

Department of the Air Force Contracting Flight Plan

Accelerating Acquisition Change to Win



28 February 2025



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Deputy Assistant Secretary (Contracting) Intent



Department of the Air Force (DAF) Contracting Change Agents, thank you for what you do for the Department of Defense & DAF Mission to *Achieve Peace Through Strength*.

To maintain Unity of Effort across the US Air Force & Space Force, our Warfighting Function (Integrated Contracting Capability) contributes directly to this Mission by deterring conflict & projecting power with an invigorating sense of urgency.

By thinking critically, providing options & contract solutions for our Requirement Owners, & innovating with our Mission Partners, we Align, Prioritize & Simplify!



In 2025, we will continue to leverage technology, invest in our Workforce, stay grounded in our Warrior Ethos, enhance pricing knowledge for everyone on the Acquisition Team to expand our buying power & build upon previous 2024 Key Result initiatives to improve how we work, train & fight through **the following four (4) Lines of Effort**:

LOE 1 Building Mission-Focused Business Leaders (MFBLs): This Line of Effort (LOE)—integral to all the LOEs—will help us attract, recruit & develop our Workforce, while improving Digital (e.g., Artificial Intelligence) & Pricing skills.

LOE 2 Tools Not Rules: We will expand our e-Business Modernization & CON-IT Contract Writing System efforts. We'll also share Pricing tools & negotiation strategies to strengthen decision-making & business intelligence.

LOE 3 Contracting Process Innovation: We'll keep using & communicating Acquisition Flexibilities; Alternative Authorities; tactics, techniques & procedures (TTPs); our Pricing Center of Excellence (CoE); & our Intellectual Property (IP) Network.

LOE 4 DAF Contracting as a Joint Force Capability: We will ensure our Contingency Contracting Forces (all Civilians, Enlisted & Officers) are ready, trained & lethal by sharpening our expeditionary capabilities & integrating Operational Contract Support.

We will take advantage of our past successes & plan for the Next Generation! We'll encourage even more collaboration, integration & information-sharing...not less!

As Change Agents, we ask: What do we know? Who else needs to know it? Have we shared it with them? And, if not yet, what's our plan to close this gap to Align everyone?

In line with our Core Values, Integrity First, Service Before Self & Excellence in All that We Do (USAF) & Character, Connection, Commitment & Courage (USSF), we will take care of our Team & leverage every opportunity to accomplish the Mission while staying lethal, aligned, prioritized & simplified, so we all understand where we're going & why. **I trust you & you're empowered, Change Agents! Now, Lead On...**

**ALI W. TREVINO, Maj Gen, USAF
Deputy Assistant Secretary (Contracting)
Assistant Secretary of the Air Force
(Acquisition, Technology, & Logistics)**



SAF/AQC Flight Plan Alignment

SECDEF Priorities

Peace Through Strength

Restore Warrior Ethos

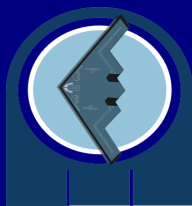
Rebuild Our Military

Re-establish Deterrence

Greatest Air & Space Force



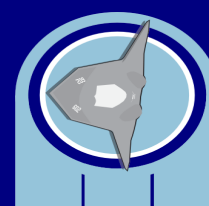
Lethality



Honing our Competitive Advantage



Building Combat Readiness



Modernizing

DELIVER OPERATION CAPABILITY TO THE WARFIGHTER

- Prioritize Nuclear Modernization
- Deliver Operational Imperatives
- Sustain Capabilities Affordably



- ◆ Build Small Satellites, Smaller Ground Systems & Minimize Non-Recurring Engineering
- ◆ Get the Acquisition Strategy Correct
- ◆ Enable Teamwork between Contracting Officer & Program Manager
- ◆ Award Executable Contracts
- ◆ Maintain Program Stability
- ◆ Avoid SAPs & Overclassifying
- ◆ Deliver Ground Before Launch



TRANSFORM THE ACQUISITION ENTERPRISE FOR THE 21ST CENTURY

- Accelerate Digital Transformation
- Accelerate Acquisition Solutions & Mission-Focused Business Leaders
- Boost Workforce Capacity & Capability

SHAPE A VIBRANT INNOVATION BASE FOR STRATEGIC COMPETITION

- Improve Industrial Base Supply Resilience
- Strengthen the Innovation Foundation
- Bolster Research & Development Pipelines

SAF/AQC Flight Plan

Attract, access & evaluate key talent, so we remain lethal.

