CONTRACTOR SUPPORT OF U.S. OPERATIONS IN THE USCENTCOM AREA OF RESPONSIBILITY
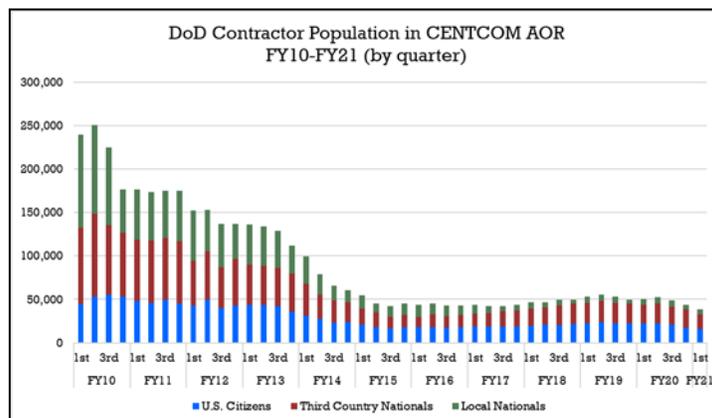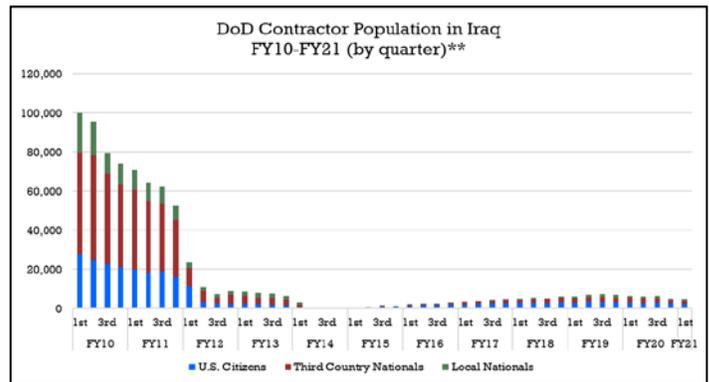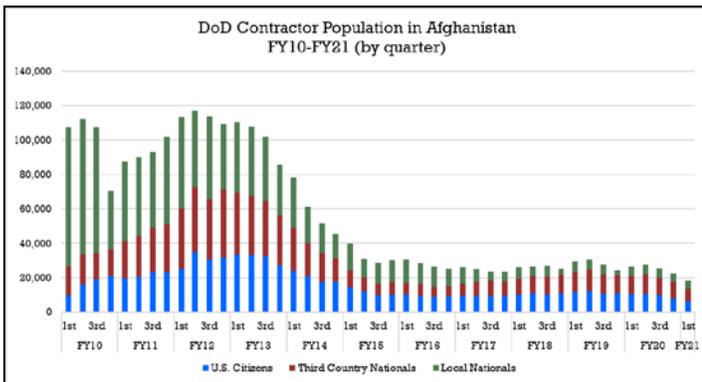
BACKGROUND: This report provides Department of Defense (DoD) contractor personnel numbers for 1st quarter Fiscal Year 2021 (FY21) and current status of efforts underway to improve management of contractors accompanying United States (U.S.) Forces. It includes data on DoD contractor personnel deployed 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 1st quarter FY21, USCENTCOM reported approximately 38,164 contractor personnel supporting DoD in the USCENTCOM AOR, a decrease of approximately 5,645 from the previous quarter.

DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals (TCN)	Local Nationals
Afghanistan Only	18,214	6,346	7,123	4,745
Iraq and Syria	4,677	2,300	1,517	860
Other USCENTCOM Locations	15,273	6,687	8,492	94
USCENTCOM AOR	38,164	15,333	17,132	5,699

DoD Contractor Population Trends (FY10–FY21) *

DoD Contractor Population in Afghanistan FY10-FY21 (by quarter)

DoD Contractor Population in Iraq FY10-FY21 (by quarter)**

DoD Contractor Population in CENTCOM AOR FY10-FY21 (by quarter)

* To maintain a 10-year quarterly view of contractor populations, the date range has been changed to reflect FY10-FY21 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	912	(19.5%)
Construction	444	(9.5%)
IT/Communications Support	225	(4.8%)
Logistics/Maintenance	1,875	(40.1%)
Management/Administrative	243	(5.2%)
Medical/Dental/Social Services	9	(0.2%)
Other	33	(0.7%)
Security	80	(1.7%)
Training	9	(0.2%)
Translator/Interpreter	407	(8.7%)
Transportation	440	(9.4%)
Total:	4,677	

Contractors by Mission Area (Iraq and Syria)
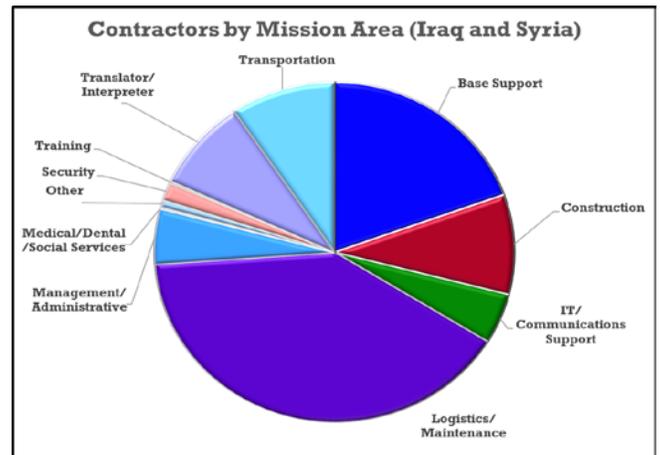
- Contractor Posture: Approximately 4,677 DoD contractors directly supported DoD-funded contracts in Iraq and Syria. This is a decrease of 3.1% from 4th quarter FY20.

OFS (Afghanistan) Summary*

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

Base Support	2,286	(12.5%)
Construction	1,304	(7.2%)
IT/Communications Support	606	(3.3%)
Logistics/Maintenance	6,260	(34.4%)
Management/Administrative	1,211	(6.6%)
Medical/Dental/Social Services	71	(0.4%)
Other	211	(1.2%)
Security	*2,920	(16.0%)
Training	1,052	(5.8%)
Translator/Interpreter	899	(4.9%)
Transportation	1,394	(7.7%)
Total:	18,214	

Contractors by Mission Area (Afghanistan)
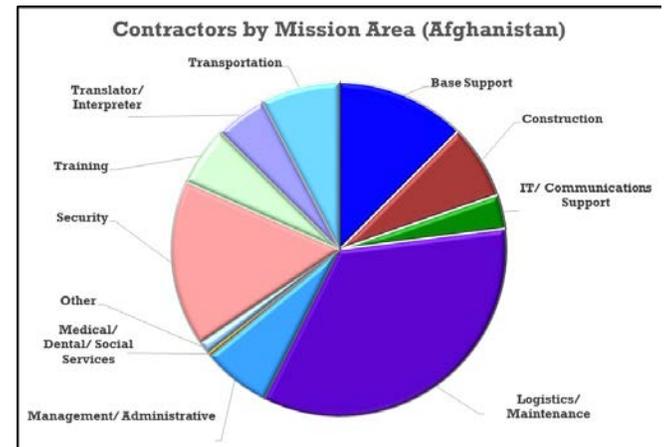
*1,575 *Armed Private Security Contractor personnel*

- Contractor Posture: Approximately 18,214 DoD contractors supported operations in Afghanistan during 1st quarter FY21, a decrease of 19.3% from 4th quarter FY20. Local Nationals comprise 26.1% of total contractor force; 13,469 US/TCN remain in Afghanistan. Decreases in military personnel drove reductions in requirements for contracted support and contractor populations in 1st quarter FY21.

- A total of 1,575 Private Security Contractors (PSCs) personnel were supporting USCENTCOM operations in Afghanistan as of 1st quarter FY21. A detailed summary is provided in the following table.

