



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

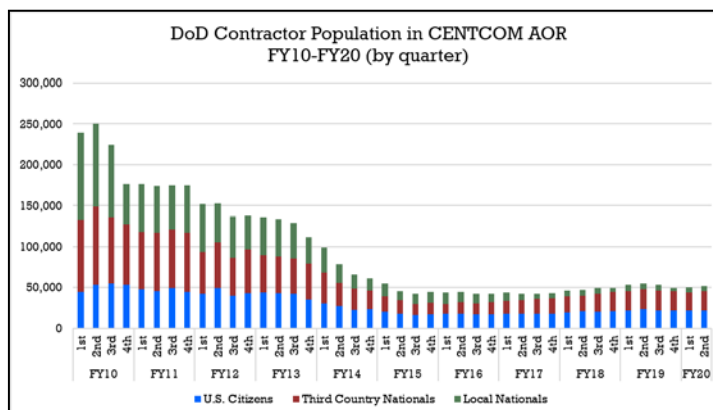
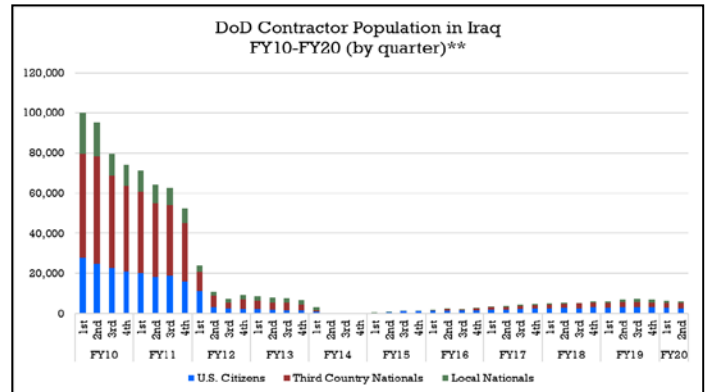
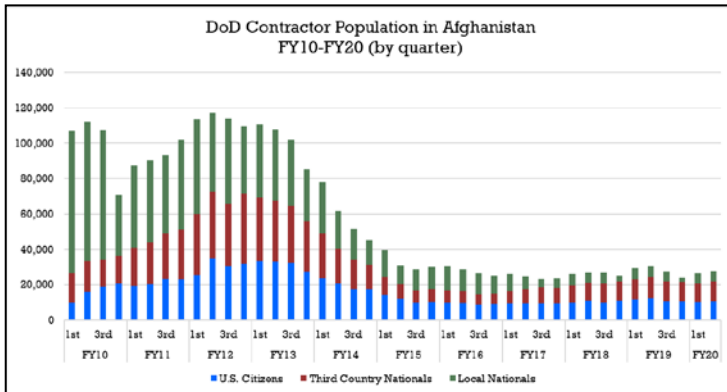
BACKGROUND: This report provides Department of Defense (DoD) contractor personnel numbers for 2nd quarter Fiscal Year 2020 (FY20) and current status of efforts underway to improve management of contractors accompanying United States (U.S.) Forces. It includes data on DoD contractor personnel deployed 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 2nd quarter FY20, USCENTCOM reported approximately 52,142 contractor personnel supporting DoD in the USCENTCOM AOR, an increase of approximately 1,678 from the previous quarter.

DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals (TCN)	Local Nationals
Afghanistan Only	27,641	10,711	11,077	5,853
Iraq and Syria	6,288	2,679	2,473	1,136
Other USCENTCOM Locations	18,213	8,301	9,831	81
USCENTCOM AOR	52,142	21,691	23,381	7,070

DoD Contractor Population Trends (FY10–FY20) *



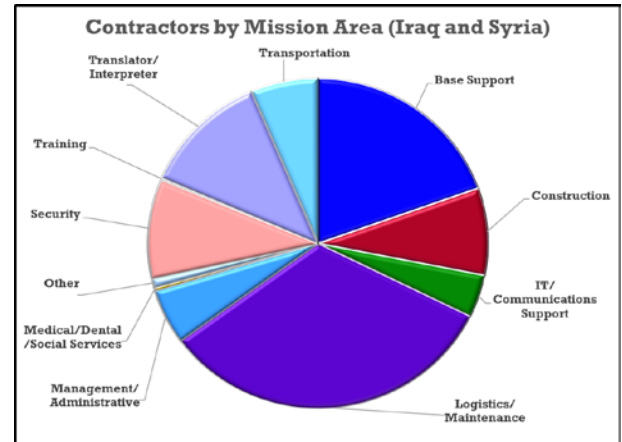
* To maintain a 10-year view of contractor populations, the date range has been changed to reflect FY10-FY20 data