Line of Effort 1:

Building Mission-Focused Business Leaders

Modernize IT systems & business intelligence tools for our Workforce.

Line of Effort 2:

Tools Not Rules

Accelerate innovation & leverage our acquisition flexibilities.

Line of Effort 3:

Contracting Process Innovation

Contingency Contracting & Operational Contract Support.

Line of Effort 4:

DAF Contracting as a Joint Force Capability



Line of Effort 1

Building Mission-Focused Business Leaders



Champion: Mr. Brian Lark SAF/AQCX

DAF Contracting demands that we have the best business talent across the globe. Therefore, LOE 1 remains focused on recruitment, retention, lifelong learning & meeting the needs of our exemplary Workforce.

Objective 1: *Attract, Access & Evaluate Key Talent*

KR1. Comprehensive Contracting Manpower Standard

In partnership with AF Manpower Analysis Agency, this KR will champion a full AF Manpower Determinant Study for the Contracting Career Field, (inclusive of Systems, Enterprise, Operational, Contingency Contracting, Contractor Performance Management & Plans & Programs) to measure Contracting workload & inform resourcing. **Metric:** Build execution plan for CY25-26 Manpower Study NLT 31 Dec 25.

Objective 2: *Retention Strategies*

KR1. Recruitment & Retention Ecosystem

This KR will continue to focus on recruiting & retention by providing our Workforce, techniques, tools & collaboration spaces. We will establish a Recruiting/Retention Ecosystem with recommendations, templates & unit POCs while providing space for personnel to exchange ideas. **Metric 1:** Review available collaborative ecosystems NLT 30 Mar 25. **Metric 2:** Consolidate previous work done on recruiting/retention and adjust as needed NLT 30 Apr 25. **Metric 3:** Recommend Ecosystem solution & sustainment plan NLT 30 Sep 25. **Metric 4:** Publish solution & launch communication plan to Senior Contracting Officials (SCOs), Supervisors & Workforce NLT 30 Nov 25.

Objective 3: *Lifelong Learning for Today & Tomorrow*

KR1. Why Behind the Buy—Implementation & Feedback Loop

Since we support multi-faceted missions, weapons systems & operations, we must ensure our Workforce understands that contracting is a warfighting function & part of our Warrior Ethos. This KR builds off the work done in CY24 to further populate the “[Why Behind the Buy](#)” website on AFCC. **Metric:** Increase # of sites to 27, covering units from all Senior Contracting Officials NLT 31 Dec 25.

KR2. Artificial Intelligence & Human-Machine Skills

To improve hands-on experience with GenAI tools, this KR will provide training on application use (e.g., crafting prompts & integrating human judgment) & the importance of secure, reliable, consistent and valid GenAI tools & systems. **Metric 1:** Identify curriculum skills objectives NLT 15 Feb 25. **Metric 2:** Complete hands-on learning lab pilot & field at one location NLT 31 Mar 25. **Metric 3:** Develop final hands-on learning lab NLT 31 May 25. **Metric 4:** Deliver hands-on learning lab at three locations NLT 30 Sept 25. **Metric 4:** Track # of trainings delivered by “trainers” NLT 31 Dec 25.

KR3. Pricing Core Competencies

This KR will provide enhanced awareness of pricing-related tools, templates & guidance via the updated single Point of Entry—Pricing Center of Excellence (CoE). **Metric 1:** Track # of site views of Pricing CoE’s highlighted content NLT 31 Dec 25. **Metric 2:** Track attendance at training sessions NLT 31 Dec 25. **Metric 3:** Track # of site views on the Pricing CoE NLT 31 Dec 25.



Line of Effort 2

Tools Not Rules!



Champion: Mr. Ed Keller, DAF/RCO PK

Contract writing technologies are essential to our DAF Contracting Workforce. Therefore, LOE 2 remains focused on sustaining, developing, deploying & securing data from CON-IT; sunseting our legacy systems; & providing the e-Business systems, negotiation, intel & pricing tools our MFBLs & Change Agents need.

