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SECRETARY OF THE AIR FORCE**

**DEPARTMENT OF THE AIR FORCE
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CONTRACTING

**CONTINGENCY CONTRACTING
SUPPORT**

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This instruction implements Air Force Policy Directive 64-1, *The Contracting System*. 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 publication is applicable to the entire DAF, including all uniformed members of the Regular Air Force (RegAF), United States Space Force (USSF), Air Force Reserve (AFR) and Air National Guard (ANG), except where noted otherwise, as well as to all DAF civilian employees, and those with a contractual obligation to abide by the terms of DAF issuances. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is 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 DAF Form 847, *Recommendation for Change of Publication*; route DAF 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 DAF Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*, 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

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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 Department of the Air Force Federal Acquisition Regulation Supplement (DAFFARS), Appendix CC, *Contingency Operational Contracting Support*, which has been rescinded, administrative changes, and the introduction of Operational Contract Support, along with numerous role requirements.

Chapter 1—PROGRAM OVERVIEW	4
1.1. Background.....	4
1.2. Ethics.....	4
Chapter 2—ROLES AND RESPONSIBILITIES	6
2.1. Deputy Assistant Secretary of the Air Force for Contracting (SAF/AQC).....	6
2.2. Air Force Installation and Mission Support Center (AFIMSC)/A35 Operational Readiness Division.....	6
2.3. Air Force Installation Contracting Center (AFICC/CC).....	6
2.4. MAJCOM/Field Command (FLDCOM) and AFMC Center Senior Contracting Officials.....	7
2.5. Aligned Air Component Command SCOs.....	7
2.6. Component Logistics Directorate (A4), OCS Team, or OCS Planner.....	9
2.7. Contracting Unit Commanders/Directors.....	10
2.8. Contracting Units/Offices.....	11
2.9. Contingency Contracting Officers.....	11
2.10. Requiring Activity (RA).....	12
Chapter 3—CONTRACTING AND COMMAND AUTHORITY	13
3.1. Contracting Authority.....	13
Table 3.1. SCO Alignment.....	13
3.2. Command Authorities.....	14
3.3. Command Relationship.....	14
Figure 3.1. Command vs. Contracting Authority Flow.....	15
3.4. Undue Command Influence.....	15
3.5. Contingency Contracting Organizational Constructs.....	15

Chapter 4—TYPES OF CONTINGENCIES AND OPERATIONS	17
4.1. Types of Contingencies and Impacts to Contracting	17
4.2. Types of Operations and Impacts to Contracting.....	17
4.3. Contingency Phasing and Impacts to Contracting.	19
Chapter 5—CONTINGENCY SUPPORT CONTRACTORS	21
5.1. Types of Contingency Contractors.	21
5.2. Legal Status of Contractors.....	21
Chapter 6—NON-ORGANIC SUPPORT	23
6.1. Types of Contingency Support Contracts.	23
6.2. International Agreements.....	23
Chapter 7—CONTRACTING FORCE READINESS	25
7.1. Taskings.....	25
7.2. Equipment.....	25
7.3. Training.....	25
Chapter 8—CONTINGENCY PLANNING	26
8.1. Operational Contract Support.	26
8.2. Theater Business Clearance (TBC).....	27
8.3. General Contracting Planning Considerations and Mission Analysis.	27
8.4. Concept Development.....	28
8.5. Plan Development.....	28
8.6. Plan Assessment.	28
Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	29

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 Department of the Air Force Contingency Contracting Support. The purpose of 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. This document provides guidance to all contracting units and aligned components specifically providing contracting support to expeditionary operations during steady state or contingency response. Additionally, this document provides guidance to those organizations that provide personnel responsible for training and equipping Contingency Contracting Officers (CCOs), planning and executing emergency and contingency contracting support to include contract requirements development and performance oversight, except where noted otherwise.

1.2. Ethics.

1.2.1. Efficiently meeting mission requirements in contingency environments is crucial. It is essential to ensure that all government business is conducted with the highest standards of ethics and integrity. Government business must be conducted in a manner above reproach.

1.2.2. All personnel involved in planning, procuring, and managing contracted commercial support shall remain alert for indicators of fraud, waste, and abuse. Report suspected violations in accordance with DAFI 90-301, Inspector General Complaints Resolution. (T- 1)

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

1.2.3.1. Seek out indicators of trafficking in persons violations per DODI 2200.01_DAFI 36-2921, Combating Trafficking in Persons (CTIP) and contract terms and conditions (e.g., FAR clause 52.222-50). Refer to FAR Subpart 22.17 - Combating Tracking in Persons and the applicable Operation Plan (OPLAN) Annex W (Operational Contract Support) for additional information regarding CTIP as it pertains to contractors.

