2.2.4.2. The general rule is to strictly avoid any conflict of interest or even the appearance of a conflict of interest in government-contractor relationships. **(T-0)**.

1.2.3. Further information on contingency contracting ethical considerations is included in the Defense Contingency Contracting Handbook.

## Chapter 2

### ROLES AND RESPONSIBILITIES

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

- 2.1.1. Serve as the Air Force Head of Contracting Activity (HCA). See AFFARS Mandatory Procedure 5301.601(a)(i), HCA Matrix.
- 2.1.2. Perform Air Staff Functional Area Manager (FAM) functions as defined in AFI 10-401, *Air Force Operations Planning and Execution*.
- 2.1.3. Serve as the HQ Air Force Co-Lead for Operational Contract Support (OCS) with USAF/A4L (Logistics) per SECAF memorandum, *Guidance of Integrating OCS*.
  - 2.1.3.1. Execute Service headquarters functions for OCS as outlined in DoDI 3020.41 and other OCS related authorities. **(T-0)**.
  - 2.1.3.2. Coordinate the inclusion of OCS into USAF professional military education (PME)
  - 2.1.3.3. Integrate OCS into the career field training of other functional areas.
  - 2.1.3.4. Develop USAF OCS planning and reporting training for OCS Planners and SCOs supporting the air component commands.
- 2.1.4. Follow ethical considerations identified in [para 1.2.2](#) of this instruction.

#### **2.2. Air Force Installation and Mission Support Center Readiness Division (AFIMSC). AFIMSC shall:**

- 2.2.1. Perform consolidated Major Command (MAJCOM) Functional Area Manager (FAM) functions as defined in AFI 10-401.
- 2.2.2. Implement prioritization and sequencing guidance provided by the Air Staff FAM.
- 2.2.3. Publish readiness and deployment information to the Contracting Unit Deployment Manager (UDM) resource page hosted on Secure Internet Protocol Router Network (SIPRNet) (Link located in Expeditionary Operations section of Air Force Installation Contracting Center (AFICC) SharePoint®).  
[https://cs2.eis.af.mil/sites/10074/afcc/AFICC/DS/Exp\\_Ops\\_Cell/default.aspx](https://cs2.eis.af.mil/sites/10074/afcc/AFICC/DS/Exp_Ops_Cell/default.aspx)
- 2.2.4. Follow ethical considerations identified in [para 1.2.2](#) of this instruction.

#### **2.3. Air Force Installation Contracting Center (AFICC/CC). AFICC/CC shall:**

- 2.3.1. AFICC/CC shall perform HCA Designee functions delegated for all contingency contracting operations in support of Air Force component commands. **(T-1)**.
- 2.3.2. Augment Air Force Component Senior Contracting Official (SCO) staff via reach back and/or on-site support, during contingencies. **(T-1)**.
- 2.3.3. Maintain an initial stand up capability to execute Lead Service for Contracting Coordination (LSCC), Lead Service for Contracting (LSC), and Joint Theater Support

Contracting Command (JTSCC). **(T-1)**. The AFICC commander may become the JTSCC commanding general if designated in the Combatant Commander's (CCDR) plan.

2.3.4. Maintain an Expeditionary Operations Cell to coordinate AFICC Operating Location (OL) contingency functions. **(T-2)**.

2.3.5. Maintain the curriculum for all Contingency Contracting Training. **(T-1)**.

2.3.6. Establish training for component SCOs to execute their duties in support of component or joint assigned missions. **(T-2)**.

2.3.7. Lead an annual contracting force analysis using globally integrated plans that combine joint, all domain, and partnered operations to assist in determining Service contingency contracting force requirements. **(T-3)**.

2.3.8. Follow ethical considerations identified in [para 1.2.2](#) of this instruction.

#### **2.4. MAJCOM and AFMC Center Senior Contracting Official. MAJCOM and AFMC SCO shall:**

2.4.1. Develop, review, and manage the contracting portion of the MAJCOM's Emergency Response plan(s). **(T-2)**.

2.4.2. Review Installation Emergency Management Plans (IEMPs) and provides guidance to contracting units as needed.

2.4.3. Perform contracting command and control of installation emergency response operations.

2.4.4. Establish Designed Operational Capability (DOC) Statement and Force Readiness Reporting procedures and guidance for each unit tasked in support of an OPLAN in accordance with MAJCOM policy. **(T-2)**.

2.4.5. Follow ethical considerations identified in [para 1.2.2](#) of this instruction.

#### **2.5. Aligned Air Component Command SCOs. SCOs shall:**

2.5.1. Execute contracting authority for designated command(s) and/or operational area(s). **(T-0)**.

2.5.2. Enforce applicable statutory, regulatory, policy and guidance for contracting activities to include any theater specific and cyber security guidance issued by Defense Pricing and Contracting (DPC). **(T-0)** <https://www.acq.osd.mil/dpap/pacc/cc/index.html>

2.5.3. Determine the adequate number of personnel that must be identified to augment the Component Headquarters contracting function and assist in initial bed down of deployed contracting forces. **(T-1)**.

2.5.4. Perform Component Headquarters Functional Area Manager functions as defined in AFI 10-401. **(T-1)**.

2.5.5. Establish SCO operations management plans, policies, and procedures for use during contingencies within respective Area of Responsibility (AOR). **(T-1)**.

2.5.6. Ensure any additional manpower requirements to support contingency operations are identified. **(T-1)**. Notify Air Staff Functional Area Manager (SAF/AQCA) and submit requests to supporting commands using the global force management process.