DoD PSC Personnel in Afghanistan

	Total Contractors	U.S. Citizens	TCN	Local Nationals
DoD PSC Personnel in Afghanistan*	1,575	643	827	105

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

- **USCENTCOM Vendor Threat Mitigation (VTM):** On November 19 2020, USCENTCOM VTM published Execute Order (EXORD) 2.0. The EXORD officially renamed the organization from Vendor Vetting Division to Vendor Threat Mitigation Branch and updated associated requirements, tasks, and processes.

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

  o During this quarter, the USCENTCOM OCSIC continued to coordinate and synchronize actions in response to COVID-19. The Contractor Quarantine/Clean Transit Operational Planning Team (OPT) met twice monthly to develop, integrate, and de-conflict how the Service Components are executing pre-deployment quarantine processes to accomplish USCENTCOM directives. USCENTCOM remains engaged with the Joint Staff (JS), Office of the Secretary of Defense (OSD), Service Component Commands and Joint Task Forces (JTFs) to identify and synchronize contractor deployment requirements. Additionally, USCENTCOM worked closely with Department of State (DoS) counterparts within the Office of Military Cooperation-Kuwait to mitigate risk resulting from Kuwaiti Ministry of Interior visa processing challenges. While Kuwait has granted 90-day and 120-day extensions for mission critical contractors currently performing work in Kuwait, USCENTCOM continues to work with stakeholders/partners to ensure all contractors currently deployed or preparing to deploy to Kuwait do so in accordance with Kuwait immigration requirements.

  o USCENTCOM stood down the Contractor Repatriation OPT and Senior Leader Repatriation meetings with DoS leaders that were established in response to contractor repatriation issues originally identified by USFOR-A. By December, processes had been streamlined, and the backlog of contractors awaiting repatriation was resolved. There are currently no repatriation challenges requiring DoS support. While host nation border access and restriction of movement no longer significantly impact USCENTCOM repatriation efforts, the Command is monitoring COVID-19 rates to anticipate potential challenges that would require USCENTCOM to implement a revamped Whole of Government strategy.

  o During the quarter, USCENTCOM executed its annual staff coordination exercise Internal Look '21 (IL21). IL21 facilitated a better understanding of Operational Contract Support (OCS) equities across echelons and captured lessons learned to better posture USCENTCOM as a coalition lead to conduct and manage OCS.

  o USCENTCOM responded to Presidentially-directed force drawdowns within Iraq and Afghanistan. The USCENTCOM OCSIC shifted focus from COVID response to drawdown planning and coordination, and is currently working with Combined Joint Task Force – Operation Inherent Resolve (CJTF-OIR) and U.S. Forces-Afghanistan (USFOR-A) to address reportable requirements, monitor progress, and facilitate senior leaders' understanding and decision-making. The USCENTCOM OCSIC will continue to report

drawdown of personnel from both Combined Joint Operations Areas (CJOA) while beginning to monitor materiel departing those theaters.

- **CJTF-OIR OCSIC:** During this quarter, CJTF-OIR OCSIC and 408th Contracting Support Brigade, in coordination with the CJTF-OIR Director of Sustainment and Requiring Activities, continued to refine and develop the process to right-size requirements that generate cost savings and meet mission needs. CJTF-OIR OCSIC planners enabled the smooth transition from LOGCAP IV to LOGCAP V by refining and validating the $81.2M LOGCAP transition requirement for base life support functions across the CJOA. Ongoing planning efforts to reduce non-essential contractors CJOA-wide, in support of changing CJTF-OIR missions, are underway. This effort targets greater contractor accountability and compliance, ensuring contractor oversight receives necessary commander involvement. Finally, CJTF-OIR OCSIC, in coordination with the U.S. Embassy in Kuwait and USCENTCOM OCSIC, identified contractors in Kuwait performing critical services with expiring visas in an effort to facilitate visa extensions to prevent a loss of critical services to the CJTF-OIR mission.