1.2.3.2. Remain alert for inappropriate government to contractor and contractor to government relationships following guidance provided in AFI 36-2909, Air Force Professional Relationships and Conduct. Air Force members have a duty to maintain professional relationships with government contractor personnel, particularly those whom they supervise or direct under a personal services contract (refer to FAR 37.104 - Personal services contracts), and to avoid relationships that adversely affect or reasonably can adversely affect morale, discipline, and respect for authority or that violate law or regulation.

1.2.4. The general rule is to strictly avoid any conflict of interest (COI) or even the appearance of a COI in government-contractor relationships. For additional information, see FAR Subpart

9.5, “Organizational and Consultant Conflict of Interest” for a list of Contracting Officer COI rules. **(T-0)** Further information on contingency contracting ethical considerations is included in the Defense Contingency Contracting Handbook, Chapter 1. <https://www.acq.osd.mil/asda/dpc/cp/cc/ctr-handbook.html>

Chapter 2

ROLES AND RESPONSIBILITIES

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

- 2.1.1. Serve as the Air Force Head of the Contracting Activity (HCA). See DAFFARS Mandatory Procedure 5301.601(a)(i), HCA Matrix.
- 2.1.2. Perform Air Staff Functional Area Manager (FAM) functions as defined in DAFI 10-401, *Operations Planning and Execution*.
- 2.1.3. Serve as the DAF Co-Lead for OCS in partnership with AF/A4L (Directorate of Logistics) per HAF MD 1-10, *Assistant Secretary of the Air Force (Acquisition)*, and HAF MD 1-38, *Deputy Chief of Staff, Logistics, Engineering and Force Protection*.
 - 2.1.3.1. Execute DAF-level functions for OCS as outlined in DoDI 3020.41 and other OCS related authorities.
 - 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 (AFIMSC)/A35 Operational Readiness Division. AFIMSC/A35 Operational Readiness Division shall:

- 2.2.1. Perform consolidated Major Command (MAJCOM) FAM functions as defined in DAFI 10-401, *Operations Planning and Execution*.
- 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 FAM Community of Practice hosted on SIPR at: <https://intelshare.intelink.sgov.gov/sites/CONFAM/and/or> the Air Force Contracting Central Expeditionary Operations page hosted on NIPR at: https://usaf.dps.mil/sites/AFCC/AQCA/Expeditionary_Operations/
- 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. Perform HCA designee functions delegated for all contingency contracting operations in support of Air Force component commands.
- 2.3.2. Augment Air Force Component Senior Contracting Official (SCO) staff via reach back and/or on-site support, during contingencies.
- 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) roles and responsibilities. The AFICC commander may

become the JTSCC commanding general if designated in the Combatant Commander's (CCDR) plan.

2.3.4. Maintain an AFICC/KQ (Contingency Contracting Directorate) to coordinate AFICC Operating Location (OL) contingency functions.

2.3.5. Maintain relevant curriculum for annual Contingency Contracting Training.

2.3.6. Establish training for component SCOs to execute their duties in support of component or joint assigned missions.

2.3.7. Integrate OCS principles into DAF education and training venues to increase understanding of OCS responsibilities across all functional communities.

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

2.4. MAJCOM/Field Command (FLDCOM) and AFMC Center Senior Contracting Officials. MAJCOM and AFMC SCOs shall:

2.4.1. Develop, review, and manage the contracting portion of the MAJCOM's Emergency Response plan(s).

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

2.4.3. Perform contracting coordination of 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.

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

2.5. Aligned Air Component Command SCOs. These are SCOs aligned to the Air Force service component in support of a Combatant Commander. SCOs shall:

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

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, Contracting, and Acquisition Policy (DPCAP). <https://www.acq.osd.mil/asda/dpc/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.

2.5.4. Perform component headquarters FAM functions as defined in DAFI 10-401.

2.5.5. Establish SCO operations management plans, policies, and procedures for use during contingencies within respective area of responsibility (AOR).

2.5.6. Ensure any additional manpower requirements to support contingency operations are identified. Notify Air Staff FAM (SAF/AQCA) and submit requests to supported commands using the global force management process.