- 2.5.7. Provide planning assumptions regarding contractor availability in contested environments to the air component command USAF/A5 (Plans and Requirements) planner, OCS Planner, and all Contracting Squadron (CONS)/Expeditionary Contracting Squadron (ECONS) during mission analysis. **(T-2)**.
- 2.5.8. Conduct mission analysis from a contracting perspective and provide inputs to the air component OPORD Annex W. **(T-1)**.
- 2.5.9. Provide senior contracting leader advice to the component and Joint Logistics Boards, war games, and tabletop exercises. **(T-1)**.
- 2.5.10. Ensure contingency contracting support is provided for Special Operations Forces (SOF), other U.S. forces, and partner nations at all locations where USAF has been designated as the lead Base Operating Support (BOS) in the OPORD Annex D (Logistics) or as the lead for contracting. **(T-1)**.
- 2.5.11. Support development and analysis of the OCS aspects of the operational environment (aOE). **(T-1)**.
- 2.5.12. Provide the contracting equities to the OPORD Annex W OCS Concept of Support. Ensure that contracting is directly supporting the commander's objectives and desired effects. **(T-1)**.
- 2.5.13. Provide contracting guidance to ECONS and CCOs for:
- 2.5.13.1. Development of base support plan (BSP) and development of expeditionary site plans (ESPs). **(T-1)**.
  - 2.5.13.2. Theater-specific clauses in contracts to support the contractor management plan (CMP). **(T-1)**.
- 2.5.14. Recommend contracting organizational constructs to the Geographic Combatant Command (GCC) J4 (Logistics) and coordinate contracting force laydown with other Service Component contracting leaders. **(T-1)**.
- 2.5.15. Train to organize and execute the duties of LSCC or Lead Service for Contracting (LSC), if assigned.
- 2.5.16. Participate in joint exercises to train on SCO tasks outlined in this AFI. **(T-1)**.
- 2.5.17. Communicate to ECONS and CCOs the importance of Synchronized Pre-Deployment Operational Tracker –Enterprise Suite (SPOT-ES) requirements and business rules in accordance with DoDI 3020.41, *Defense Federal Acquisition Regulation Supplement (DFARS)* Clause 252.225-7040, and any AOR-specific class deviations. **(T-0)**.
- 2.5.18. Support implementation of standardized contractor accountability, contract administration, and oversight processes to support OCS efforts. **(T-1)**.
- 2.5.19. Ensure CONS and CCOs are aware of DoDI 3020.50, *Private Security Contractors (PSCs) Operating in Contingency Operations, Humanitarian or Peace Operations, or Other Military Operations or Exercises* and combatant commander (CCDR) specific policies regarding the arming of contractors and use of PSCs. **(T-0)**.
- 2.5.20. Implement expeditionary contract administration of external support contracts as required. **(T-1)**.



2.5.21. Report in Defense Readiness Reporting System (DRRS), through the supported component command, the ability of the aligned SCO staff to execute the duties of LSCC or LSC tasks assigned to the component headquarters. **(T-0)**.

2.5.22. Follow ethical considerations identified in [para 1.2.2](#) of this instruction.

**2.6. Component Logistics Directorate (A4), OCS Team (A4K), or OCS Planner. The identified personnel shall:**

2.6.1. Participate in multi-functional OCS planning and integration efforts across the component Air Staff. **(T-1)**.

2.6.2. Integrate OCS throughout component Air staff annexes, appendices, BSP and ESP chapters. **(T-1)**.

2.6.3. Synchronize the Contractor Management Plan (CMP) with the staff and works with subordinate Numbered Air Forces (NAF), Air Expeditionary Wings (AEW) and the requirement owners to enforce it. **(T-1)**.

2.6.4. Link OCS to the commander's objectives and effects during plan mission analysis. **(T-1)**.

2.6.5. Anticipate, derive, and confirm critical non-organic contract requirements to support plans. **(T-1)**.

2.6.6. Lead OCS aOE efforts to support planning. **(T-1)**.

2.6.7. Review the Time Phased Force Deployment Data (TPFDD) and requests for forces (RFFs) for contract support opportunities. **(T-1)**.

2.6.8. Ensure that contractors known to be supporting the plan or operation are incorporated into the TPFDD in accordance with component A3 planning and execution policies in accordance with AFI 10-401, *Air Force Operations Planning and Execution*, and AFMAN 10-409-O, *Multi-Service Tactics, Techniques, and Procedures for Operational Contract Support*. **(T-1)**.

2.6.9. Assess plans through OCS related measures of effectiveness and performance. **(T-1)**.

2.6.10. Assist in development of component Vendor Threat Mitigation policy with the A-staff. **(T-1)**.

2.6.11. Provide OCS input to the logistics supportability analysis. **(T-1)**. Assesses the risk and reliance of commercial support to the plan and integrate appropriate stakeholders into risk mitigation discussions. **(T-1)**.

2.6.12. Report, as required, the ability of the component to execute OCS universal joint tasks in DRRS. **(T-0)**.

2.6.13. Provide recommendations to the component staff for inclusion of OCS into the measures of their DRRS tasks. **(T-1)**.

2.6.14. Provide inputs to exercise design to component exercise planners. **(T-2)**. Contracting planners shall consider impacts contracting can have on the Joint Forces Commander's (JFC) mission such as inadvertently funding insurgents, flooding the economy with the U.S. dollar,

destabilizing labor markets, etc. These impacts can be given to OCS planners to ensure they are considered in the Master Scenario Events List (MSEL).

2.6.15. Request temporary AFICC-Expeditionary Operations Cell support if an OCS Integration Cell (OCSIC) is required at the component. **(T-2)**.

2.6.16. Plan how critical commercial requirements will be managed during execution. Recommended plans include: **(T-2)**.

2.6.16.1. Coordination of special interest items for critical commercial support requirements.

2.6.16.2. Monitor the life cycle of critical contract support requirements to ensure there are not un-intentional lapses in the contract.

2.6.16.3. Assess Measures of Performance and Measures of Effectiveness if critical contract support requirements are meeting the commander's objectives and desired effects.

2.6.17. Follow ethical considerations identified in [para 1.2.2](#) of this instruction.

## **2.7. Contracting Unit Commanders/Directors. Unit Commanders shall:**

2.7.1. Review the air component command OPORD Annex W for guidance on leveraging commercial support and the contractor management plan. **(T-2)**.

2.7.2. Participate in Base Support Plan (BSP) conferences in accordance with AFI 10-404, *Base Support and Expeditionary Site Planning*. **(T-2)**.

2.7.2.1. Document contracting resources and capabilities in BSP Part I. **(T-2)**. Contracting capabilities are a combination of contracting personnel and equipment, contracting authorities and flexibilities, and an assessment of the local commercial business environment.

2.7.2.2. Assist requirements owners with documenting current contracted resources and capabilities in BSP Part I. **(T-2)**.

2.7.2.3. Develop BSP Part II Chapter 34 in coordination with the air component SCO, and the air component OPORD Annex W, to ensure theater and installation contracting concepts of support are aligned. **(T-2)**.

2.7.2.4. Synchronize operational contract support requirements for mission partners and requirements owners throughout the remainder of the BSP Part II chapters. **(T-2)**.

2.7.2.5. Assist installation command staff with making risk-informed decisions. **(T-2)**.

2.7.3. Integrate contracting equities into the Installation Emergency Management Plan (IEMP) 10-2 using [Chapter 8](#) of this AFI, AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, and AFMAN 10-2502, *Air Force Incident Management System Standards and Procedures*. **(T-2)**.

