

# Department of the Air Force Contracting Flight Plan

Accelerating Acquisition Change to Win



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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...**

**LANCE R. FRENCH, Brig 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*

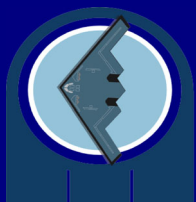
*Rebuild Our Military*

*Re-establish Deterrence*

## Greatest Air & Space Force



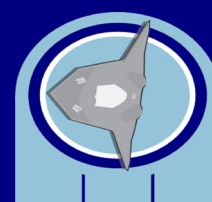
*Lethality*



*Honing our Competitive Advantage*



*Building Combat Readiness*



*Modernizing*

### DELIVER OPERATION CAPABILITY TO THE WARFIGHTER

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



### TRANSFORM THE ACQUISITION ENTERPRISE FOR THE 21ST CENTURY

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

- ◆ 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



### 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

**CONTINUE**

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

**CONTINUE**

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

**COMPLETE**

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

**CONTINUE**

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

**CONTINUE**

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 MFBs & Change Agents need.

| Objective 1: E-Business Modernization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <b>KR1. CON-IT Adoption</b><br>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. <b>Metric 1:</b> Sunset ConWrite by FY28. <b>Metric 2:</b> Transition remaining CON-IT users from Automated Contract Preparation System (ACPS) & develop ACPS to CON-IT transition plan by FY29. <b>Metric 3:</b> Develop CON-IT adoption metrics by DoDAAC NLT 31 Dec 25.                                                                                              | CONTINUE |
| <b>KR2. CON-IT for Classified Workforce</b><br>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. <b>Metric 1:</b> Complete Classified CON-IT Minimal Viable Product NLT 31 Dec 25. <b>Metric 2:</b> Develop Classified CON-IT deployment roadmap NLT 31 Dec 25.                                                                                                                                                         | CONTINUE |
| <b>KR3. Contingency CON-IT</b><br>Contingency operations necessitate flexibility. This KR will analyze the work scope to deploy Contingency CON-IT for use when disconnected from network access. <b>Metric 1:</b> Identify resources to provide Contingency CON-IT NLT 30 Jun 25. <b>Metric 2:</b> Brief action plan to SCOs NLT 30 Nov 25.                                                                                                                                                                                                                                      | CONTINUE |
| <b>KR4. Foreign Military Sales (FMS) Data Visibility</b><br>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. <b>Metric 1:</b> Identify resources NLT 28 Feb 25. <b>Metric 2:</b> Develop training NLT 31 Mar 25. <b>Metric 3:</b> Adapt Project Management Resource Tools & CON-IT NLT 31 May 25. <b>Metric 4:</b> Implement training NLT 31 Jul 25. | COMPLETE |
| Objective 2: DAF Acquisition & Sustainment Tools                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |          |
| <b>KR1. Material Intelligence Tool (MIT)</b><br>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. <b>Metric 1:</b> Provide use case to expand MIT NLT 30 Jun 25. <b>Metric 2:</b> If Metric 1 found to be positive, brief roadmap to SCOs & move forward to Metric 3 NLT 31 Aug 25. <b>Metric 3:</b> Establish 3 MIT pathfinders NLT 31 Dec 25.                                                                                  | PAUSED   |
| <b>KR2. Digital Acquisition Transformation Environment (DATE) Simplification</b><br>This KR will make DATE more user-friendly. <b>Metric 1:</b> Categorize existing tools NLT 30 May 25. <b>Metric 2:</b> Based on Metric 1 analysis, update DATE NLT 30 Jun 25. <b>Metric 3:</b> Communicate & release to field NLT 31 Jul 25.                                                                                                                                                                                                                                                   | COMPLETE |
| <b>KR3. Pricing Tools for DATE</b><br>This KR will assess existing Pricing Tools to ensure alignment with new software security requirements, and if applicable, field them on DATE. <b>Metric 1:</b> Assess potential tools NLT 30 May 25. <b>Metric 2:</b> If viable, publish up to 3 Pricing Tools on DATE for Enterprise usage NLT 31 Dec 25.                                                                                                                                                                                                                                 | COMPLETE |
| <b>KR4. Unliquidated Obligations (ULO) Tracker</b><br>This KR will enhance awareness of the ULO tracker & enable contract funding lifecycle visibility to prevent loss of purchase power. <b>Metric 1:</b> Increase use of ULO tool by 10% NLT 31 Dec 25. <b>Metric 2:</b> Reduce DAF FY25 canceled ULOs by 5% NLT 15 Sep 25.                                                                                                                                                                                                                                                     | CONTINUE |



# Line of Effort 3

## Contracting Process Innovation



**Champion: Col Victoria Nemmers, 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

**PAUSED**

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

**PAUSED**

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)

**COMPLETE**

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

**COMPLETE**

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

**COMPLETE**

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

**PAUSED**

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: Col Constance Young, 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>KR1. Force Presentation Construct</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>CONTINUE</b> |
| This KR will educate our Workforce on the DAF's Force Presentation construct. <b>Metric:</b> Track # of briefings/engagements NLT 31 Dec 25.                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |
| Objective 2: Operational Contract Support (OCS)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |
| <b>KR1. OCS &amp; Field Ordering Officer (FOO) Training with the AF Expeditionary Skills Training Center (AFESTC)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>PAUSED</b>   |
| This KR will integrate OCS & FOO training into Expeditionary A-Staff curriculum at AFESTC. <b>Metric:</b> Train AFESTC cadre NLT 30 Sep 25.                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |
| <b>KR2. Shared-Ownership of OCS Training</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>CONTINUE</b> |
| This KR will expand OCS comprehension & encourage DAF Teammates to assess commercial support options proactively. <b>Metric 1:</b> Update Civil Engineering (CE) Schoolhouse training NLT 31 Mar 25. <b>Metric 2:</b> Update Explosive Ordinance Career Development Course (EOCDC) training NLT 30 Apr 25. <b>Metric 3:</b> Update Advanced Maintenance & Munition Operations School (AMMOS) training NLT 31 May 25. <b>Metric 4:</b> Train CE Schoolhouse Cadre NLT 31 Aug 25 <b>Metric 5:</b> Train EOCDL Cadre NLT 30 Sep 25 <b>Metric 6:</b> Train AMMOS Cadre NLT 31 Oct 25. |                 |
| <b>KR3. Integrate OCS into Joint Wargaming &amp; Exercises</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>CONTINUE</b> |
| This KR will add OCS to HAF/MAJCOM Wargames & AF/A4's Base Level Engineering System (BLES) to improve operational planning. <b>Metric1:</b> Incorporate OCS considerations into 3 HAF or MAJCOM Wargames NLT 31 Aug 25. <b>Metric2:</b> Add OCS into AF/A4 BLES NLT 31 Aug 25.                                                                                                                                                                                                                                                                                                    |                 |
| <b>KR4. Global Commercial Market Research Information System (GCMRIS)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>CONTINUE</b> |
| This KR will transition the BIZINT Business Intelligence Tool into a GCMRIS by establishing it as a formal Joint Requirement. <b>Metric:</b> Obtain endorsement for Joint Requirement validation NLT 31 Aug 25.                                                                                                                                                                                                                                                                                                                                                                   |                 |