- 2.5.7. Provide planning assumptions regarding contractor availability in contested environments to the air component command A5 (Plans and Requirements) planner, OCS Planner, and all Contracting Squadron (CONS)/expeditionary contracting units, e.g., Expeditionary Contracting Squadron (ECONS), Combat Airbase Squadron (CABS) contracting flight, and space component command S5 etc. during mission analysis.
- 2.5.8. Conduct mission analysis from a contracting perspective and provide inputs to the air component OPLAN Annex W. Provide the contracting equities to the OPLAN Annex W OCS Concept of Support. Ensure that contracting is directly supporting the commander's objectives and desired effects.
- 2.5.9. Provide senior contracting leader advice to the component and Joint Logistics Boards, wargames, and exercises.
- 2.5.10. In accordance with Combatant Command (CCMD) guidance, provide contingency contracting support for Special Operations Forces (SOF), other U.S. forces, and partner nations at all locations where USAF has been designated as the base operating support – integrator (BOS-I) in the Operations Order (OPORD) Annex D (Logistics) or as the Lead Service for Contracting.
- 2.5.11. Support development and analysis of the OCS aspects of the operational environment (aOE).
- 2.5.12. Lead commercial market intelligence efforts in the aligned theater to ensure relevant vendor and commercial capability data is collected, formatted, and submitted to appropriate Air Force and Joint logistics information technology platforms for Joint Force awareness.
- 2.5.13. Provide contracting guidance to CCOs for:
- 2.5.13.1. Development of base support plan (BSP) and development of Expeditionary Site Plans (ESPs).
 - 2.5.13.2. Theater-specific clauses in contracts to support the contractor management plan (CMP).
- 2.5.14. Recommend contracting organizational constructs to the geographic CCMD J4 (Logistics) and coordinate contracting force laydown with other service component contracting leaders.
- 2.5.15. Train to organize and execute the duties of LSCC or LSC, if assigned.
- 2.5.16. Participate in joint and service exercises to train on SCO tasks outlined in this DAFI.
- 2.5.17. Communicate to expeditionary contracting units and CCOs required 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.
- 2.5.18. Support implementation of standardized contractor accountability, contract administration, and oversight processes to support OCS efforts.
- 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 CCDR specific policies regarding the arming of contractors and use of PSCs.

2.5.20. Implement expeditionary contract administration of external support contracts as required.

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.

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

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

2.6.1. Participate in multi-functional OCS planning and integration efforts across the component Air Staff.

2.6.2. Integrate OCS throughout component Air and Space Staff annexes, appendices, BSP and ESP chapters.

2.6.3. Synchronize the CMP with the staff and work with subordinate Numbered Air Forces (NAF), Air Expeditionary Wings (AEW), other deployed wing constructs, and the requirement owners to enforce it.

2.6.4. Link OCS to the commander's objectives and effects during plan mission analysis.

2.6.5. Anticipate, derive, and verify critical non-organic support requirements to enable plans.

2.6.6. Lead OCS aOE efforts to support planning.

2.6.7. Review the Time Phased Force Deployment Database (TPFDD) and requests for forces (RFFs) for contract support opportunities.

2.6.8. Ensure that contractors known to be supporting the plan or operation are incorporated into the TPFDD in accordance with component planning and execution policies using guidance provided in DAFI 10-401, *Operations Planning and Execution*, and DAFMAN 10-406, *Unit Type Code Management*.

2.6.9. Assess plans through OCS related measures of effectiveness and performance.

2.6.10. Assist in development of component Vendor Threat Mitigation policy with the A-staff, S-staff, and CCMD headquarters.

2.6.11. Provide OCS input to the logistics supportability analysis. Assist functional requirement owners with assessing the risk and reliance of commercial support to the plan and integrate appropriate stakeholders into risk mitigation discussions.

2.6.12. Report, as required, the ability of the component to execute OCS universal joint tasks in DRRS.

2.6.13. Provide recommendations to the component staff for inclusion of OCS into the measures of their DRRS tasks. Provide inputs to exercise design to component exercise planners. Contracting planners shall consider impacts contracting can have on the Joint Force 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) during exercises.

2.6.14. Request temporary support from applicable CCMD, if an OCS Integration Cell (OCSIC) is required at the component.

2.6.15. Plan how critical commercial requirements will be managed during execution. Recommended plans include:

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

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

2.6.15.3. Assessing measures of performance and measures of effectiveness if critical contract support requirements are meeting the commander's objectives and desired effects.

2.6.16. 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 CMP.

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

2.7.2.1. Document contracting resources and capabilities in BSP Part I. 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.

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.

2.7.2.4. Synchronize operational contract support requirements for mission partners and requirements owners throughout the remainder of the BSP Part II chapters.

