



## CONTRACTOR SUPPORT OF U.S. OPERATIONS IN THE USCENTCOM AREA OF RESPONSIBILITY

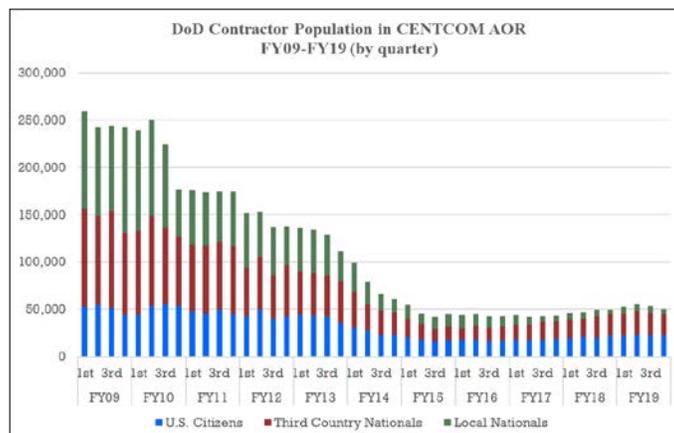
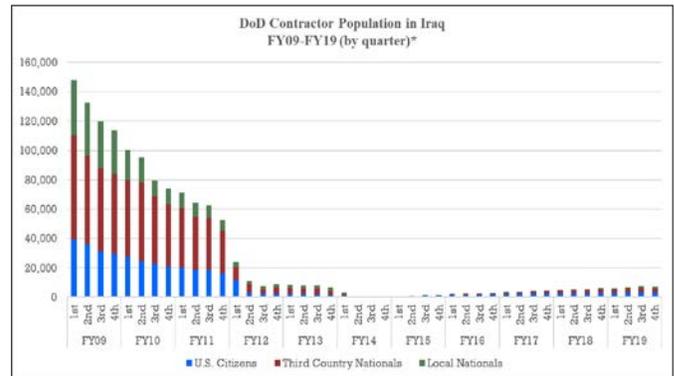
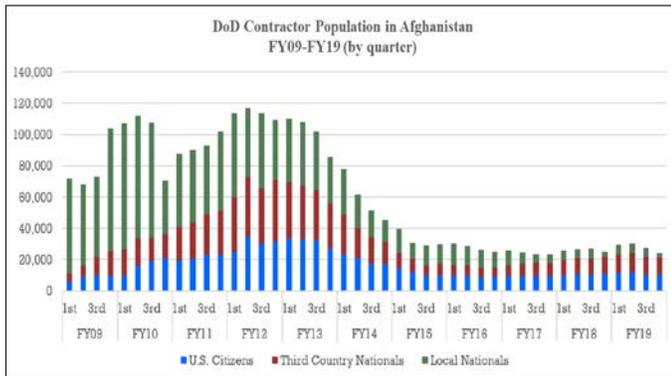
**BACKGROUND:** This report provides Department of Defense (DoD) contractor personnel numbers for 4<sup>th</sup> quarter Fiscal Year 2019 (FY19) and current status of efforts underway to improve management of contractors accompanying United States (U.S.) Forces. It includes data on DoD contractor personnel deployed in Afghanistan, Operation Freedom’s Sentinel (OFS); Iraq and Syria, Operation Inherent Resolve (OIR); and the U.S. Central Command (USCENTCOM) area of responsibility (AOR).

**KEY POINTS:** During 4<sup>th</sup> quarter FY19, USCENTCOM reported approximately 49,652 contractor personnel supporting DoD in the USCENTCOM AOR, a decrease of approximately 3,707 from the previous quarter.

### DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals (TCN)	Local Nationals
<b>Afghanistan Only</b>	24,202	10,750	10,603	2,849
<b>Iraq and Syria</b>	7,155	3,152	2,500	1,503
<b>Other USCENTCOM Locations</b>	18,295	7,978	10,238	79
<b>USCENTCOM AOR</b>	49,652	21,880	23,341	4,431

### DoD Contractor Population Trends (FY09–FY19)

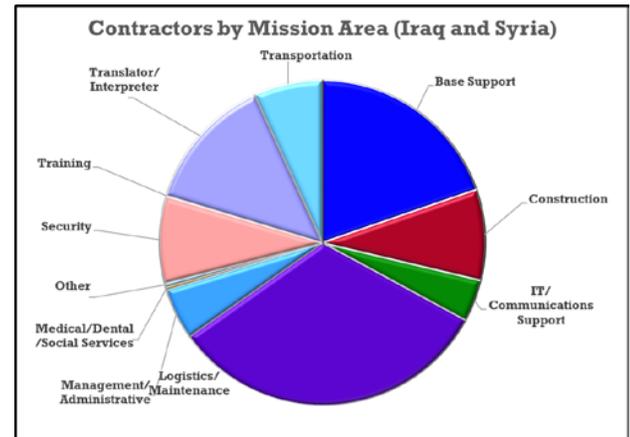


\*Information on the contractor population in Syria was incorporated starting 2<sup>nd</sup> quarter FY18

## OIR (Iraq and Syria) Summary

- The distribution of contractors in Iraq and Syria by mission category are:

Base Support	1,410	(19.7%)
Construction	644	(9.0%)
IT/Communications Support	301	(4.2%)
Logistics/Maintenance	2,311	(32.3%)
Management/Administrative	365	(5.1%)
Medical/Dental/Social Services	21	(0.3%)
Other	29	(0.4%)
Security	615	(8.6%)
Training	7	(0.1%)
Translator/Interpreter	966	(13.5%)
<u>Transportation</u>	<u>486</u>	<u>(6.8%)</u>
<b>Total:</b>	<b>7,155</b>	

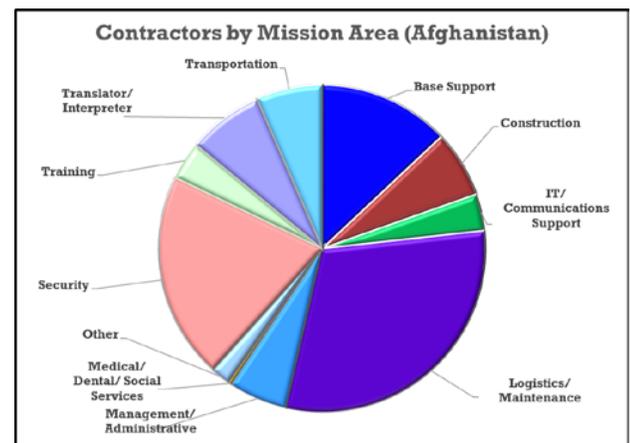


- Contractor Posture: Approximately 7,155 DoD contractors directly supported DoD-funded contracts in Iraq and Syria. This is a decrease of approximately 4.3% from 3<sup>rd</sup> quarter.

## OFS (Afghanistan) Summary\*

- The distribution of contractors in Afghanistan by mission category are:

Base Support	3,146	(13%)
Construction	1,608	(6.6%)
IT/Communications Support	874	(3.6%)
Logistics/Maintenance	7,334	(30.3%)
Management/Administrative	1,415	(5.8%)
Medical/Dental/Social Services	83	(0.3%)
Other	470	(1.9%)
Security	4,951*	(20.5%)
Training	932	(3.9%)
Translator/Interpreter	1,804	(7.5%)
<u>Transportation</u>	<u>1,585</u>	<u>(6.6%)</u>
<b>Total:</b>	<b>24,202</b>	



\*2,884 Armed Private Security Contractor Personnel

- Contractor Posture: Approximately 24,202 DoD contractors supported operations in Afghanistan during 4<sup>th</sup> quarter FY19, a decrease of 11.9% from 3<sup>rd</sup> quarter FY19. Local Nationals comprise 11.8% of total contractor force; 21,353 US/TCN remain in Afghanistan. The decrease is due, in part, to the delayed exercising of a particular contract option. The associated contractor personnel deployments ended in the Synchronized Pre-Deployment Operational Tracker Enterprise Suite (SPOT-ES) system and those contractor personnel are not part of the reported totals. The contractor is currently in the process of adding information and deployments for all effected personnel into the SPOT-ES system and those personnel will be included in the next report. Future updates to SPOT-ES in FY20 will enable government contracting officials to pre-stage records in SPOT, significantly reducing the time necessary to get contractor personnel entered and generate required credentials at the time a contract is awarded or option exercised.