** Information on the contractor population in Syria was incorporated starting 2nd quarter FY18.

OIR (Iraq and Syria) Summary

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

Base Support	1,232	(19.6%)
Construction	534	(8.5%)
IT/Communications Support	264	(4.2%)
Logistics/Maintenance	2,056	(32.7%)
Management/Administrative	340	(5.4%)
Medical/Dental/Social Services	19	(0.3%)
Other	57	(0.9%)
Security	610	(9.7%)
Training	13	(0.2%)
Translator/Interpreter	761	(12.1%)
<u>Transportation</u>	<u>402</u>	<u>(6.4%)</u>
Total:	6,288	

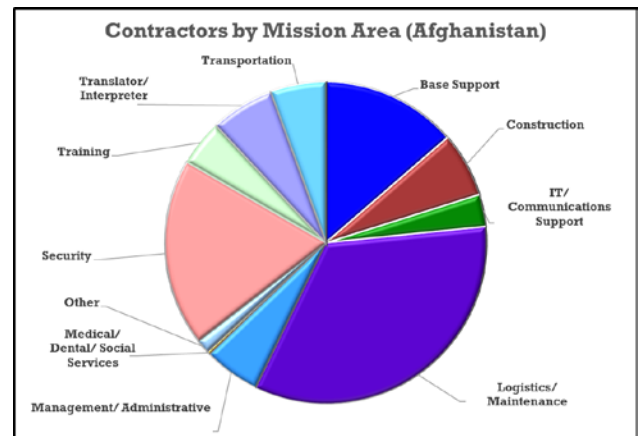


- Contractor Posture: Approximately 6,288 DoD contractors directly supported DoD-funded contracts in Iraq and Syria. This is a decrease of 4.5% from 1st quarter FY20.

OFS (Afghanistan) Summary*

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

Base Support	3,774	(13.7%)
Construction	1,798	(6.5%)
IT/Communications Support	896	(3.2%)
Logistics/Maintenance	9,342	(33.8%)
Management/Administrative	1,566	(5.7%)
Medical/Dental/Social Services	79	(0.3%)
Other	389	(1.4%)
Security	5,197*	(18.7%)
Training	1,292	(4.7%)
Translator/Interpreter	1,774	(6.4%)
<u>Transportation</u>	<u>1,534</u>	<u>(5.6%)</u>
Total:	27,641	



*2,973 Armed Private Security Contractor Personnel

- Contractor Posture: Approximately 27,641 DoD contractors supported operations in Afghanistan during 2nd quarter FY20, an increase of 4.1% from 1st quarter FY20. Local Nationals comprise 21.2% of total contractor force; 21,788 US/TCN remain in Afghanistan.
- A total of 2,973 Private Security Contractors (PSCs) personnel were supporting USCENTCOM operations in Afghanistan as of 2nd quarter FY20. 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*	2,973	739	1,986	248

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

- USCENTCOM Vendor Threat Mitigation:** During 2nd quarter, no additional companies meeting the criteria for FY15 National Defense Authorization Act, Subtitle E Section 841, “Never Contract with the Enemy”, were identified as providing funds, goods or services to the enemy with which U.S. or Coalitions troops are actively engaged in hostilities. Accordingly, no recommendation to designate any company as supporting the insurgency have been forwarded to the USCENTCOM Commander. Staffing for potential designation and notification of four companies initially identified during the August 9 and September 13, 2019 Vendor Vetting Decision Boards (VVDB) was halted. The VVDB considered 42 companies, resulting in 28 vendors being rated “Acceptable” (66.7%) and 14 companies being rated “Unacceptable Without Risk Mitigation” (33.3%). The sharp drop in the total number of companies vetted from 1st quarter is mostly attributed to the familiarization with the new Joint Contingency Contracting System Next Generation, which was rolled out in mid-January 2020, and the resulting additional information requirements that have been implemented in order to enhance vendor threat mitigation procedures.
- USCENTCOM Operational Contract Support Integration Cell (OCSIC):** During 2nd quarter, OCSIC elements attended the first-ever Commercial Support to Operations (CSO) Senior Leader Seminar and Learning Symposium hosted by the Joint Staff J4. This event engaged key staff and senior leaders to understand our reliance on commercial support to explore advantageous options in a contested environment. The concept of CSO marks a shift in critical thinking of strategic support to planning, priorities, and objectives. Our mission focus remains on planning, synchronizing, and integrating support of deterring Iranian aggression, bi-lateral defense of the Kingdom of Saudi Arabia, establishment and posture of USCENTCOM’s Western Sustainment Network, and recalibration and consolidation of efforts throughout the theater. The Headquarters USCENTCOM OCSIC is primarily comprised of Request for Forces personnel temporarily assigned and continues to prepare and incorporate new members quarterly.
- Combined Joint Task Force – Operation Inherent Resolve (CJTF-OIR) OCSIC:** During 2nd quarter, CJTF-OIR conducted a combined joint operational area (CJOA) wide force re-posturing effort as a result of the Northeast Syria retrograde. This has allowed for forces to be re-allocated as needed. During this period CJTF-OIR also dealt with the Iranian theater ballistic missile (TBM) attack which caused battle damage to Al-Asad Air Base in Iraq. Currently battle damage is being repaired and contracts are unaffected. Negotiations to repay contractors for destroyed equipment is currently underway. As a direct result of the TBM attacks it was identified that within the CJTF-OIR CJOA implementation of the Joint Asset Movement Management System (JAMMS) was not as robust as required by our mission. This led to a Commander directed implementation of JAMMS which currently has updated critical accountability systems and allowed for real-time scanning at all major hubs. The CJTF-OIR OCSIC and 408th Contracting Support Brigade, in coordination with the CJTF-OIR Director of Sustainment and Requiring Activities, continues to refine and develop processes to right size