2.7.2.5. Assist installation command staff with making risk-informed decisions.

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

2.7.4. Maintain a CCO training program in accordance with [Chapter 7](#) of this DAFI.

2.7.5. Coordinate market survey guidance with the SCO for ESP surveys.

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 CCMD AOR).

2.8.1. Review DoDI 3020.41, *Operational Contract Support*, and the appropriate CCMD's OCS webpage for AOR specific theater business clearance (TBC) guidance regarding contractors. 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/asda/dpc/cp/cc/aor.html>.

2.8.2. Ensure contractors deploying to a CCMD AOR follow the appropriate deployment and redeployment guidance. This guidance may be found on the CCMD AOR webpage or a plan specific CMP.

2.8.3. Notify the Air Component SCO and receiving organization when moving systems contractors into and out of CCMD AORs for longer than 30 days.

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, *The Invited Contractor and Technical Representative Program*.

2.8.5. Ensure Contracting Officer Representatives (CORs) enforce compliance with Joint Personnel Processing Center (JPPC) and other reception, staging, onward-movement, and integration (RSOI) requirements. All contractors not deploying with their supported unit (i.e., deploying via commercial tickets) and non-unit-related personnel (NURP) will need to process through a JPPC, if established by the Component Command A1 or S1 documents to an operation, through appropriate wing A-staffs and SCO staffs, to begin (Manpower and Personnel) or CCMD J1 (Manpower and Personnel).

2.8.6. Enforce compliance with contractor accountability and the use of the SPOT-ES. Guidance may be found in DoDI 3020.41, the CCMD's CMP, and any class deviations issued specific to that CCMD. <https://spot.dmdc.mil/>

2.8.7. Ensure compliance with DoDI 3020.50 and AOR specific policies for the arming of individual and private security contractors.

2.8.8. For contracts written by deployed contracting units, coordinate authorized government services with the supported component SCO and receiving unit prior to assigning authorized government services on the SPOT-ES generated letter of authorization (LOA).

2.8.8.1. Coordinate with requiring activity to ensure accountability for systems and external support contractors in the TPFDD for air component command plans per DAFI 10-401.

2.8.8.2. Ensure documentation of a plan to provide locally deployed oversight of contractors (QA/COR) that are TDY longer than 30 days.

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

2.8.10. Collect commercial market intelligence and submit relevant vendor and commercial capability data in accordance with established formats and processes.

2.9. Contingency Contracting Officers. CCOs shall:

2.9.1. Commence 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, through appropriate wing A-staffs, S-staffs, and SCO staffs, 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 with requiring activity CORs and base stakeholders prior to contract award.

2.9.3. Provide after action reports in accordance with Air Component SCO guidance.

2.9.4. Provide properly formatted vendor and commercial capability reports in accordance with established formats and procedures.

2.9.5. Ensure Field Ordering Officers (FOO) are properly trained, nominated, and appointed in accordance with DAFFARS 5301.603-3-90.

2.9.6. Monitor FOOs in the execution of their trained activities.

2.9.7. 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 DAFFARS MP 5301.602-2(d), Designation, Assignment, and Responsibilities of a Contracting Officer's Representative (COR).

2.10.2. Nominate trained FOOs and coordinate with the FOO program manager to have the nominated FOO appointed for deployed operations. Instructions will vary depending upon location, but basic information is in the AFICC Field Ordering Officer Guide on the AFICC OCS portal.

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

2.10.4. Ensure effective contractor management and support for all military operations by certifying contractor data, developing and obtaining approval for acquisition packages, coordinating government support and security, verifying contractor clearances, and ensuring contractors are integrated into local security plans and deployment documentation.

2.10.5. Certify that contractor-entered SPOT data, including pre-deployment requirements, is complete before contractor employees report to the Personnel Support for Contingency Operations (PERSCO) team.

2.10.6. Ensure Contractors Authorized to Accompany the Force (CAAF) personnel and equipment deploying with the unit are documented in the TPFDD and properly incorporated into local force protection and/or security plans.

2.10.7. Assist the contracting officer in contractor management tasks through the appointed COR.

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. Authority flow is depicted in **Figure 3.1**.

3.1.1. In accordance with DAFFARS MP 5301.603-90, Selection, Appointment, and Termination of Appointment of Contracting Officers, 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, 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, through the Senior Procurement Executive (SPE), to the designated HCA, then through the SCO to the Chief of the 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 or attached to another service 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.

