

**BY THE ORDER OF THE COMMANDER
NORAD AND US NORTHCOM**

**NORAD AND USNORTHCOM
HEADQUARTERS OPERATING
INSTRUCTION 64-142**

1 APRIL 2009

Contracting

**CONTRACTOR DEPLOYMENT
PLANNING**



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This Headquarters Operating Instruction (HOI) outlines policies, procedures, and responsibilities for deploying contractors from the headquarters during contingencies in support of North American Aerospace Defense Command (NORAD) and United States Northern Command (USNORTHCOM) funded missions. This instruction applies to NORAD and USNORTHCOM Headquarters, Directorates and Special Staffs and applies to all current contracts and contracts executed after the effective date of this publication. This instruction does not apply to subordinate commands or Service components. Send recommendations to change, add, or delete information in this instruction using AF IMT 847, *Recommendation for Change of Publication*, to HQ NORAD and USNORTHCOM, Attn: N-NC/J44, 250 Vandenberg St, Suite B016, PAFB, CO, 80914-3816. See **Attachment 1** for a list of references. Maintain and dispose of records created as a result of prescribed processes in accordance with the Joint Staff Disposition Schedule CJCSM 5760.01 *Joint Staff and Combatant Command Records Management Manual: Vol I (Procedures) & Vol II (Disposition Schedule)* which may be found on-line at: http://www.dtic.mil/cjcs_directives/cdata/unlimit/m576001v1.pdf
http://www.dtic.mil/cjcs_directives/cdata/unlimit/m576001v2.pdf.

SUMMARY OF CHANGES

This instruction has been revised to accurately reflect procedures to activate surge support within NORAD and USNORTHCOM headquarters and acquire unplanned contract services determined to be “mission essential” via deployment of contractor personnel. The instruction also identifies the need for requiring activities (Directorates/Special Staff) to coordinate with the applicable Defense Coordinating Officer, Joint Task Force or Component regarding theater admissions procedures.

1. Purpose. HQ NORAD and USNORTHCOM staffing strategies may require deploying contractors during contingency operations. Deploying contractors in support of contingency operations requires special planning in order to avoid an unauthorized commitment. This instruction

establishes policies, procedures and responsibilities for acquiring services and deploying contractors in support of contingency operations.

2. Policy. Support of contingency operations through contract services shall be utilized as a last resort. Every effort shall be taken to deploy military or DOD civilian personnel to support mission requirements. Contractor personnel may not deploy unless explicitly authorized in their contracts and coordinated with the cognizant Contracting Officer.

3. Procedures:

3.1. Contract surge capability for NORAD and USNORTHCOM headquarters activities (i.e., within Bldg 2, Peterson AFB) in support of contingency operations shall be pre-identified and funded within the respective contract or task order. Surge support shall include contract services for exercises, training events and potential contingency operations. Prior to activation of surge requirements/support, the requiring activity Quality Assurance Evaluator (QAE) shall coordinate with the Contracting Division, Logistics and Engineering Directorate (J44) and notify the cognizant Contracting Officer to ensure adequate funding is available and the support is within the scope of the contract/task order. Upon coordination with the Contracting Officer, the QAE or Contracting Officer shall activate surge support services through the contractor Team Lead or Program Manager.

3.2. Directorates and Special Staffs shall optimize available time and Command contracting expertise to plan and coordinate contract services or support requiring deployment of contractor personnel (e.g., hurricane, earthquake, wildland fire, CBRNE, National Special Security Event). IAW NORAD and USNORTHCOM Headquarters Operating Instruction (NNCHOI) 64-122, *Contract Review Board (CRB)*, contracting for deployed contractor support must be coordinated through the Contracting Division, Logistics and Engineering Directorate (N-NC/J44).

3.3. Directorates and Special Staffs deploying contractor personnel into contingency operations to provide services determined to be “mission essential” must ensure the logistical support requirements are clearly identified in the Performance Work Statement (PWS). Due to the potential for contractor deployment to austere, infrastructure degraded locations, contractor support requirements (e.g., lodging, meals, water, sanitation, medical services, protective equipment, communications) must be addressed and clearly indentified to delineate between contractor provided support and Government provided support. In addition, Directorates/Special Staff shall coordinate with the applicable Defense Coordinating Officer (DCO), Joint Task Force or Components reference guidelines for theater admission procedures in accordance DODI 3020.37, Continuation of Essential DOD Contractor Services During Crises.