Objective 1: E-Business Modernization
<p>KR1. CON-IT Adoption Multiple transition activities are required to sunset ConWrite by FY28. This KR builds on transition efforts by continuing Swivel Chair, data migration & CON-IT adoption. Metric 1: Sunset ConWrite by FY28. Metric 2: Transition remaining CON-IT users from Automated Contract Preparation System (ACPS) & develop ACPS to CON-IT transition plan by FY29. Metric 3: Develop CON-IT adoption metrics by DoDAAC NLT 31 Dec 25.</p>
<p>KR2. CON-IT for Classified Workforce The classified Workforce needs CON-IT capability. This KR will continue Classified CON-IT development & deployment activities, while addressing each Special Access Programs' operational & security needs. Metric 1: Complete Classified CON-IT Minimal Viable Product NLT 31 Dec 25. Metric 2: Develop Classified CON-IT deployment roadmap NLT 31 Dec 25.</p>
<p>KR3. Contingency CON-IT Contingency operations necessitate flexibility. This KR will analyze the work scope to deploy Contingency CON-IT for use when disconnected from network access. Metric 1: Identify resources to provide Contingency CON-IT NLT 30 Jun 25. Metric 2: Brief action plan to SCOs NLT 30 Nov 25.</p>
<p>KR4. Foreign Military Sales (FMS) Data Visibility FMS Acquisition data collection must be accurate & easily accessible for the Department to make data-informed decisions in support of our Foreign Partners. This KR will improve accuracy of & accessibility to FMS Acquisition data to inform Senior Leader decision-making. Metric 1: Identify resources NLT 28 Feb 25. Metric 2: Develop training NLT 31 Mar 25. Metric 3: Adapt Project Management Resource Tools & CON-IT NLT 31 May 25. Metric 4: Implement training NLT 31 Jul 25.</p>
Objective 2: DAF Acquisition & Sustainment Tools
<p>KR1. Material Intelligence Tool (MIT) This KR will automate current manual data entry pricing systems to improve cross-functional integration, unlock economies of scale, identify supply chain risk & strengthen negotiation positions. Metric 1: Provide use case to expand MIT NLT 30 Jun 25. Metric 2: If Metric 1 found to be positive, brief roadmap to SCOs & move forward to Metric 3 NLT 31 Aug 25. Metric 3: Establish 3 MIT pathfinders NLT 31 Dec 25.</p>
<p>KR2. Digital Acquisition Transformation Environment (DATE) Simplification This KR will make DATE more user-friendly. Metric 1: Categorize existing tools NLT 30 May 25. Metric 2: Based on Metric 1 analysis, update DATE NLT 30 Jun 25. Metric 3: Communicate & release to field NLT 31 Jul 25.</p>
<p>KR3. Pricing Tools for DATE This KR will assess existing Pricing Tools to ensure alignment with new software security requirements, and if applicable, field them on DATE. Metric 1: Assess potential tools NLT 30 May 25. Metric 2: If viable, publish up to 3 Pricing Tools on DATE for Enterprise usage NLT 31 Dec 25.</p>
<p>KR4. Unliquidated Obligations (ULO) Tracker This KR will enhance awareness of the ULO tracker & enable contract funding lifecycle visibility to prevent loss of purchase power. Metric 1: Increase use of ULO tool by 10% NLT 31 Dec 25. Metric 2: Reduce DAF FY25 canceled ULOs by 5% NLT 15 Sep 25.</p>



Line of Effort 3

Contracting Process Innovation



Champion: Ms. Heidi Bullock, AFMC/PK

To continuously innovate our contracting processes, we must leverage the principles of integration, unity of effort, efficiency & effectiveness.

Objective 1: *Innovative Processes for Portfolio Management, Small Business & Pricing*

KR1. Portfolio Assessment

This KR will develop an automated, standardized method for Commanders/SCOs/Organizational Senior Functionals (OSFs) to assess their portfolios, Mission Partner priorities & potential tradeoffs, while identifying risk & enabling resourcing/workload discussions. **Metric 1:** Pilot with at least 5 Commanders/SCOs/OSFs NLT 31 May 25. **Metric 2:** If viable, scale & release training NLT 30 Jun 25.

