



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

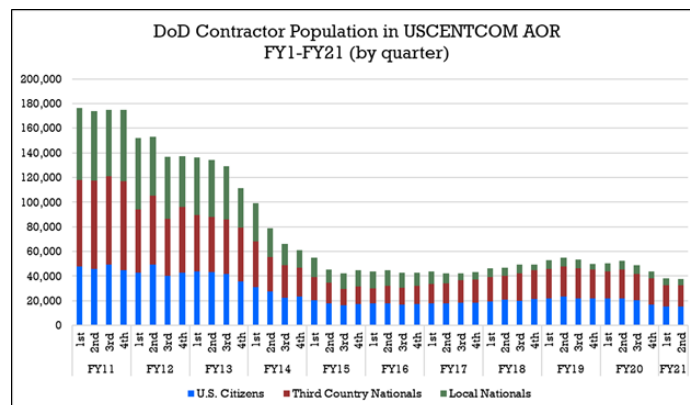
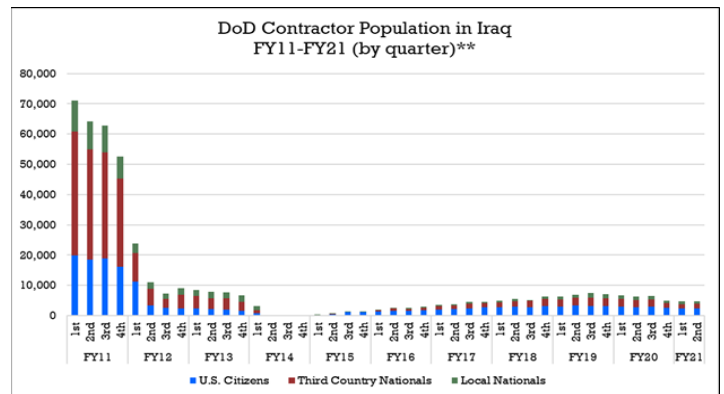
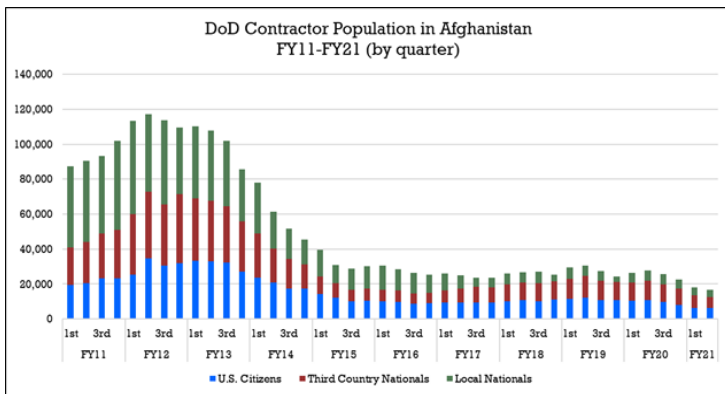
**BACKGROUND:** This report provides Department of Defense (DoD) contractor personnel numbers for 2<sup>nd</sup> quarter Fiscal Year 2021 (FY21) and current status of efforts underway to improve management of contractors accompanying United States (U.S.) Forces. It includes data on DoD contractor personnel 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 2<sup>nd</sup> quarter FY21, USCENTCOM reported approximately 37,597 contractor personnel supporting DoD in the USCENTCOM AOR, a decrease of approximately 567 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>	16,832	6,147	6,399	4,286
<b>Iraq and Syria</b>	4,689	2,259	1,650	780
<b>Other USCENTCOM Locations</b>	16,076	6,607	9,268	201
<b>USCENTCOM AOR</b>	37,597	15,013	17,317	5,267

### DoD Contractor Population Trends (FY11–FY21)\*



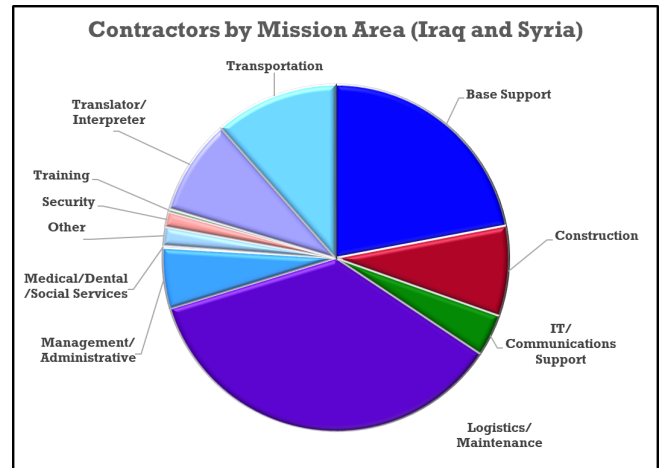
\* To maintain a 10-year quarterly view of contractor populations, the date range has been changed to reflect FY11-FY21 data.