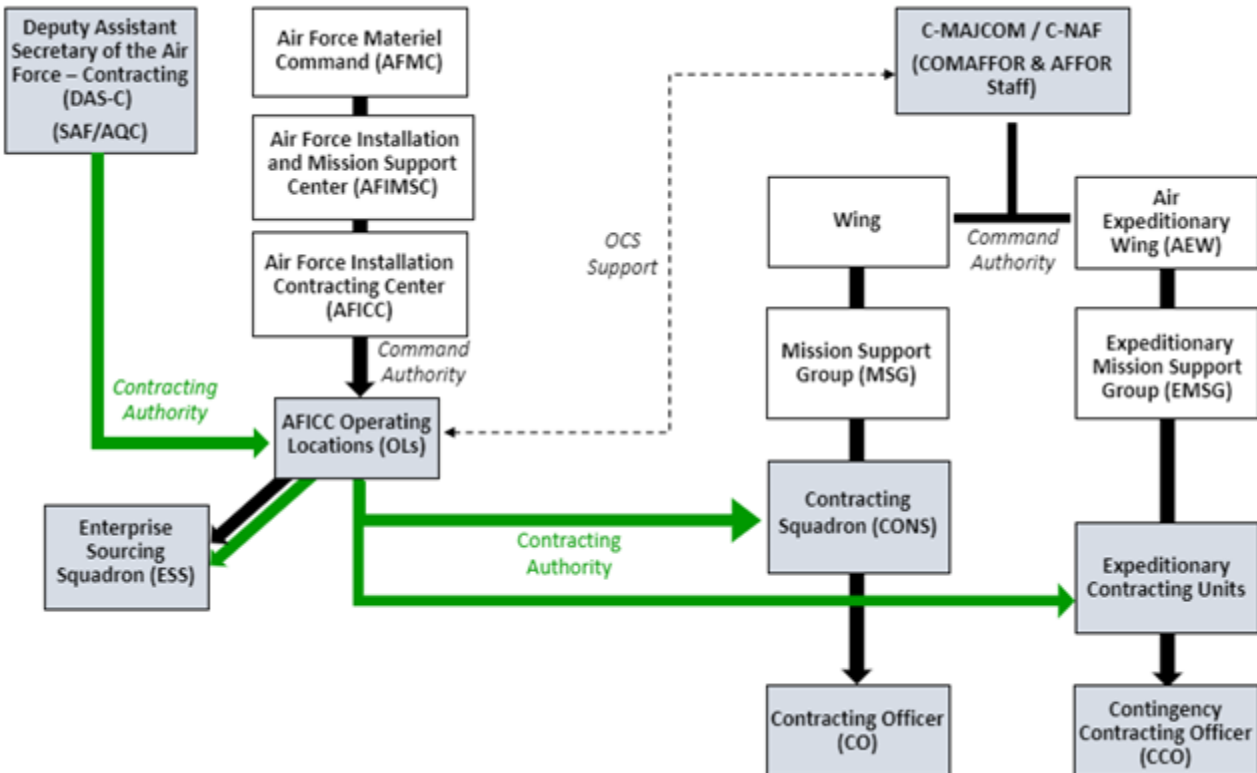
CCMD	AIR COMPONENT	AIR COMPONENT SCO
USAFRICOM	AFAFRICA	AFICC/KU
USEUCOM	USAFE	AFICC/KU
USCENTCOM	AFCENT	AFICC/KC
USNORTHCOM	320 AEW	AFDW/PK
	AFNORTH & AFSPACE	AFICC/KQ
USINDOPACOM	7 AF	411 CSB (Per Army/AF MOA)
	PACAF	AFICC/KH
USSOUTHCOM	AFSOUTH	AFICC/KT
USSOCOM	AFSOC	AFICC/KO
USSTRATCOM	AFGSC	AFICC/KG

USTRANSCOM	AMC	AFICC/KM
USCYBERCOM	AFCYBER	AFICC/KC
USSPACECOM	AFSPACE	AFICC/KS

3.2. Command Authorities. Command authorities such as combatant command (command authority), operational control, and tactical control include the responsibility for effectively employing available resources and planning for the organization and employment, of military forces for the accomplishment of assigned missions. Command authorities do not include the authority to obligate funds, award, or administer contracts on behalf of the USG. Additionally, command authorities do not include the authority to direct contractors or contractor personnel actions. CCMDs do not have their own contracting authority and receive contingency contracting support from services/agencies and the CCMD's subordinate service components. However, in emergency situations, the ranking commander may direct contractors authorized to accompany the force (CAAF) and contractors not authorized to accompany the force (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 CCMD and/or JTF Fragmentary Order (FRAGO) that issues theater policy is not adequate to direct contractors. Policies directing contractors are included in the contracts 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. CCO 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 contract oversight.