requirements that help generate cost savings while meeting mission needs. The OCSIC continues to convene a regularly scheduled Joint Requirements Review Board to adjudicate resources toward the size, scope, and cost for contractual goods and services in our area of responsibility in accordance with our headquarters re-alignment.

- **U.S. Forces-Afghanistan (USFOR-A) OCSIC:** During 2nd quarter, base optimization and contractor accountability were high priorities in the Combined Joint Operating Area-Afghanistan (CJOA-A) as a result of the signing of the peace agreement. USFOR-A is beginning the drawdown of troops to 8,600 and contracts are being simultaneously reviewed to ensure requirements are effectively optimized. USFOR-A OCSIC continues to work closely with the Synchronized Predeployment Operational Tracker program managers to streamline reports that will lead to increased contractor accountability. This quarter, the CJOA-A Visa compliance reached 84%, the highest percentage reported.

IMPROVEMENTS TO MANAGEMENT AND OVERSIGHT OF DOD CONTRACTORS

- **Office of the Deputy Assistant Secretary of Defense for Logistics (ODASD(Log)).**
 - **Operational Contract Support (OCS) Governance and Oversight.** On March 2, 2020, the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) approved a revised charter designating the OCS Functional Capabilities Integration Board (FCIB) as the Department's OCS governance forum, in accordance with DoD Instruction 3020.41. This revision supersedes the June 27, 2014 version and designates the USD(A&S) as the charter authority, reinforces the Board's mission, and updates membership composition and functions. Co-chaired by the Deputy Assistant Secretary of Defense for Logistics and the Director for Logistics, Joint Staff J4, board members now includes the Defense Logistics Agency J7, Geographic Combatant Commands, the U.S. Transportation Command, and U.S. Special Operations Command. Other members also include various organizations under the Office of the Secretary of Defense, Defense Contract Management Agency, and Military Services. The next quarterly OCS FCIB principal's meeting will be held on June 3, 2020.
 - **Implementation Update: OCS Joint Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, and Facilities-Policy (DOTmLPF-P) Change Recommendation (DCR).** The Department continues to execute the 2018 Joint Requirements Oversight Council-endorsed OCS Joint DCR to address capability shortfalls and enhance OCS capability integration. In February 2020, the OCS FCIB approved two of the DCR's fifteen actions for closure. Specifically, Service policy was developed and improved to better align OCS Tasks Lists with OCS Universal Joint Tasks and updates to Service force structure analyses were identified to incorporate OCS requirements and considerations. Three additional DCR actions remain on track for completion in September 2020. In addition, the Fiscal Year 2020-2024, DoD OCS Action Plan Semi-Annual Status Report will be published in April 2020 to document progress on efforts to implement the DCR, DoD Expeditionary Civilian policy, and the OCS Data and Information Group Charter. The next DCR Working Group meeting will be held on April 23, 2020.
 - **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 International Organization for Standardization (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.