2.7.4. Maintain a CCO training program in accordance with [Chapter 7](#) of this AFI. **(T-2)**.

2.7.5. Coordinates market survey guidance with the SCO for expeditionary site plan (ESP) surveys. **(T-2)**.

2.7.6. Follow ethical considerations identified in [paragraph 1.2.2](#) of this instruction.

**2.8. Contracting Units/Offices. Units/Offices shall:** ( All contracting offices that award contracts requiring contractor performance in a GCC AOR).

2.8.1. Review DoDI 3020.41, *Operational Contract Support*, and the appropriate GCC's OCS webpage for AOR specific guidance regarding contractors. **(T-2)**. Specific questions not answered on the web page may be directed to the USAF Component SCO or a POC on the website. The website may be found at [https://www.acq.osd.mil/1dpap/pacc/cc/areas\\_of\\_responsibility.html](https://www.acq.osd.mil/1dpap/pacc/cc/areas_of_responsibility.html).

2.8.2. Ensure contractors deploying to a GCC AOR will follow the appropriate deployment and redeployment guidance. **(T-2)**. This guidance may be found on the GCC AOR webpage or a plan specific contractor management plan (CMP).

2.8.3. Notify the Air Component SCO when moving systems contractors into and out of GCC AORs for longer than 30 days. **(T-0)**.

2.8.4. Ensure that all contracts that potentially provide support to equipment on the Korean Peninsula have the invited contractor program in accordance with United States Forces Korea Regulation 700-19. **(T-0)**.

2.8.5. Ensure Contracting Officer Representatives enforce compliance with Joint Personnel Processing Center requirements. All contractors not deploying with their supported unit (i.e., deploying via commercial tickets) will need to process through a Joint Personnel Processing Center, if established by the Component Command A1 (Manpower and Personnel) or GCC J1 (Manpower and Personnel). **(T-1)**.

2.8.6. Enforce compliance with contractor accountability and the use of the Synchronized Pre-Deployment Operational Tracker –Enterprise Suite (SPOT-ES). **(T-1)**. Guidance may be found in DoDI 3020.41, the GCC's contractor management plan (CMP), and any class deviations issued specific to that GCC.

2.8.7. Ensure compliance with DoDI 3020.50 and AOR specific policies for the arming of individual and private security contractors. **(T-0)**.

2.8.8. Coordinate authorized government services with the supported component SCO prior to assigning authorized government services on the SPOT-ES generated Letter of Authorization (LOA). **(T-1)**.

2.8.8.1. Account for systems and external support contractors in the TPFDD for air component command plans per AFI 10-401. **(T-1)**.

2.8.8.2. Establish a plan to provide locally deployed oversight of contractors that are TDY longer than 30 days. **(T-1)**.

2.8.9. Follow ethical considerations identified in [para 1.2.2](#) of this instruction.

**2.9. Contingency Contracting Officers. CCOs shall:**

2.9.1. Consider starting the planning as soon as possible in the deployment process. This is especially important if deploying to an unestablished location with no current contracting support. It is recommended that Contingency Contracting Officers obtain the relevant plans and supporting documents to an operation to begin understanding what contract support can be provided to further the mission. (e.g., Annex W, Base Support Plan, Expeditionary Site Plan) This will help CCOs begin developing a location specific concept of support.

2.9.2. Ensure the availability of authorized government services authorized government services with requiring activity CORs and base stakeholders prior to contract award. **(T-3)**.

2.9.3. Provide trip reports in accordance with Air Component SCO guidance. **(T-3)**.

2.9.4. Ensure ordering officers are properly trained, nominated, and appointed in accordance with AFFARS 5301.603-3(b). **(T-2)**.

2.9.5. Follow ethical considerations identified in [paragraph 1.2.2](#) of this instruction.

**2.10. Requiring Activity (RA). RA shall:**

2.10.1. Ensure adequate number of technically qualified CORs are nominated and trained in accordance with AFFARS MP5301.602-2(d). **(T-1)**.

2.10.2. Provide detailed instructions regarding ordering officers will vary depending upon location but basic information is located in the Ordering Officer Guide and Contingency Contracting Handbook.

2.10.3. Follow ethical considerations identified in [paragraph 1.2.2](#) of this instruction.

## Chapter 3

### CONTRACTING AND COMMAND AUTHORITY

**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). Contracting authority is explicitly documented via the contracting officer's warrant, Standard Form (SF) 1402, *Certificate of Appointment*.

3.1.1. In accordance with AFFARs MP 5301.603, only a warranted contracting officer has contracting authority. **(T-0)**. Their authority to acquire supplies, services, and construction for the Government comes from three sources depicted in **Figure 3.1** the Constitution; statutory authority; and federal, DoD and Military Department acquisition regulations and/or supplements. Contracting authority for contingency operations flows from Congress to the President, then to the Secretary of Defense, through the Service/Agency head, to the designated HCA, then through the SCO to the Chief of Contracting Office (COCO) (if applicable), and finally to the Contingency Contracting Officer (CCO). In many cases, it may not be until the COCO position that both contracting authority and command authority meet.

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

3.1.3. Contingency SCO Alignment. For combatant commander support and Contracting Chain of Command, see **Table 3.1** below. SCO authority for installation and major weapon system support remains unchanged.

**Table 3.1. SCO Alignment**

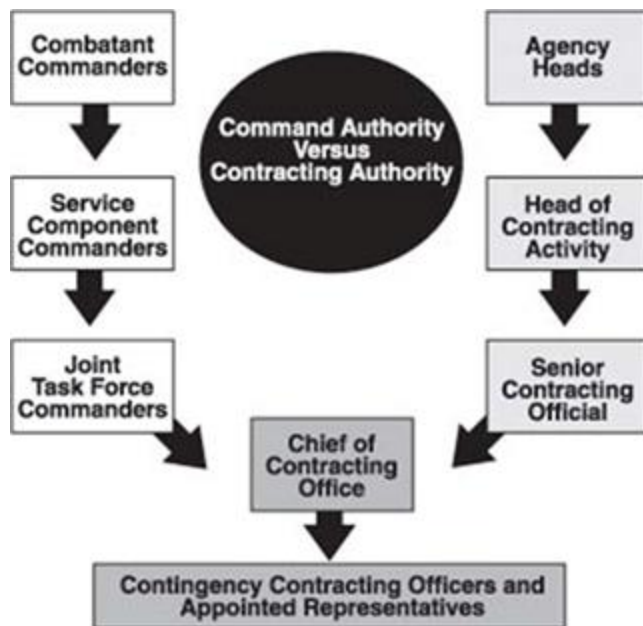
CCMD/GCC/FCC	AIR COMPONENT	AIR COMPONENT SCO
AFRICOM	AFAFRICA	AFICC/KU
EUCOM	USAFE	AFICC/KU
CENTCOM	AFCENT	AFICC/KC
NORTHCOM	320th AEW	AFDW/PK
	AFNORTH	AFICC/KS
INDOPACOM	7th AF	411th CSB (Per Army/AF MOA)
	PACAF (C-MAJCOM)	AFICC/KH
	11th AF	AFICC/KS* (KQ – FY 21)
SOUTHCOM	AFSOUTH	AFICC/KT
SOCOM	AFSOC	AFICC/KO
STRATCOM	AFGSC	AFICC/KG
TRANSCOM	AMC	AFICC/KM