- A total of 2,884 Private Security Contractors (PSCs) personnel were supporting USCENTCOM operations in Afghanistan as of 4<sup>th</sup> quarter FY19. A detailed summary is provided in the table below.

### DoD PSC Personnel in Afghanistan

	Total Contractors	U.S. Citizens	TCN	Local Nationals
DoD PSC Personnel in Afghanistan*	2,884	688	1,996	200

*\*These numbers include most subcontractors and service contractors hired by prime contractors under DoD contracts.*

- **USCENTCOM Vendor Threat Mitigation**

In accordance with the FY15 National Defense Authorization Act, Subtitle E Section 841, Never Contract with the Enemy, one company has been identified as supporting the insurgency. A recommendation to designate that company as supporting the insurgency has been forwarded to the USCENTCOM Commander. An additional company was identified during the August 9, 2019 Vendor Vetting Decision Board (VVDB) and is in staffing for potential designation which will be forwarded to the Head of Contracting Activity. During 4<sup>th</sup> quarter FY19, the VVDB considered 91 companies, resulting in 59 rated “Acceptable” (64.8%) and 32 rated “Unacceptable without Mitigation” (35.2%).

- **USCENTCOM Operational Contract Support Integration Cell (OCSIC)**

The USCENTCOM OCSIC completed relocation from Al Udeid to USCENTCOM headquarters at MacDill Air Force Base and experienced an 88% turnover with the rotation of 7 personnel of the 8 assigned. As part of this transition, the OCSIC continued to update policies and procedures and to integrate across multiple levels of staff to link OCS into future planning. The USCENTCOM CJ4 chaired an OCSIC-led theater OCS requirements review in support of deterring Iranian aggression. The Service Components and Joint Task Forces participated and discussed OCS issues and challenges which are being worked to enhance non-organic support to operations throughout the AOR.

- **Combined Joint Task Force – Operation Inherent Resolve (CJTF-OIR) OCSIC**

Between 3<sup>rd</sup> and 4<sup>th</sup> quarters FY19, CJTF-OIR completed several major cost saving initiatives including examining current needs for contracted support and right sizing requirements throughout the Combined Joint Operations Area (CJOA) resulting in total savings of \$169 Million. The CJTF-OIR OCSIC and 408th Contracting Support Brigade (CSB) in coordination with the CJTF-OIR Director of Sustainment and requiring activities, developed processes to right size requirements that helped realize these cost savings while meeting mission needs. The OCSIC convened a Joint Requirements Review Board (JRRB) to apply the size, scope, historical cost, and/or market prices for the area, to right size Base Life Support requirements. The process has been codified for each base’s Base Operation Support Integrator throughout the CJOA.

- **U.S. Forces-Afghanistan (USFOR-A) OCSIC**

Since 2<sup>nd</sup> quarter FY19, the USFOR-A OCSIC assisted in reducing approximately 2,200 contractor positions during Contract Management Reviews with no risk or degradation to the Resolute Support mission. The effort entailed a top-down review of contracted service

requirements for hiring shortfalls, duplication of efforts, and identifying requirements that could be fulfilled by military personnel.

