



DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC

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Office Of The Assistant Secretary

MEMORANDUM FOR ALMAJCOM/DRU/FOA (CONTRACTING)

FROM: SAF/AQC
1060 Air Force Pentagon
Washington, DC 20330-1060

SUBJECT: Rapid, Agile Contracting Support During OPERATION IRAQI FREEDOM

For the second time in less than two years American military forces are engaged in combat operations in our continuing efforts against terrorism and other threats to our national security. In OPERATION ENDURING FREEDOM our contingency contracting officers, and the entire contracting community, did an absolutely outstanding job meeting customer needs in challenging and difficult situations. Our CCOs and others continue to support ongoing operations in Afghanistan and neighboring countries in a superb fashion.

US and coalition forces are now engaged in OPERATION IRAQI FREEDOM. The entire Air Force contracting community must meet these new challenges with the same vigor, determination, and professionalism as we have every other challenge to date.

I expect all members of the Air Force contracting community to use all available techniques to provide rapid and responsive support to our customers during Operation IRAQI FREEDOM. We already possess significant authorities to quickly meet warriors' needs. Oral solicitations, "Unusual and Compelling Urgency" exceptions to CICA, letter contracts, and undefinitized contractual actions are just a few of the available tools. More are in the attached list.

I want every contracting professional to "lean way forward," pro-actively plan for known, and anticipated, customer needs and put the necessary contract vehicles and supporting documents in place as soon as possible. Now, more than ever, Air Force contracting officers must be a community of innovative, even daring risk takers. We must create solutions, around the globe, providing our customers with the rapid, agile, combat support needed to help ensure victory.

My points of contact for policy questions are Mr Dave Powell, DSN 425-7062, commercial (703) 588-7062, david.powell@pentagon.af.mil; and Lt Col Al Boykin, DSN 425-7073, commercial (703) 588-7073, al.boykin@pentagon.af.mil.



CHARLIE E. WILLIAMS, JR.
Deputy Assistant Secretary (Contracting)
Assistant Secretary (Acquisition)

Attachment:
Techniques for Rapid, Agile Contracting Support

cc: PEOs/MADs/DACs

Techniques for Rapid, Agile Contracting Support

- **Awarding Contracts**
 - Limiting sources in a source selection
 - FAR Part 6 allows source selections to be limited for various reasons as detailed in 6.302. Limiting competition may aid in the timeliness of award.
 - Synopsis Exemptions
 - FAR 5.202 provides exceptions to issuing synopses of proposed contract actions when this would delay award and injure the Government.
 - CICA Exemption #1--Only One Responsible Source
 - Follow-on sole source supply efforts or highly specialized services are allowed where competition would not recover any duplication of costs or unacceptable delays in fulfilling requirements may occur.
 - CICA Exemption #2--Unusual and Compelling Urgency
 - Completion of Justification and Approval (J&A) for contracts awarded under FAR 6.302-2 may be prepared and approved within a reasonable time after contract award when preparation and approval prior to award would unreasonably delay the acquisition.
 - CICA Exemption #6--National Security
 - The authority at FAR 6.302-6 may be used if disclosure would compromise the National Security.
 - CICA Exemption #7--Public Interest
 - The authority at FAR 6.302-7 may be used when none of the other authorities in 6.302 apply.
 - Use of Sealed Bidding
 - Sealed Bidding techniques may yield a quicker award than a Part 15 source selection when only price is a factor for award.

- Use of Letter Contracts / Oral Solicitation / Oral Awards
 - Awarding letter contracts and other undefinitized contract actions (UCAs) can expedite the start of work (see DFARS Subpart 217.7400).
 - FAR 15.203(f) - Purchases exceeding the simplified acquisition threshold. Oral solicitations may be used “when processing a written solicitation would delay the acquisition of supplies and services to the detriment of the government.” Verbal Awards can also be made.
- Award of IDIQ Orders/Tasks
 - Procedures exist for expediting the award of tasks under emergency conditions (see FAR 16.504(a)(4)(vii)).
- 8(a) Set Aside Awards
 - Working with the SBA, COs can award these sole source contracts under this program’s rules on an extremely expeditious schedule.
- **Modifying Existing Contracts**
 - Oral Change Orders / Verbal Authorization
 - Contracting officers may provide verbal direction to contractors under the Changes clause and other clauses if needed to expedite the fulfillment of Government requirements.
 - Undefinitized Contractual Actions
 - Contracting officers may direct contractor effort without firm proposals and/or fixed costs/prices if needed.
 - Add Options for Additional Delivery
 - Contracting officers may add CLINs for additional quantities to production contracts using price-based acquisition techniques.
 - Unpriced or NTE options are also an option, if appropriate.
 - Add Options for Accelerated Delivery
 - Contracting officers may add CLINs for accelerated delivery of items currently in production.

- **Other Contracting Actions**
 - Temporary Revisions to Dollar Thresholds
 - Units and Organizations may request temporary revisions to all dollar thresholds. Submit requests to the threshold setting authority.
 - Business Clearance and Contract Clearance
 - Established Business and Contract Clearance Review/Approval authorities/thresholds could be temporarily revised. Submit requests to the threshold setting authority.

- **Remember FAR Part 1.102-4(e)!**

“The FAR outlines procurement policies and procedures that are used by members of the Acquisition Team. If a policy or procedure, or a particular strategy or practice, is in the best interest of the Government and is not specifically addressed in the FAR, nor prohibited by law (statute or case law), Executive order or other regulation, Government members of the Team should not assume it is prohibited. Rather, absence of direction should be interpreted as permitting the Team to innovate and use sound business judgment that is otherwise consistent with law and within the limits of their authority. Contracting officers should take the lead in encouraging business process innovations and ensuring that business decisions are sound.”

This list is by no means exhaustive. COs need to be resourceful, innovative, and customer focused in coming up with their own ideas. And, COs need to share these ideas widely. Contracting leaders need to be bold and proactive, and provide “Top Cover” for their COs.