**3.2. Command Authority.** Command authority includes the responsibility for effectively using available resources and planning the employment, 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 contracts on behalf of the USG. Additionally, command authority does not include the authority to direct contractors or

contractor personnel actions. GCCs do not have their own contracting authority and receive contingency contracting support from Services/Agencies and the GCC's subordinate Service Components. However, in emergency situations, the ranking commander may direct Contractors Authorized to Accompany Forces (CAAF) and non-CAAF working on a U.S. controlled facility. This includes requiring contractors 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.

**3.3. Command Relationship.** Command and support relationships may be found in the Air Component Command or Joint Task Force (JTF) Annex J, Chapter 1 of a BSP Part II, or ESP. In contingencies, a GCC and/or JTF Fragmentary Order (FRAGO) that issues theater policy is not adequate to direct contractors. Policies directing contractors are included in the contracts provisions and clauses to ensure contractor compliance.

**Figure 3.1. Command vs. Contracting Authority Flow**



**3.4. Undue Command Influence.** Commanders at all levels must avoid improper command influence, or perception thereof, on the contracting process. **(T-0).** 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. To perform these responsibilities, CCOs must be allowed wide latitude to exercise sound, unbiased business judgment.

**3.5. Contingency Contracting Organizational Constructs.** According to JP 4-10, there are four theater support contracting organizational options to include Service Support to Self, LSCC, LSC, and JTSCC. The GCC will task a Service Component command to perform these functions but the duties are performed by that Services theater support contracting activity (e.g., AFICC-OL). See JP 4-10, Chapter III and Appendix B for additional information.

3.5.1. 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 USAF HCA retains contracting authority (potentially through a designated SCO) for assigned USAF CCOs. An USAF Expeditionary Contracting Squadron (ECONS) is established under an Expeditionary Mission Support Group/AEW Commander.

3.5.2. Lead Service for Contracting Coordination (LSCC). The GCC commander via the Theater Campaign Plan, may designate a specific Service Component as the LSCC responsible for coordinating common contracting actions in the area of responsibility (AOR) or joint operational area (JOA). While the mission of LSCC is assigned to the Service Component command, the supporting AFICC-OL executes the duties on behalf of the component. This coordination is performed through the joint contracting support board (JCSB). All Services use their own HCAs and warranting authorities. Additionally, the LSCC assists in coordinating the development and analysis of OCS aOE.

3.5.3. Lead Service for Contracting (LSC). The GCC commander may designate a specific Service Component as the LSC. As with LSCC, the duties are performed by the supporting component AFICC-OL. Under this construct, the GCC will specify common commercial requirements which will be procured using one Service's HCA and warranting authority. If other Service's provide CCOs to the designated LSC, they will be issued a warrant by the LSC SCO and use that Service's procurement authorities. Additionally, the LSC SCO will be asked to coordinate common contracting actions via Joint Contracting Support Board (JCSB) and assist in further development of OCS aOE.

3.5.4. Joint Theater Support Contracting Command (JTSCC). The JTSCC is a functionally focused JTF with contracting and command authority over CCOs. A JTSCC will have coordination authority over systems and external support contracting activities. The JTSCC, like LSCC and LSC options, coordinates common contracting actions through the JCSB and supports aOE efforts. AFICC-CC is postured to become the JTSCC commander when necessary.



## Chapter 4

### TYPES OF CONTINGENCIES AND OPERATIONS

#### 4.1. Types of Contingencies and Impacts to Contracting.

4.1.1. Declared Contingencies. These types of contingencies provide additional flexibilities such as increased micro-purchase and simplified acquisition thresholds and will be provided at the link below.

4.1.1.1. A “contingency operation” requires a formal declaration by the President, Congress, or Secretary of Defense (SecDef) in accordance with Title 10 U.S. Code Section 10(a)(13).

4.1.1.2. The Defense Pricing and Contracting (DPC) Contingency Contracting website at: <http://www.acq.osd.mil/dpap/pacc/cc/index.html> and the FEMA Disaster Declaration page at: [www.fema.gov/disasters](http://www.fema.gov/disasters) are available for monitoring for additional information.

4.1.2. Undeclared Contingencies. These types of contingencies generally do not benefit from increased micro-purchase and simplified acquisition thresholds. 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 attack (see FAR Part 13.201(g)(1)). **(T-0)**.

#### 4.2. Types of Operations and Impacts to Contracting.

4.2.1. Military operations and campaigns. These include conflicts where hostilities are likely, imminent, or ongoing and contracting usually supplements combat support and combat service support infrastructures. Contracting activities must conduct planning for these operations as described in **Chapter 8**, Contingency Planning of this AFI.

4.2.2. Defense Support of Civil Authorities (DSCA).

4.2.2.1. DSCA is defined as support provided by Department of Defense (DoD) forces in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities under the Robert T. Stafford Disaster Relief and Emergence Assistant Act (Stafford Act), Economy Act, mutual aid memoranda, or under Immediate Response Authority (IRA). Reference AFI 10-801, *Defense Support of Civil Authorities* and JP 3-28, *Defense Support of Civil Authorities*.

4.2.2.2. Domestic Emergencies. The lead federal agency requests Air Force support through mission assignments in response to a Presidential declaration of emergency in accordance with National Response Framework (NRF) guidance. USAF will provide contingency contracting support through its home station contracting units, if the associated base is designated as a base support installation (BSI). Deployed contracting forces are sometimes utilized as part of a responding task force.

4.2.2.3. Designated Law Enforcement Support. The Posse Comitatus Act of 1878 (Title 18 U.S. Code Section 1385) prohibits the direct participation of military forces to execute civilian laws unless otherwise authorized by law. **(T-0)**. This Act does not apply to non-federalized Air National Guard forces in State Active Duty status or Title 32 U.S.