3.5. Contingency Contracting Organizational Constructs. According to JP 4-10, there are three theater support contracting organizational options to include LSCC, LSC, and JTSCC. The CCDR will task a service component command to perform these functions, but the duties are performed by that service's theater support contracting activity (e.g., AFICC- OL). See JP 4-10, Chapter IV and Appendix B for additional information.

3.5.1. Lead Service for Contracting Coordination (LSCC). The CCDR, 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 a service component command, the supporting SCO, or other service equivalent contracting organization, executes the duties on behalf of the component. This coordination is performed through the OCS boards, bureaus, centers, cells, and working groups (B2C2WGs), to include 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 Aspect of the Operational Environment (aOE).

3.5.2. Lead Service for Contracting (LSC). The CCDR may designate a specific service component as the LSC responsible for GCC-designated theater support contracting. Normally, this is the Service component with the preponderance of forces and having significant Common User Logistics (CUL)/BOS-I responsibilities in the operational area. In this organizational construct, the designated Service component contracting activity is responsible for providing theater support contracting, along with associated funding arrangements, for specified common commodities and common services for a particular geographical region, normally a JOA or major expeditionary base. Additionally, the lead Service supporting financial management activity is responsible for coordinating an inter-service support agreement, IAW DODI 4000.19, Support Agreements, as appropriate. The LSC option is most appropriate for smaller-scale, long-term-duration operations when a single Service has a preponderance of forces. Similar to the LSCC construct, the designated Service component contracting activity is responsible for coordinating common contracting with designated external support contract agencies through a JCSB or JCSB-like process.

3.5.3. Joint Theater Support Contracting Command (JTSCC). The JTSCC is a functionally focused JTF with contracting and command authority over CCOs. A JTSCC will have coordinating 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 United States Code (U.S.C.) Section 101(a)(13).

4.1.1.2. The Defense Pricing, Contracting, and Acquisition Policy (DPCAP) Contingency Contracting website at: <https://www.acq.osd.mil/asda/dpc/index.html> and the Federal Emergency Management Agency (FEMA) Disaster Declaration page at: 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) cyber, chemical, biological, radiological, or nuclear attack (see FAR Part 13.201(g)(1)). CCOs may use the class deviation for the temporary special acquisition authority provided by section 843 of the National Defense Authorization Act of Fiscal Year 2024 for covered contracts issued in a rapid contracting response to covered operations. Combatant commanders will submit a written request and determination to the HCA that a covered operation requires a rapid response shall review and approve or disapprove the Combatant Commander’s request and determination.

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 activities to enable the Joint Force. Contracting activities must conduct planning for these operations as described in **Chapter 8**, Contingency Planning, of this DAFI.

4.2.2. Defense Support of Civil Authorities (DSCA).

4.2.2.1. DSCA is defined as support provided by Department of Defense (DoD) Title 32 U.S.C. military forces, civilians, or contract personnel 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 Joint Publication 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. Title 18 U.S. Code Section 1385, *The Posse Comitatus Act of 1878*, prohibits the direct 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 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, 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. 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 CCMDs direct military operations, including HADR, within their AORs.

4.2.4. Local Emergencies. In accordance with DAFI 10-2501, installations must maintain comprehensive guidance for emergency response to physical threats resulting from natural,

technological, human caused unintentional, or human caused intentional terrorism and adversarial nation state attacks. **(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) following guidance provided in DAFI 10-2501. Detailed information for each emergency support function can be found in AFMAN 10-2502 Attachment 2.

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. The JRRB is not a contracting venue. Components, Wings, Task Forces, 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 DAF level of designated responsibility, using guidance provided in DAFI 63-138, *Acquisition of Services*, Table 3.1 and 3.2, 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 DAFI 63-138, Chapter 3. It may be necessary to comply with the both the DAF approval process and/or the joint validation approval process. For example, if the Joint Force Commander (JFC) establishes a JRRB for contract requirements that will have performance in the JFC's AOR/JOA, the requiring activity must submit contract requirements to the JRRB for validation/approval.

4.3.2.5. Services Acquisition Decision Authority (SADA). 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 DAFI 63-138.

Chapter 5

CONTINGENCY SUPPORT CONTRACTORS

5.1. Types of Contingency Contractors. Contingency contractors, which may be sourced from the U.S. and other countries, 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. Other country nationals (OCN) 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). Contractor employees and all tiers of subcontractor employees who are authorized to accompany the force in applicable contingency operations outside of the United States and have afforded such status through the issuance of a letter of authorization.