KR2. Small Business (SB) Opportunities

This KR will use emerging tools to increase SB spend, bolster the Defense Industrial Base & identify High-Opportunity Targets (HOT) for SB. **Metric:** Share business intelligence/analysis for HOT to SCOs NLT 30 Jun 25.

KR3. Pricing Center of Excellence (CoE)

This KR will update pricing-related training & templates on [Pricing CoE](#). **Metric 1:** Track # of refreshed tools/training NLT 31 Dec 25. **Metric 2:** Collect feedback & user engagement of new training/material NLT 31 Dec 25.

Objective 2: *Acquisition Toolbox*

KR1. Acquisition Toolbox Strategic Communications Plan

This KR will increase field utilization & familiarization of the Acquisition Toolbox through strategic communications. **Metric 1:** Track # of training sessions & engagements with Acquisition Workforce NLT 31 Dec 25. **Metric 2:** Track # of site views NLT 31 Dec 25.

KR2. Commercial Solutions Opening (CSO) CoE

This KR will promote the [CSO CoE](#) to the Acquisition Workforce through education, templates & lessons learned. **Metric 1:** Track # of training sessions NLT 31 Dec 25. **Metric 2:** Track attendance at training sessions NLT 31 Dec 25. **Metric 3:** Track # of site views NLT 31 Dec 25. **Metric 4:** Track # of CSO awards in FY24 & compare to FY25 NLT 31 Oct 25.

Objective 3: *Intellectual Property (IP)*

KR1. IP Knowledge

This KR will help increase IP knowledge for the Acquisition Workforce by developing standardized IP processes, training & guidance. **Metric 1:** Engage SCOs, Program Executive Officers (PEOs) & Acquisition Center of Excellence (ACE) teams at 5 pathfinder sites NLT 30 May 25. **Metric 2:** Develop IP training for ACE/SCO/PEO Teams NLT 30 Jun 25. **Metric 3:** Deploy training & obtain user feedback NLT 30 Sep 25.



Line of Effort 4

DAF Contracting as a Joint Force Capability



Champion: Brig Gen Lance French, AFICC/CC

We are DoD’s preeminent Expeditionary Contracting Force, focused on lethality to deter war and, if necessary, defeat & destroy our enemies. LOE 4 concentrates on Force Readiness, the DAF’s Force Presentation construct, Contingency Contracting Officers (CCOs) & Operational Contract Support (OCS).

Objective 1: Force Readiness

KR1. Force Presentation Construct

This KR will educate our Workforce on the DAF’s Force Presentation construct. **Metric:** Track # of briefings/engagements NLT 31 Dec 25.

Objective 2: Operational Contract Support (OCS)

KR1. OCS & Field Ordering Officer (FOO) Training with the AF Expeditionary Skills Training Center (AFESTC)

This KR will integrate OCS & FOO training into Expeditionary A-Staff curriculum at AFESTC. **Metric:** Train AFESTC cadre NLT 30 Sep 25.

KR2. Shared-Ownership of OCS Training

This KR will expand OCS comprehension & encourage DAF Teammates to assess commercial support options proactively. **Metric 1:** Update Civil Engineering (CE) Schoolhouse training NLT 31 Mar 25. **Metric 2:** Update Explosive Ordinance Career Development Course (EOCDC) training NLT 30 Apr 25. **Metric 3:** Update Advanced Maintenance & Munition Operations School (AMMOS) training NLT 31 May 25. **Metric 4:** Train CE Schoolhouse Cadre NLT 31 Aug 25 **Metric 5:** Train EOCDCCadre NLT 30 Sep 25 **Metric 6:** Train AMMOS Cadre NLT 31 Oct 25.

KR3. Integrate OCS into Joint Wargaming & Exercises

This KR will add OCS to HAF/MAJCOM Wargames & AF/A4’s Base Level Engineering System (BLES) to improve operational planning. **Metric 1:** Incorporate OCS considerations into 3 HAF or MAJCOM Wargames NLT 31 Aug 25. **Metric 2:** Add OCS into AF/A4 BLES NLT 31 Aug 25.

KR4. Global Commercial Market Research Information System (GCMRIS)

This KR will transition the BIZINT Business Intelligence Tool into a GCMRIS by establishing it as a formal Joint Requirement. **Metric:** Obtain endorsement for Joint Requirement validation NLT 31 Aug 25.