Code status. To the extent authorized, the Air Force may provide indirect support and/or assistance in restoring public health, services, and civil order.

4.2.2.4. Other Activities. The President or Secretary of the Department of Homeland Security 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.

4.2.3. Humanitarian Assistance and Disaster Relief (HADR). In accordance with JP 4-10, *Operational Contract Support*, 4 March 2019 this is an operation specifically mounted to alleviate human suffering where responsible civil actors in an area are unable or unwilling to adequately support a population. **(T-0)**. Most HADR missions help alleviate the suffering of foreign disaster victims, including victims of natural disasters and conflicts, internally displaced persons (IDPs), refugees, stateless persons, and vulnerable migrants. Normally, it includes the provision of basic services and commodities such as food, water, sanitation, health care, nonfood items (clothing, bedding, etc.), emergency shelter, as well as support to critical infrastructure and logistics necessary for the delivery of these essential services and commodities.

4.2.3.1. Humanitarian Assistance and Disaster Relief efforts may be unilateral or multinational coordinated responses.

4.2.3.1.1. Unilateral. A unilateral response would normally occur when expediency is essential, such as when a humanitarian crisis or disaster demands an immediate response. A unilateral effort may transition to a multinational operation.

4.2.3.1.2. Multinational. Multinational operations are usually undertaken within the structure of a coalition or alliance. An alliance is a relationship that results from a formal agreement (e.g., treaty) between two or more nations for broad, long-term objectives that further the common interests of the members. A coalition is an ad hoc arrangement between two or more nations for common action.

4.2.3.2. Organization and coordination. Because of the number of civilian and non-USG actors involved in HADR activities, command relationships outside DoD command structures may not be clearly defined, and unity of effort will be achieved with effective, timely coordination and cooperation. The SecDef, either at the direction of the President or with the concurrence of the Secretary of State, directs DoD support for humanitarian operations or establishes appropriate command relationships. The Chairman of the Joint Chiefs of Staff (CJCS) is responsible for recommending military capabilities and appropriate relationships for HADR operations to the SecDef, while GCCs direct military operations, including HADR, within their AORs.

4.2.4. Local Emergencies. In accordance with AFI 10-2501, installations must maintain comprehensive guidance for emergency response to physical threats resulting from natural, technological, or man-made hazards. **(T-1)**.

4.2.4.1. Installation Emergency Management Program. Contracting units are tasked to provide contract support capabilities within multiple emergency support functions (ESFs) in accordance with AFI 10-2501. **(T-2)**. Detailed information for each emergency support function can be found in AFMAN 10-2502.

4.2.4.2. Contracting units will develop an emergency response concept of support that incorporates locally developed responsibilities and contract support capabilities into the Installation Emergency Management Plan. **(T-2)**.

### **4.3. Contingency Phasing and Impacts to Contracting.**

#### 4.3.1. Requirements validation.

4.3.1.1. The Joint Requirements Review Board (JRRB) is an operational command venue, to review, validate, prioritize, and approve requirements for contract support. JRRB is not a contracting venue. Components, Wings, and/or bases may establish their own venues similar to the JRRB. These may be held in person or electronically. A JRRB does not necessarily require acquisition ready packets. See JP 4-10 for additional information on the JRRB.

4.3.1.2. Long Range Planning Group (LRPG) or Operational Planning Team (OPT) decisions to use contracts are considered operational validation of the commercial requirement, not contracting actions. However, funding and justification document templates may still require signatures by warranted contracting officers.

4.3.1.3. Commands may only approve, through a JRRB or JRRB-like process, the contract support requirements of units that are OPCON to that command. If that command is responsible for the common user logistics items or base operating support – integrator (BOS-I) commodities a JRRB-like process is also utilized. There is no relationship between a joint tasking to LSCC or LSC and the JRRB except that the LSCC or LSC may have a representative at the JRRB.

#### 4.3.2. OPCON Impact.

4.3.2.1. Air Defense Artillery assets and Special Operations Forces (SOF) are examples of forces that may not be OPCON to the air component commander but may reside on, or in the immediate vicinity, of USAF bases. If the USAF element is tasked to be the BOS-I lead for the location where Air Defense Artillery and SOF elements are, then the USAF element will validate the contract requirements for BOS-I. For requirements other than BOS-I, the Air Defense Artillery or SOF element will need to coordinate with the command to which they are OPCON. **(T-1)**.

4.3.2.2. The U.S. Army component is typically delegated responsibility to provide common user logistics to the joint force. In this case, a USAF commander with a contract requirement for theater distribution will need to route the requirement through the Army component for approval and often, sourcing. However, trucking assets that are not related to theater distribution (e.g., local use) do not fall under common user logistics and may be validated by the USAF commander.

4.3.2.3. Components or other commands may establish thresholds that require review at JRRB or Service Component JRRB-like processes. Thresholds typically fall into the category of total cost of the contract or critical commercial capabilities (special interest items) to the command that require approval.

4.3.2.3.1. JRRB thresholds may adjust with changes in each operational phase.

4.3.2.3.2. Long term stability operations typically require the most restrictive operational approval by the command of a requiring activity.

4.3.2.4. Requirements Approval Authority (RAA). The RAA is the USAF level of designated responsibility, in accordance with AFI 63-138, *Acquisition of Services*, Table 3.1, for approving service contract requirements prior to the formation of the acquisition strategy. Requirements are approved using the Requirements Approval Document (RAD) and follow the process outlined in AFI 63-138, paragraph 3.2. It may be necessary to comply with the USAF 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 USAF requiring activity must submit contract requirements to the JRRB for validation/approval.

4.3.2.5. Services Designated Official (SDO). Service contracts awarded for contingency operations are subject to review and approval based on the services category and dollar threshold of the service acquisition as defined in AFI 63-138.

## Chapter 5

### CONTINGENCY SUPPORT CONTRACTORS

**5.1. Types of Contingency Contractor.** Contingency Contractors may be sourced from the U.S. and other countries, and include:

- 5.1.1. U.S. contractor personnel employed by U.S. based companies.
- 5.1.2. Expatriates who are temporarily or permanently residing in a country other than their native country.
- 5.1.3. Local Nationals are individuals who are permanent residents of the nation in which the U.S. is conducting operations.
- 5.1.4. Third Country Nationals (TCN) are non-U.S. citizens who are working in, but not a permanent resident of, the nation in which the U.S. is conducting operations.