- **USFOR-A OCSIC:** During this quarter, USFOR-A OCSIC's major focus areas have been base optimization, contractor accountability, and the redeployment of COVID at-risk contractor personnel. In support of USFOR-A troop reductions, USFOR-A OCSIC assisted requiring activities in reviewing and consolidating requirements consistent with those reductions. USFOR-A OCSIC continued to leverage Synchronized Predeployment Operational Tracker-Enterprise Suite (SPOT-ES) data to streamline reports and increase contractor accountability. SPOT-ES reporting for CJOA-Afghanistan visa compliance and deployment data affirmations are 68%, and 86% respectively. The visa stamp station is now fully functioning, with 2,612 visas processed since its opening on October 26, 2020. This quarter, the OCSIC Requirement Alignment and Sourcing of Execution (RASE) Working Group reviewed 66 requirement packages totaling $153M. The USFOR-A OCSIC serves as a liaison for all Call Forward Memos for contractors entering Afghanistan, and processed 659 Call Forward Memos for 2,890 individuals. In addition, the OCSIC approved 68 Government Furnished Life Support Validation packages (GFLSV) for contractors entering the CJOA-A.

IMPROVEMENTS TO MANAGEMENT AND OVERSIGHT OF DOD CONTRACTORS

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

  o **OCS Governance and Oversight.** On November 17, 2020, the DASD(Log) and the Principal Deputy Director for Logistics, JS J4, co-chaired the 1st quarter FY21 OCS Functional Capabilities Integration Board (FCIB) meeting via secure video teleconference. Representatives from OSD, Defense Logistics Agency, Defense Contract Management Agency, JS J4, combatant commands (CCMDs), and Services continue to address OCS capability integration and challenges impacting current and future operations. The OCS Joint Lessons Learned Manager (JS J4) presented the FY20 OCS lessons learned final report and outlined plans to capture COVID pandemic and other OCS related lessons learned during the FY21 data collection process. In addition, the U.S. European Command (USEUCOM) and U.S. Air Force in Europe presented the first in a series of operations plan overviews by combatant commands and Service Component Commands to improve operationalization of OCS capability and address key challenges. The next quarterly FCIB meeting will be held on February 23, 2021.

- o **Implementation Update: OCS Joint Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, and Facilities-Policy (DOTmLPF-P) Change Recommendation (DCR).** In October 2020, the Department began the second phase of the 4-year implementation plan for the OCS Joint DCR. During 2018-2020, 7 out of 15 key actions were completed, and the remaining 8 actions are scheduled for completion by the end of FY22. The final phase of the OCS Joint DCR implementation process includes actions to improve OCS planning processes and procedures within OSD, JS, combatant Commands, Defense Agencies, and Services. The remaining DCR actions will address contractor management and accountability, OCS organizational structures, and training capability gaps. OCS Joint DCR implementation progress and other OCS improvement initiatives are reported through the OCS FCIB and documented in the annual DoD OCS Action Plan. The next monthly OCS Joint DCR Working Group meeting will be held on January 21, 2021.

- o **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 81 private security companies from 37 different countries have achieved independent third-party certification to one or both of these standards.

- • **JS J4, Operational Contract Support Division (OCSD)**

  - o **OCS Reporting.**

    - ▪ **Chairman's Risk Assessment on Contract Support.** OCSD conducted and obtained approval on the FY20 report, which addresses priority challenges to national security issues. This annual, classified report assesses reliance, risk, and resilience of commercial support based on information submitted by the Services, combatant commands, and Defense Agencies. OCSD completed planning for the FY21 reporting cycle—the January Reporting Working Group will kick-off risk assessment reporting and share best practices to institutionalize risk management across command echelons.

  - o **Joint Strategic Planning.**

    - ▪ **Joint Planning and Execution Community (JPEC).** As part of JPEC and in support of DoD efforts to improve consideration of commercial capabilities in planning, OCSD reviewed and provided comment on the U.S. Indo-Pacific Command's operation plan and logistics supportability analysis (LSA). OCSD also reviewed operational design drafts for all global campaign plans and the functional campaign plan for global deployment and distribution.