5.2.2. Contractors not authorized to accompany the force (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 a contract issued by an Air Force expeditionary contracting unit within the CCMD'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 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, local national 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 OCN 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.

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 expeditionary contracting unit within the CCMD'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 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 CCMD'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 CCDR and Service Component staff judge advocate offices. 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 (NATO) or United Nations (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.

6.2.4.1. The Combatant Commands normally exercise ACSA authority. There is often an acquisition-only agreement, cross-servicing agreement or implementing arrangement, negotiated in accordance with authority delegated by DoD Directive 2010.09, *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 NATO entity but not transferred to it.

6.2.4.2. 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 DAFI 25-301, *Acquisition and Cross-Servicing Agreements*, and the office of primary responsibility resides within USAF/A4.

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 guidance at [https://usaf.dps.mil/sites/AFCC/AOCA/Expeditionary Operations/](https://usaf.dps.mil/sites/AFCC/AOCA/Expeditionary_Operations/) for contracting specific readiness requirements. **(T-1)**

7.2. Equipment. Each contracting activity may elect to develop and maintain deployment kits for use during contingencies. Unless otherwise indicated in local policy, consumable items such as supplies and forms should be in sufficient quantity to operate for a period of no less than 30 days. Access to suggested contracting small and large equipment kit contents, and the digital Contingency Contracting Officer (CCO) kit can be located in the AFICC Operational Contract Support Portal at AFICC Operational Contract Support Portal - Home. A best practice is to inventory kits on an annual basis, and prior to/upon return from deployments.

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 Officer Training SharePoint at <https://usaf.dps.mil/sites/aficc/afcc/AFICC/kp/KPP/Training/CCO/> **(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 the AFFORGEN Support Plan (Chapter 5) and supporting supplements and OCS policy from DoDI 3020.41. OCS is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of 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 and is not an exclusive contracting function, it is a multi-functional, whole-of-staff process. However, contracting organizations play a role in all three parts of the plan, procure, and manage process.

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.

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) directorates is critical to executing requirements.

8.1.1.2. During Phase 0 (shape) operations (IAW Joint Publication 3-0, *Joint 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 CCMD missions.

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

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

8.1.3.1. A 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 Contract 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 determine which contractors require authorized government services, base access requirements, and contractor performance monitoring. **(T-3)** There will often be requirements for non-local national contractors to flow through a designated joint personnel-processing center.

8.1.4.1. The CCMD or Service Component command's CMP can provide additional clarity on these issues. 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, *Air Component Headquarters AFFOR Staff Operations, Readiness and Structures*, para 4.3.. A1 may require assistance from contracting offices in cross checking personnel numbers vs. Synchronized Pre-Deployment Operational Tracker and known contracts.

8.2. Theater Business Clearance (TBC). 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) (A&S) Defense Pricing, Contracting, and Acquisition Policy (DPCAP), in accordance with the CCMD's CMP, will establish theater business clearance when required. The TBC process is identified in the implementation of the CCMD's 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 CCMD or JTF would be the Joint Planning Group, Crisis Action Team, or Operational Planning Group.

8.3.2. One of the most critical times for OCS planners to impact the operational design of a plan is during Plan Initiation and Mission Analysis. Operational 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. This is an essential period to introduce important commercial support considerations, opportunities, and risks to the planning team.

8.3.3. OCS planners shall assess commercial capabilities that can 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 encourage functional area planners to explore the use of commercial equivalent equipment, tools, and supplies to reduce lift requirements and potentially increase operational agility.

8.3.6. OCS planners shall review JP 4-10, and the aOE appendix D 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 the information together. During this planning function, contracting will provide inputs to the OCS planner for inclusion into the OPLAN/OPORD Annex W, refined TPFDD, logistics supportability analysis, and draft contracting measures of effectiveness and measures of performance. **(T-3)**

8.6. Plan Assessment. This planning function is one of 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 CJCSM 4301.01 for additional details regarding this planning function.