**5.2. Legal Status of Contractors.**

5.2.1. Contractors authorized to accompany the force (CAAF). CAAF are typically U.S. personnel deployed outside the U.S. supporting a contingency operation and are specifically authorized through their contract to reside with or receive support from U.S. forces. CAAF personnel must have a documented Letter of Authorization (LOA), and are protected as prisoners of war in accordance with the Geneva Convention Relative to the Treatment of Prisoners of War. **(T-0)**.

5.2.2. Non-CAAF are typically non-U.S. personnel supporting deployed U.S. forces who are not entitled to protection under the Geneva Convention Relative to the Treatment of Prisoners of War but may still be afforded protected status under the Geneva Convention Relative to the Protection of Civilian Persons in Time of War. An example is support contractors under contract issued by an Air Force ECONS or Regional Contracting Office (RCO) within the GCC's AOR.

5.2.3. Geneva Convention. 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 if captured during armed conflict.

5.2.4. 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. **(T-0)**. Contractor personnel may be hired from U.S., local national, or third-country national (TCN) 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 TCN contractors typically operate in CAAF status in overseas non-permissive

environments. At the same time, local nationals, contractors, except for interpreters, security, etc., typically do not operate under CAAF status.

5.2.5. U.S. Laws. CAAF, with some exceptions, are subject to U.S. laws and government regulations. For example, all U.S. citizen and TCN CAAF may be subject to prosecution pursuant to Federal law including, but not limited to The Military Extraterritorial Jurisdiction Act of 2000 (MEJA), (18 U.S.C. § 3261). 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 staff judge advocate office and the Contracting Officer/Contingency Contracting Officer 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. **(T-0)**.

## Chapter 6

### NON-ORGANIC SUPPORT

#### 6.1. Types of Contingency Support Contracts.

6.1.1. Theater Support Contracts. 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. An example of a theater support contract is local contractors supporting a contract issued by an USAF ECONS or Regional Contracting Office (RCO) within the GCC's AOR.

6.1.2. External Support Contracts. External support contracts 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 stateside program offices and provide a variety of logistics and other noncombat related services. External support contractors should be loaded into the time phased force deployment data (TPFDD) when deployed down range. An example of external support contractors is Air Force Contract Augmentation Program (AFCAP) contractors. AFCAP task orders are executed from Tyndall AFB, FL, but support contingency operations in a GCC's AOR.

6.1.3. Systems Support Contracts. Systems support contracts 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. These associated contracts are typically issued by program offices within AFMC (e.g., Air Force Life Cycle Management Center, Air Force Nuclear Weapons Center, etc.) and United States Space Force (USSF). 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. Systems support contractors are usually embedded in existing Functional Area UTCs which are added into the TPFDD by the Supported Air Component. If they are not embedded, it is still the responsibility of the Air Component to "load" all UTCs in a TPFDD as they establish the requirement.

#### 6.2. International Agreements.

6.2.1. Local Laws. Planners and requiring activities, in coordination with contracting officers, shall take international laws, local laws, and host nation support agreements into account when planning for contracted support, through assistance from and coordination with the Combatant Commander (CCDR) and Service Component staff judge advocate offices. (T-1). These laws and support agreements may affect contracting by restricting the services to be contracted, limiting contracted services to local national or HN contractor sources or, in some cases, by prohibiting contractor use altogether. Each component A4 (Logistics) has a branch that manages host nation support through Acquisition and Cross-Servicing

Agreements (ACSA), and it is recommended that the SCOs or contracting unit commanders engage them to leverage those agreements.

6.2.2. Status of Forces Agreements (SOFAs). All USAF component planners and requiring activities, in coordination with designated contracting organization, shall review applicable SOFAs. **(T-1)**. The related agreements to determine their effect on the status and use of contractors, support of applicable contingency operations, and the assistance and coordination of the geographic CCDR staff judge advocate offices will be reviewed.

6.2.3. Host Nation Support Agreements. 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 staff judge advocate offices. **(T-1)**.

6.2.4. Acquisition and Cross-Servicing Agreements (ACSA). ACSAs allow military forces to acquire logistics support, supplies, and services directly from or provide them to a foreign government or organization (such as North Atlantic Treaty Organization or United Nations). 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.

6.2.5. ACSA authority is almost always exercised by the Unified Combatant Commands. There usually is cross-servicing agreement and implementing arrangements, negotiated in accordance with authority delegated by DoD Directive 2010.9, *Acquisition and Cross-Servicing Agreements* to implement proposed transfers. Until such an agreement has been signed, logistics support, supplies, and services may be acquired from the nation or North Atlantic Treaty Organization entity, but not transferred to it. **(T-1)**.

6.2.6. 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*, and the office of primary responsibility resides within USAF/A4. **(T-1)**.

## Chapter 7

### CONTRACTING FORCE READINESS

**7.1. Taskings.** Contracting units must be able to meet contingency requirements across the full range of military operations and prepare forces in accordance with the Unit Type Codes (UTC) assigned. **(T-1).** Additionally, units shall reference this chapter and the Contracting Functional Area Prioritization and Sequencing Guide at <https://aefonline.afpc.randolph.af.mil/Team.aspx> for contracting specific readiness requirements.

**7.2. Equipment.** Each contracting activity must develop and maintain deployment kits for use during contingencies. **(T-1).** Unless otherwise indicated, consumable items such as supplies and forms shall be in sufficient quantity to operate for a 30-day period. **(T-1).** Access to the contracting small and large equipment kit contents and the digital Contingency Contracting Officer (CCO) kit in this section can be located in the AFICC Operational Contract Support Portal at: <https://intelshare.intelink.gov/sites/afica-ocs-portal/SitePages/Home.aspx> Kits are inventoried on an annual basis and inspected prior to and upon return from all deployments. Kit inspection results are documented and maintained for a minimum of one year. **(T-3).**

**7.3. Training.** Contingency contracting training provides initial and recurring proficiency skills which are not normally integrated into peacetime operations. Commanders and supervisors must develop CCO capabilities using standardized contingency contracting training and participating in exercises. **(T-3).**

7.3.1. Standardized Training. Each contracting activity will use the scenario based modules found on the Air Force Contingency Contracting Training SharePoint: <https://cs2.eis.af.mil/sites/10074/afcc/aficc/kp/kpp/training/cco/sitepages/home.aspx> **(T-3).**

7.3.2. Base Level Exercises. Contracting will participate in base exercises to the maximum extent possible. **(T-3).** Contracting commanders will ensure UDMs/UTMs provide Wing Expeditionary Plans (Wg/XP) with contracting injects requiring participants to engage with CCOs for inclusion into the Master Scenario Events List (MSEL).