3.4. Directorates and Special Staff shall nominate personnel to the Contracting Officer to function as Contracting Officer Representative (COR) or QAE. CORs/QAEs are responsible for providing oversight of deployed contractors at the location of the contingency operation. CORs/QAEs shall be appointed in writing and must obtain the required training from the Contracting Officer prior to contract performance. Due to complexities associated with contractor-provided support during contingencies, all direction to contractors shall be routed through the responsible COR/QAE, contractor project manager, and the Contracting Officer for contract scope determinations.

3.5. Special tracking and funding procedures shall be used when supporting contingency operations. Valid support requests (e.g., mission assignment, request for assistance) from a Federal agency will generally contain fund cites to prevent the need for DOD funding. This

external funding shall be the first source considered by Directorates and Special Staffs for all external support provided. In the event external funds sources are not available, Directors and Special staffs must utilize internal funding or coordinate with J8 to secure funds in support of the operation (e.g., via an Emergency and Special Program (ESP) codes).

4. Responsibilities:

4.1. Directorates/Special Staff Offices:

4.1.1. Identify mission essential tasks and surge requirements within individual contracts or task orders for support within NORAD and USNORTHCOM headquarters activities. Ensure funding is secured and allocated against contract requirements to execution in support of exercises, training events or contingency operations.

4.1.2. Ensure QAEs/Action Officers on applicable contract/task order provide required documentation to process contract actions to obtain essential contract services/deploy contractor personnel in accordance with NNCHOI 64-122.

4.1.3. Coordinate with the applicable Defense Coordinating Officer (DCO), Joint Task Force or Component reference guidelines for theater admission procedures in accordance DODI 3020.37, Continuation of Essential DOD Contractor Services During Crises (Reference Attachment 1).

4.1.4. Nominate COR/QAE to oversee deployed contractors at the location of the contingency operation. Ensure required training is obtained through the Contracting Officer/contracting activity.

4.1.5. Direct internal reprioritizations of budget requirements and reallocations of resources (including contract funding) when outside agency funding is not available or appropriate. Coordinate with J8 for acquiring additional funding for essential services in support of deployed operations.

4.2. N-NC/J4:

4.2.1. Serve as the Office of Primary Responsibility (OPR) for the oversight of NORAD and USNORTHCOM contractor deployment planning process.

4.2.2. Serve as liaison between the Directorates/Staff and applicable contracting activity (e.g. 21st Contracting Squadron) for planning and acquisition of contractor support to contingency operations.

4.2.3. Coordinate CRB process to ensure requirements for unplanned contract support to contingency operations is acquired in an expedited manner and in accordance with the Federal Acquisition Regulation (FAR) and service acquisition policies.

4.3. N-NC/J8:

4.3.1. Establish guidance for Directorates and Special Staff regarding discretion levels for reallocating funds to meet contingency requirements as a percentage of respective budgets.

4.3.2. Assign ESP codes for all contingency operations enabling NORAD and USNORTHCOM Directorates and Special Staffs to track costs for funds reimbursement.

4.3.3. Ensure outside agency fund cites are used to fund contracts, as applicable.

4.4. N-NC/JA: Upon receipt of a complete acquisition package, perform legal review to ensure “contingency support” acquisitions (i.e., deployed contractor support) are legally sufficient.

4.5. Quality Assurance Evaluator (QAE)/Contracting Officer Representative (COR):

4.5.1. Obtain training from cognizant contracting officer regarding scope of contract, limitations on directing contractor personnel, and overall duties and responsibilities of on-site oversight of contract performance.

4.5.2. Approve authorization to purchase Other Direct Costs (ODCs) as described in the contract/task order.

4.5.3. Coordinate with the Contracting Officer and Contract Team Lead/Program Manager reference any questions/concerns regarding contractor performance.

5. Proponent. The proponent of this NORAD and USNORTHCOM HOI is the Director of Logistics and Engineering, North American Aerospace Defense Command and United States Northern Command.

MICHAEL G. DANA, BGen, USMC
Director of Logistics and Engineering

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

DODI 3020.37, *Continuation of Essential DOD Contractor Services During Crises*, 6 November 1990, Incorporating Change 1 effective 26 January 1996

NNCHOI 64-122, *Contract Review Board (CRB)*, 16 March 2009