## **IMPROVEMENTS TO MANAGEMENT AND OVERSIGHT OF DOD CONTRACTORS**

- **Office of the Deputy Assistant Secretary of Defense (ODASD) Logistics.**

- **4<sup>th</sup> Quarter FY19 OCS Functional Capabilities Integration Board (FCIB).** On August 27, 2019, the Department’s senior executive OCS governance forum held its 4<sup>th</sup> quarterly meeting of the year to review progress of OCS capability integration and address emerging issues. Co-chaired by the Acting Deputy Assistant Secretary of Defense (Logistics) and Vice Director, Joint Staff J4, the board approved a proposal to refocus the OCS Common Operational Picture (COP) Advisory Board to lead improvements in knowledge and information management based on existing enterprise capabilities. The new OCS Data and Information Group (DIG) will be chartered under the oversight of the FCIB and will continue to assist the OCS community by identifying options for better informed data-driven decision making. This decision stems from the April 19, 2019 Joint Requirements Oversight Council endorsement to terminate the Global Combat Support System – Joint (GCSS-J) and COP requirement. The FCIB also approved closure of the FY 2019-2023 DoD OCS Action Plan, culminating in the completion or deletion of 12 tasks. The remaining 18 tasks will transition to the FY20-24 OCS Action Plan, currently in formal staffing. Other key actions underway include revision to the FCIB charter, update of DoD instructions related to OCS, and publication of the Secretary of Defense Annual Report to Congress on OCS. The next FCIB principal’s meeting will be held on November 19, 2019.
- **Implementation Update: OCS Joint Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, and Facilities-Policy (DOTmLPF-P) Change Recommendation (DCR).** Implementation of 15 OCS Joint DCR actions remain a key focus area for the Department. Endorsed by the Joint Requirements Oversight Council in August 2018, the DCR identified capability shortfalls and integrated solutions to institutionalize OCS across the Department by 2022. During the 4<sup>th</sup> quarter FY19 meeting the OCS FCIB endorsed the Army’s request to close DCR action #5, a service-related action to improve the joint force’s ability to generate, coordinate, prioritize, and de-conflict acquisition-ready, as well as rough order of magnitude requirements packages, by identifying billets within requiring activities that would require additional OCS training. The Army completed this action by identifying and documenting over 1,700 OCS related billets. Although more work is required in the areas of OCS training and human capital planning for all Services, the OCS FCIB recognized the Army for their efforts to complete this important DCR action ahead of schedule. Upon receipt of the Army’s closure request memorandum, ODASD(Logistics) will forward the closure request to the Logistics Functional Capabilities Board for final review and approval. The next DCR Working Group meeting will be held on October 17, 2019.
- **Defense Standards for Security Services.**
  - All DoD contracts for private security services require compliance with American National Standard Institute (ANSI) PSC.1-2012 (R2017), “Quality Management Standard for Private Security Company Operations” or ISO 18788-2015 “Management Systems for Private Security Operations.” All private security companies contracted by DoD at any tier are currently compliant with one or both of

these standards and have achieved independent third party certification. An updated conformity assessment standard, used by third party certifying bodies to validate compliance with the standards, was published by ANSI in August 2019.

- A total of 91 private security companies from 30 different countries have achieved independent third party certification to one or both of these standards. Another 29 private security companies from 16 countries are known to have begun the certification process. Of key interest is the growing acceptance of these standards in Iraq by companies not under contract with the U.S. Government and the acceptance of these standards in a growing number of countries.
- **Joint Contingency Acquisition Support Office (JCASO).** JCASO continues to provide the Combatant Commands a joint enabling capability to integrate, coordinate, and synchronize OCS planning and activities. JCASO provides full-time deliberate OCS planning support to the Geographic Combatant Commands (GCCs) via two embedded OCS Planners at each staff. Specific USCENTCOM support activities include:

- **OCS Planning:** JCASO planning support this period included the development of an Annex W (OCS Annex) and its Appendices in support of a major crisis response mission and plan in the USCENTCOM AOR. In addition, JCASO assisted in the development of the plan's Annex D (Logistics) and generating an accompanying OCS concept of support. JCASO established and executed a monthly USCENTCOM OCS Planning Synchronization meeting with USCENTCOM components, Special Operations Command Central, CJTF-OIR and USFOR-A to coordinate and inform the OCS community on OCS planning efforts within the USCENTCOM AOR.