## Chapter 8

### CONTINGENCY PLANNING

**8.1. Operational Contract Support.** All the information that results in the OCS process is derived from War and Mobilization Plan Volume 1, *Basic Plan and Supporting Annexes* (WMP-1). OCS is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of combatant commander (CCDR)-directed operations, as well as CCDR-directed, single-Service activities, regardless of designation as a formal contingency. From a process standpoint, the cycle is “plan, procure, and manage contracts and contractors.” This cycle applies at all echelons of command. Contracting organizations are part of all three processes.

8.1.1. Contracting activities will anticipate, derive, and verify potential contract requirements; conduct early market research for items most critical or most often required; analyze the risk of using commercial capabilities as it relates to plan mission accomplishment; and support requiring activities in developing their requirements for validation and prioritization by their command. **(T-3).**

8.1.1.1. During the initial response phase, it is very likely that contracting activities will operate without a declared contingency or without special mission funding. Coordination with home station Comptroller (CPTS), component OCS Integration Cells, and component or joint staff Financial Management (FM) is critical to executing requirements.

8.1.1.2. During Phase 0 operations, it is recommended that all CONS/CC identify 4 individuals (2 Primary/2 Alternate) and assign/create/maintain a CCO Government Purchase Card (GPC) account for the sole purpose of supporting local and GCC missions.

8.1.2. An additional consideration includes which Services component command is tasked to provide BOS-I or common user logistics. Regardless of BOS-I designations, USAF is responsible to provide contract and contractor management to its contracts.

8.1.3. A critical element of this process is planning how to leverage contracting forces during an emergency response. The balance between effective and efficient contract solutions must be analyzed based upon the phase of the operation and the commander’s objectives and desired effects from phase to phase.

8.1.3.1. A Service or JCSB may be convened to ensure that contract providers such as Defense Logistics Agency, United States Transportation Command (USTRANSCOM), Logistics Civil Augmentation Program (LOGCAP), Air Force Civil Augmentation Program (AFCAP), weapon system program offices, and in country Service contracting offices are coordinating contracting actions for common types of requirements.

8.1.3.2. Contracting officers shall ensure that adequate contract oversight is in place prior to contract award or in an environment with rotational personnel that provide the oversight. **(T-3).**

8.1.4. All contracting organizations must work with requiring activities to think through which contractors require authorized government services, base access requirements, and

contractor performance monitoring. **(T-3)**. There will often be requirement for non-local national contractors to flow through a designated joint personnel-processing center.

8.1.4.1. The GCC or Service Component command contractor management plan (CMP) can provide additional clarity on these issues. **(T-1)**. Any theater business clearance process derives from guidance in the CMP. Additionally, contracting organizations should monitor the life cycle of contracts with the requiring activities to ensure that there are no gaps in contract performance during an operation.

8.1.4.2. Contractor accountability is a Manpower and Personnel (A1) requirement per AFI 13-103, *AFFOR Staff Operations, Readiness and Structures*. A1 may require assistance from contracting offices cross checking personnel numbers vs. Synchronized Pre-Deployment Operational Tracker and known contracts.

**8.2. Theater Business Clearance.** Component SCOs will enforce theater entrance requirements with contracting offices that are sending personnel into the operational area. **(T-1)**. Office of the Secretary of Defense (OSD) (AT&L) Defense Pricing and Contracting (DPC), in accordance with the GCC's contractor management plan, will establish theater business clearance when required. The Theater Business Clearance (TBC) process is identified in the implementation of the GCC contractor management plan (CMP). The TBC process ensures the correct provisions and clauses are included in applicable contracts.

### **8.3. General Contracting Planning Considerations and Mission Analysis.**

8.3.1. Long Range Planning Group (LRPG) or Operational Planning Teams (OPT) are the venues at an air component command to affect planning and incorporate contracting considerations. The similar joint venues at a GCC or JTF would be the Joint Planning Group or Operational Planning Group.

8.3.2. The most critical time for OCS planners to impact the operational design of a plan is during Plan Initiation and Mission Analysis. Operation design includes the synchronization of the commander's intent, desired military end-state, objectives to achieve, and desired effects necessary to achieve the objectives. Planners will make significant assumptions that shape the planning process and could have major impacts on contracting actions.

8.3.3. OCS planners shall leverage commercial capabilities to support the commander's intent. **(T-3)**. Examples include, using commercial contracts to support reduction of total lift requirements and hiring local nationals to stimulate the local economy.

8.3.4. OCS planners shall provide realistic assumptions on the availability of routinely contracted items weighing the potential risk of using commercial capability in lieu of, or in addition to, a military capability. This assumption will include the possibility of contractor non-performance in a contested environment or during increased threats. **(T-3)**.

8.3.5. OCS planners shall review JP 4-10, and the aOE appendix for considerations. **(T-3)**.

**8.4. Concept Development.** This planning function revolves around analyzing, comparing and seeking approval of courses of action. While various courses of action may affect operational units, there may or may not be a change to the types of commercial support needed for each course of action.

**8.5. Plan Development.** If the contracting planner executes the previous planning functions then the plan development function is putting all of the information together. During this planning function, contracting will provide inputs to the OCS planner for inclusion into the OPOD Annex W, refined time phased force deployment data (TPFDD), logistics supportability analysis, and draft contracting measures of effectiveness and measures of performance. **(T-3).**

**8.6. Plan Assessment.** This planning function is the most difficult for contracting organizations to perform because it takes place during execution of the plan while contracting actions are ongoing. This function requires continuous analysis of how contracting execution is affecting the commander's objectives and desired effects. Additionally, planning is ongoing during execution as the staff considers alternate plans (branches) and operational changes. This means that a contracting organization will have equities in numerous venues, which plan different time horizons (near term operations, long-term operations, and potential plan changes). See Chairman of the Joint Chiefs of Staff Manual 4301.01, for additional details regarding this planning function.