    - ▪ **Joint Concept for Contested Logistics (JCCL).** OCSD participated in the Army Futures Command workshop and working groups to develop mission engineering threads for JCCL line of effort #3 to inform future wargaming and validate the concept. OCSD participated in weekly contested logistics community of interest meetings and identified a need to review future capabilities by logistics function and concept required

capability. The division advised on development of functional capabilities in the force employment, development, and design time frames.

o **OCS Joint DCR Support.** OCSD crafted and distributed an information paper to help all combatant commands address DCR Action 2, "establish an enduring OCS capability." The two-part paper consolidates authoritative OCS responsibilities from law, policy, and doctrine with background studies from the OCS Mission Integrator Demonstration, RAND Corporation, and the Defense Civilian Personnel Advisory Service, which offer options to address those responsibilities.

o **Education.** Due to the adoption of an "outcomes based military education" model in the revised Officer Professional Military Education Policy (OPMEP), the JS J7 has suspended Process for Accreditation of Joint Education (PAJE) assessments of joint professional military education (JPME) institutions. OCSD is working with JS J7 to define our stakeholder role in the new assessment process, which evaluates future compliance with 10 U.S.C §2151, that mandates OCS in all JPME. Due to the Title 10 mandate, over 2,400 resident students and over 8,160 non-resident students are now exposed to operational contract support each year as validated in eleven PAJE assessments.

o **Individual Training.**

  ▪ **Joint OCS Planning and Execution Course (JOPEC).** OCSD delivered JOPEC Lite to 90 students in a virtual, distance-learning environment. JOPEC Lite covers approximately 80% of JOPEC content. Since course inception in 2013, 1,890 students have completed JOPEC or JOPEC Lite.

  ▪ **Joint Knowledge On-line (JKO).** During the 1st quarter of FY21, 856 personnel completed the Joint OCS Essentials for Commanders and Staffs (JOECS) Phase 1 and 213 personnel completed the Phase 2 online course. As of December 17, 2020, 19,883 personnel have completed an OCS introductory online course.

  ▪ **OCS Essentials for Commanders and Staff (OECS) Suite.** OCSD initiated planning for a four-part suite of online courses, which will update and revise JOECS Phase 1 and 2, and add two additional phases aimed at personnel planning for the use of commercial support and functional staff with specific responsibilities related to commercial support.

  ▪ **Joint Enabling Capabilities Command (JECC), Joint Planning Support Element (JPSE).** OCSD initiated discussion on establishing an OCS training program for JPSE sustainers. The desired end state is to have the JPSE increase their OCS planning capabilities to be on par with other sustainment functions.

  ▪ **Service Task List Project.** OCSD continued facilitation of a multi-Service Task List (project directly addressing OCS Joint DCR Action 4.3.1). Upon completion, OCSD and the Services will use resultant gap analysis data to expand Service-specific training courses and JKO courseware.

o **OCS in Exercises.** OCSD established relationships and prepared commercial support vignettes for renewed engagement in planning for Globally Integrated Exercise-21 (GIE-21), which had paused due to the COVID response.

o **Lessons Learned**. OCSD completed the After Action Report – FY20 Data Pull. Fourteen organizations submitted input resulting in 29 best practices and 7 observations collected. OCSD, as the Enterprise Lesson Manager for OCS, briefed five submissions to the OCS FCIB for action due to their relevance across DoD.

- **North Atlantic Treaty Organization (NATO) / USEUCOM Engagement.**
  - OCSD submitted an updated "Food for Thought" paper titled "Commercial Support to Operations for Enablement of the Supreme Allied Commander, Europe AOR" to the NATO Logistics Committee on December 3, 2020. The update was based on COVID-19 lessons, outcomes from Table Top Exercise #3, lessons from Defender 20, and other policy and doctrine efforts.
  - OCSD briefed senior leaders at the USEUCOM and the 21st Theater Sustainment Command on the OCSD-developed, Excel-based tool for estimating commercial linguist requirements based on planning factors and force flow data. The briefings gained leadership interest in and endorsement of the tool.