Darlene J. Costello
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(Acquisition, Technology & Logistics)

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

10 USC § 4501(b), *Procurement of Contract Services*

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

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FAR Subpart 37.104, *Personal Services Contracts*, 17 January 2025

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DAFFARS MP 5301.602-2, *Designation, Assignment, and Responsibilities of Contracting Officer's Representative (COR)*, 16 October 2024

DAFFARS MP 5301.603-90, *Selection, Appointment, and Termination of Appointment of Contracting Officers*, 16 October 2024

Defense Contingency Contracting Handbook (Version 5), April 2017

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Standard Form 1402, *Certificate of Appointment*

Abbreviations and Acronyms

ACSA—Acquisition and Cross-Servicing Agreement

AEW—Air Expeditionary Wing

AFDN—Air Force Doctrine Note

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 Operating Support Integrator

BSI—Base Support Installation

BSP—Base Support Plan

CAAF—Contractors Authorized to Accompany the Force

CCDR—Combatant Commander

CCMD—Combatant Command

CCO—Contingency Contracting Officer
COCO—Chief of the Contracting Office
CJCS—Chairman of the Joint Chiefs of Staff
CJCSM—Chairman of the Joint Chiefs of Staff Manual
CMP—Contractor Management Plan
COR—Contracting Officers Representative
CONS—Contracting Squadron
CSB—Contracting Support Battalion
CTIP—Combating Trafficking in Persons
DAF—Department of the Air Force
DAFFARS—Department of the Air Force Federal Acquisition Regulation Supplement
DFARS—Defense Federal Acquisition Regulation Supplement
DoDD—Department of Defense Directive
DoDI—Department of Defense Instruction
DPCAP—Defense Pricing, Contracting, and Acquisition Policy
DRRS—Defense Readiness Reporting System
DRU—Direct Reporting Unit
DSCA—Defense Support of Civil Authorities
EM—Emergency Management
ESF—Emergency Support Functions
ESP—Expeditionary Site Plan
FAM—Functional Area Manager
FAR—Federal Acquisition Regulation
FEMA—Federal Emergency Management Agency
FLDCOM—USSF Field Command
FRAGO—Fragmentary Order
GPC—Government Purchase Card
HADR—Humanitarian Assistance and Disaster Relief
HCA—Head of Contracting Activity
IDP—internally displaced persons
IEMP—Installation Emergency Management Plan
IRA—Immediate Response Authority

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
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
NATO—North Atlantic Treaty Organization
NDS—National Defense Strategy
Non-CAAF—Contractors not Authorized to Accompany the Force
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
SADA—Services Acquisition Decision Authority
SCO—Senior Contracting 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 Data

UCMJ—Uniform Code of Military Justice

UDM—Unit Deployment Manager

UN—United Nations

USG—United States Government

UTC—Unit Type Code

UTM—Unit Training Manager

USSF—United States Space Force

Office Symbols

AFIMSC/A35—Air Force Installation and Mission Support Center, Operational Readiness Division

SAF/AQC—Deputy Assistant Secretary of the Air Force for Contracting

Terms

AFFORGEN Support Plan (AFFORGENSP)—provides iterative supplementary guidance to Chairman Joint Chiefs of Staff policy, guidance and doctrine; Air Force 10-series publications; and Air Staff Orders, and General Administration (GENADMIN) messages. This guidance applies to Air Force Major Commands (Institutional Commands and Service Component Commands), Direct Reporting Units (DRUs), Field Operating Agencies (FOAs), Air National Guard, Headquarters Air Force (HAF) staff, and base-level organizations.

Air Force Contract Augmentation Program (AFCAP)—rapid response contingency contract tool for use by U.S. Government entities needing urgent assistance. AFCAP utilizes pre-qualified vendors accessible via cost reimbursement task orders and provides cost effective, highly responsive solutions to meet urgent needs. Depending on urgency, requirements or task, contracts can be structured to firm-fixed-price, cost-plus fixed fee or cost-plus award fee task orders. AFCAP provides the full scope of Civil Engineer capabilities and logistics including: Professional engineering services and infrastructure support including architectural and engineering design, maintenance, repair, and construction; Emergency management, structural fire protection, facility hardening, dispersal, obstacles, redundancy measures, reconstitution of assets, and non-environmental site restoration; Environmental management services including permits, and hazardous materials/waste management and disposal. AFCAP provides limited explosive ordnance disposal and flightline crash fire rescue operations. It also provides a complete range of

Services capabilities and logistics including food service, troop support, lodging, laundry, fitness, and recreation. Mortuary affairs and field exchanges are excluded. 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 DAFI 10-401, *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).

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

Expatriate—a person who lives in a foreign country

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 DAFI 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 Acquisition Decision Authority (SADA)—is the individual designated, in accordance with 10 United States Code Section 4501(b), Procurement of Contract Services, to exercise responsibility for the execution, management, and oversight of the acquisition of services. The individual is responsible for ensuring a proposed services acquisition is consistent with DoD and

DAF policies, procedures, and best practices guidelines for the acquisition of services through approval of the acquisition strategy. Formerly known as the Services Designated Official.

Time-Phased Force Deployment Data (TPFDD)—data 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.