JCASO developed a specified list of information requirements to be included in the Defense Logistics Agency Industrial Base Extension (IBEX) Program Statement of Work. JCASO also coordinated with the IBEX Program Manager to capture common contracted requirements for Base Operating Support and Common User Logistics, and identified country and regional capabilities useful for OCS planning in the USCENTCOM AOR.

- **OCS Integration Cell (OCSIC) Support:** JCASO conducted multiple engagements with new USCENTCOM OCSIC personnel to provide OCS training, readiness reporting frameworks, and information on lessons learned and best practice identification.
- **Exercise Support:** INTERNAL LOOK-20 (IL '20). JCASO completed the final Master Scenario Event List Development Event and supported cross functional exercise planners in Joint Training Information Management Systems inputs. They developed and refined several exercise products including; key themes, training objectives, logistical hierarchy, and the Joint Exercise Control Group manning document.
- **OCS Tutor/Trainer Initiative:** The US Army Central Command tutor/trainer provided targeted, mission-specific OCS tutoring and training to multiple echelon-above-brigade units scheduled to rotate into the AOR during the next cycle.
- **The Joint Staff (JS), J4, Operational Contract Support Division (OCSD).**
  - **OCS Reporting.** OCSD conducted Reporting Working Groups (RWGs) to collaborate with Combatant Commands, Services, Agencies (C/S/As), other Joint Staff directorates,

and OSD on improving OCS planning and reporting. C/S/A staffs, including planning, intelligence, communications and operations elements, assessed their risk from reliance on contract support and validated the revised template. OCSD then drafted the “2019 Chairman’s Annual Assessment of Commercial Reliance” based on input received.

- **OCS Education.** OCSD reviewed the U.S. Navy Maritime Advanced Warfighting School (MAWS) program curriculum at the Naval War College and then met with the Deputy Director on August 19, 2019 to establish a baseline of OCS in the MAWS program and suggest improvements. While only a couple of instructional blocks address commercial support in operations currently, the review identified several areas appropriate for additional content. OCSD made several recommendations, which the MAWS Deputy Director acknowledged and is working to incorporate. The 13-month MAWS program produces 45 graduates, who then lead operational planning teams for fleet and combatant commanders.
- **OCS Planning.** OCSD drafted and coordinated a “Food for Thought Paper for the United States of America led Senior Logistics Steering Board on Commercial Support to Operations and the North Atlantic Treaty Organization’s (NATO’s) Maximum Level of Effort” under the auspices of the NATO Logistics Committee for presentation on November 6, 2019. The goal of the paper is to spur NATO thinking toward establishing the policy, doctrine, processes, structure, and decision-making to plan for use of commercial support in major combat operations.
- **Individual Training.**
  - **Joint OCS Planning and Execution Course (JOPEC).** Delivered three JOPECs to 84 students. Since 2013, 1,570 students have completed the course.
  - **Joint Knowledge On-line (JKO).** During the 3<sup>rd</sup> quarter FY19, 339 personnel completed the Joint OCS Essentials for Commanders and Staff (JOECS) Phase 1 and 167 personnel completed the Phase 2 online course. As of September 17, 2019 over 15,000 personnel have completed an OCS introductory online course.
  - **Joint OCS Training Integration Campaign (JOTI).** OCSD updated OCS content for the Joint Engineer Course, delivered OCS briefings to the monthly Joint Logistics Course, completed review of the Joint Deployment Action Officer Course and two Joint Capabilities Requirements Manager courses.
  - **Staff Joint Training.** OCSD supported U.S. European Command’s planning for and prepared design and reference documents for the NATO OCS Table Top Exercise (TTX) in November 2019. The TTX series is a mechanism for testing proposed procedures for de-conflicting and prioritizing contract support and leveraging the NATO Support Procurement Activity to contract for mission-critical commercial support during combined operations.
  - **Support to DCR.** OCSD created an implementation framework and a template for Combatant Command staffs to use as they respond to DCR Actions # 2, establish an enduring OCS organizational capability, and # 3, review and integrate OCS into training and education. U.S. Northern Command has agreed to test the template as part of their DCR implementation plan development.