- A total of 95 private security companies from 29 different countries have achieved independent third-party certification to one or both of these standards.
- **OUSD(A&S) Defense Pricing and Contracting (DPC).** As part of the DoD response to the global COVID-19 pandemic, DPC established a public COVID-19 website (<https://www.acq.osd.mil/dpap/pacc/cc/COVID-19.html>) to outline contracting policies, class deviations, resources, and guidance to enable information-sharing and to assist both government and industry personnel with COVID-19 response activities.
- **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, US Forces Korea, US Forces Japan, US Special Operations Command and the Joint Staff J7 via embedded OCS Planners.
 - **DLA-JCASO Transition.** During the 2nd quarter FY20 Common Operating Picture–Warfighter (COP-W) meeting, the Director, Defense Logistics Agency (DLA) shared with the Combatant Command J4s that the Defense Wide Review Action #103 (Elimination of DLA-JCASO) was being implemented. JCASO will continue providing planning support/mobile OCS Staff Training Teams to assist Combatant Commands with operational plans, contingency plans and orders, through the end of FY21.
 - **OCS Tutor/Trainer Initiative.** The US Army Central Command (USARCENT) tutor/trainer initiative continues to provide support to the USARCENT OCSIC, delivering 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 (OCSJ4)**
 - **COVID-19 Response.** JS J4 established a webpage to distribute guidance to and exchange information among DoD Components to facilitate definition, coordination, and procurement of commercial support requirements in response to the virus. The webpage is also a platform for addressing emerging contractor management issues. In addition, JS J4 developed a white paper, based on requirements coordination and de-confliction best practices to inform the Joint Acquisition Task Force.
 - **Commercial Support to Operations (CSO) Symposium.** JS J4 hosted the inaugural CSO Senior Leader Seminar and Learning Symposium on January 28-29, 2020 at Joint Base Andrews. One hundred twenty-seven representatives from across the DoD, the interagency and key allies participated. General John Hyten, Vice Chairman of the Joint Chiefs of Staff, served as the keynote speaker. Panel discussions focused on understanding U.S. reliance on commercial support and exploring options for using it to our advantage in support of the National Defense Strategy. CSO is a means to widen the aperture through which senior leaders see OCS and its importance as a joint warfighting capability.
 - **OCS Reporting.** JS J4 initiated risk assessment and reporting actions for FY20; incorporated commercial support into the Annual Joint Assessment to inform strategic processes and decisions; and completed the Joint Logistics Estimate to assess commercial capabilities and capacities supporting the national military strategy.

- **OCS Planning.** JS J4 reviewed the logistics supportability assessment of a major operational plan to identify strengths and opportunities for improvement. Staff also reviewed the Defense Planning Guidance (DPG) to ensure strategic OCS equities for planning nests with the DPG and supporting guidance. JS J4 supported strategic guidance development to initiate mission analysis for a major operational plan, ensuring commercial support considerations carry forward in initial logistics supportability and course of action development. J4 collaborated with the posture community to integrate commercial capabilities into planning.
- **Education.**
 - **Process for the Accreditation of Joint Education.** On January 12-15, 2020, JS J4 evaluated the Air Command and Staff College, a program that reaches 490 resident and 3,450 non-resident students. On February 16-20, 2020, the JS J4 evaluated the Army's Command and General Staff College; the Army's program has 1,200 resident and 4,710 non-resident students. Both programs met their joint OCS learning objectives.
 - **Guest Lectures.** In January and February 2020, JS J4 representatives delivered tailored lectures to the U.S. Marine Corps Command and Staff College, the Air War College, the Marine Corps War College, and the Joint Logistics Course.
- **Individual Training.**
 - **Joint OCS Planning and Execution Course (JOPEC).** Delivered two JOPECs to 58 students. Since course inception in 2013, 1,678 students have completed the course.
 - **Joint Knowledge On-line (JKO).** During the 2nd quarter FY20, 728 personnel completed the Joint OCS Essentials for Commanders and Staff Phase 1 and 212 personnel completed the Phase 2 online course. As of March 25, 2020, 17,527 personnel have completed an OCS introductory online course.
 - **Army Reserve Element Validation Exercise.** On January 7-8, 2020, JS J4 conducted a four-hour workshop to train 40 U.S. Army contingency contracting officers deploying to Iraq on the fundamentals of OCS.
- **North Atlantic Treaty Organization (NATO) / U.S. European Command (USEUCOM) Engagement.** The JS J4 continued its engagement with NATO and USEUCOM by participating in a NATO-led tabletop exercise designed to estimate the alliance's fuel requirements and its commercial support implications for a given operational plan. The JS J4 also met with the USEUCOM J2 to guide the development of a requirement for commercially obtained linguists and monitored updates on USEUCOM's nine OCS lines of effort.