William B. Roper, Jr.  
Assistant Secretary of the Air Force  
(Acquisition, Technology, & Logistics)

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

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USFK Regulation 700-19, *The Invited Contractor and Technical Representative Program*, 28 August 2012

10 USC, ARMED FORCES

32 USC, NATIONAL GUARD

18 USC § 1385, *Use of Army and Air Force as posse comitatus*

48 CFR § 17.502-2, *The Economy Act*

SECAF memorandum dated, *Guidance of Integrating OCS*, 21 April 2016

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

Standard Form 1402, *Certificate of Appointment*

***Abbreviations and Acronyms***

**ACSA**—Acquisitions and Cross-Servicing Agreement

**AEW**—Air Expeditionary Wing

**AFFARS**—Air Force Federal Acquisition Regulation Supplement

**AFFOR**—Air Force Forces

**AFICC**—Air Force Installation Contracting Center

**AFIMS**—Air Force Incident Management System

**aOE**—Aspect of the Operational Environment

**AOR**—Area of Responsibility

**BOS**—Base Operations Support

**BOS-I**—Base Operations Support-Integrator

**BSI**—Base Support Installation

**BSP**—Base Support Plan

**CAAF**—Contractors Authorized to Accompany Forces

**CCDR**—Combatant Commander

**CCO**—Contingency Contracting Officer

**COCO**—Chief of the Contracting Office

**CJCS**—Chairmen of the Joint Chiefs of Staff

**CJCSM**—Chairmen of the Joint Chiefs of Staff Manual

**CMP**—Contractor Management Plan

**COR**—Contracting Officer Representative

**CONS**—Contracting Squadron

**CTIP**—Combat Trafficking in Persons  
**DFARS**—Defense Federal Acquisition Regulation Supplement  
**DOC**—Designed Operational Capability  
**DoDI**—Department of Defense Instruction  
**DPC**—Defense Pricing and Contracting  
**DRRS**—Defense Readiness Reporting System  
**DRU**—Direct Reporting Unit  
**DSCA**—Defense Support of Civil Authorities  
**ECONS**—Expeditionary Contracting Squadron  
**EM**—Emergency Management  
**ESF**—Emergency Support Functions  
**ESP**—Expeditionary Site Plan  
**FAM**—Functional Area Manager  
**FAR**—Federal Acquisition Regulation  
**FEMA**—Federal Emergency Management Agency  
**FRAGO**—Fragmentary Order  
**GCC**—Geographic Combatant Command  
**GPC**—Government Purchase Card  
**HADR**—Humanitarian Assistance and Disaster Relief  
**HCA**—Head of Contracting Agency  
**IDP**—internally displaced persons  
**IRA**—Immediate Response Authority  
**IEMP**—Installation Emergency Management Plan  
**JCSB**—Joint Contracting Support Board  
**JFC**—Joint Forces Commander  
**JOA**—Joint Operational Area  
**JRRB**—Joint Requirements Review Board  
**JTF**—Joint Task Force  
**JTSCC**—Joint Theater Support Contracting Command  
**LOA**—Letter of Authorization  
**LOGCAP**—Logistics Civil Augmentation Program  
**LRPG**—Long Range Planning Groups

**LSC**—Lead Service for Contracting  
**LSCC**—Lead Service for Contracting Coordination  
**MAJCOM**—Major Command  
**MEJA**—Military Extraterritorial Jurisdiction Act  
**NAF**—Numbered Air Force  
**NDS**—National Defense Strategy  
**NRF**—National Response Framework  
**NSSE**—National Special Security Event  
**OCS**—Operational Contract Support  
**OCSIC**—Operational Contract Support Integration Cell  
**OL**—Operating Location  
**OPLAN**—Operation Plan  
**OPORD**—Operation Order  
**OPR**—Office of Primary Responsibility  
**OPT**—Operational Planning Team  
**PME**—Professional Military Education  
**PSC**—Private Security Contractor  
**RAA**—Requirements Approval Authority  
**RAD**—Requirements Approval Document  
**RFF**—Request for Forces  
**RCO**—Regional Contracting Office  
**SCO**—Senior Contracting Official  
**SDO**—Services Designated Official  
**SecDef**—Secretary of Defense  
**SIPR**—Secure Internet Protocol Router  
**SOF**—Special Operations Forces  
**SOFA**—Status of Forces Agreement  
**SPOT-ES**—Synchronized Pre-deployment Operational Tracker-Enterprise Suite  
**TBC**—Theater Business Clearance  
**TCN**—Third Country National  
**TPFDD**—Time Phased Force Deployment Database  
**USG**—United States Government

**UCMJ**—Uniform Code of Military Justice

**UDM**—Unit Deployment Manager

**UTC**—Unit Type Code

**UTM**—Unit Training Manager

**WMP**—War and Mobilization Plan

### *Terms*

**Air Force Contract Augmentation Program (AFCAP)**—worldwide contingency contract tool available to support the Air Force and joint forces 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.

**Annex D**—the location that logistical capabilities are added into the planning process of the overall OPLANs and OPORDs.

**Annex W**—the location that Contract Support Integration Plan is added into the planning process of the overall OPLANs and OPORDs.

**Area of Responsibility (AOR)**—a defined area of land and/or sea in which responsibility is specifically assigned to the commander; for the development and maintenance of installations; control of movement; 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 U.S. and its territories tasked to serve as a base for military forces engaged in homeland defense or defense support of civil authorities.

**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, *Definitions*. Unless specifically excerpted, this term may include, at the option of the designated official, the deputy chief or acting chief of the contracting office.

**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 U.S. 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 Title 10 U.S. Code Sections 688, 12301(a), 12302, 12304, 12304a, 12305, or 12406, Title 10 U.S. Code Chapter 15, 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 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, *Air Force Operations Planning and Execution*, paragraph 3.5.1.

**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 onsite 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, Quality Assurance Personnel, Quality Assurance Specialist, Functional Area Evaluators, and Contracting Officer's Technical Representative.

**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 32 USC, 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).

**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.

**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.

**Immediate Response Authority (IRA)**—DoDD 3025.18, *Defense Support of Civil Authorities (DSCA)*, authorizes DoD officials to use IRA when a request for assistance (RFA) is made by civil authority under imminently serious conditions and time does not permit approval from higher headquarters. See AFI 10-801 for additional information.

**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 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.

**Operation Plan (OPLAN)**—a plan for a single or series of connected operations that is 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.

**Operation Order (OPORD)**—is the primary means by which a unit commander and staff deliver instructions and information to subordinate units regarding the missions they are tasked to undertake or support. But it is not the only type of order that may be issued for a mission.

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

**Services Designated Official (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.

**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 linked with each UTC specifies the capabilities the UTC represents, as well as the limitations of usage of the UTC.

**Unit Training Manager (UTM)**—they oversee all the training and education requirements of the unit. They prepare, track, and provide unit training and information for the unit to meet readiness compliance.

**War and Mobilization Plan Volume 1 (WMP-1)**—Provides Air Force planners a consolidated reference for general policies and guidance for the development of war plans and the support of combat forces during wartime. The *basic plan* portion of WMP-1 addresses the general situation, mission, concept of operations, and execution task for Air Forces in regional conflicts. It reflects the planning policies and guidance found in the Joint Strategic Capabilities Plan, but brought into the Air Force planning environment. It is the starting point for Air Force planning.