\*\* 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	1,032	(22.0%)
Construction	394	(8.4%)
IT/Communications Support	183	(3.9%)
Logistics/Maintenance	1,688	(36.0%)
Management/Administrative	263	(5.6%)
Medical/Dental/Social Services	12	(0.3%)
Other	80	(1.7%)
Security	66	(1.4%)
Training	15	(0.3%)
Translator/Interpreter	417	(8.9%)
<u>Transportation</u>	<u>539</u>	<u>(11.5%)</u>
<b>Total:</b>	<b>4,689</b>	



- Contractor Posture: Approximately 4,689 DoD contractors directly supported DoD-funded contracts in Iraq and Syria. This is an increase of 0.26% from 1<sup>st</sup> quarter FY21.

## OFS (Afghanistan) Summary\*

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

Base Support	2,006	(12.5%)
Construction	1,213	(7.2%)
IT/Communications Support	494	(3.3%)
Logistics/Maintenance	5,559	(34.4%)
Management/Administrative	1,132	(6.6%)
Medical/Dental/Social Services	40	(0.4%)
Other	207	(1.2%)
Security	*2,856	(16.0%)
Training	1,133	(5.8%)
Translator/Interpreter	791	(4.9%)
<u>Transportation</u>	<u>1,401</u>	<u>(7.7%)</u>
<b>Total:</b>	<b>16,832</b>	



\*1,520 *Armed Private Security Contractor personnel*

- Contractor Posture: Approximately 16,832 DoD contractors supported operations in Afghanistan during 2<sup>nd</sup> quarter FY21, a decrease of 7.6% from 1<sup>st</sup> quarter FY21. Local Nationals comprise 25.5% of total contractor force; 12,546 US/TCN remain in Afghanistan. Decreases in military personnel drove reductions in requirements for contracted support and contractor populations in 2<sup>nd</sup> quarter FY21.
- A total of 1,520 Private Security Contractors (PSCs) personnel were supporting USCENTCOM operations in Afghanistan as of 2<sup>nd</sup> 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*	1,520	605	672	243

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

- **USCENTCOM Vendor Threat Mitigation Branch (VTM-B):** During 2<sup>nd</sup> quarter FY21 the VTM-B rated 125 entities and determined 94 (75.2%) were “Acceptable” and 31 (24.8%) identified as “Unacceptable without Mitigation” requiring completion of a Risk Mitigation Report. VTM-B also formalized the FY15 National Defense Authorization Act, Subtitle E, Section 841, “Never Contract with the Enemy” process through quarterly review boards. During 2<sup>nd</sup> quarter FY21, the board identified 6 entities operating in proximity to where U.S. or Coalitions troops, who were providing funds, goods or services to the enemy.
  - The VTM-B is in the process of implementing artificial intelligence (AI) tools to assist in Open Source Intelligence (OSINT) for the vetting of companies as part of the vendor vetting process. AI will utilize tens of thousands of data streams to provide the most up to date, near instantaneous information on companies being vetted. This is will allow for faster processing times and increased efficiency.
- **USCENTCOM Operational Contract Support Integration Cell (OCSIC):** 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) transitioned to the USCENTCOM Contractor COVID Challenges (5C) OPT, with a focus on developing, integrating and de-conflicting Service Component Command (SCC) and Joint Task Force (JTF) COVID challenges impacting contractors across the AOR. USCENTCOM remains engaged with the Office of the Secretary of Defense (OSD), Joint Staff (JS), SCCs and JTFs to identify and synchronize Combatant Command (CCMD) and Service contractor deployment requirements and communicate those requirements across echelons and to industry. Additionally, USCENTCOM remains engaged with the Office of Military Cooperation-Kuwait within the U.S. Embassy in -Kuwait to mitigate risk resulting from Kuwait’s restriction on U.S. DoD contractors deploying to Kuwait, and the stoppage of visa processing for U.S. DoD contractors. While Kuwait has granted multiple extensions for mission critical contractors currently performing work in Kuwait, USCENTCOM continues to coordinate for a path forward for newly deploying contractors to legally enter Kuwait and mitigate readiness challenges resulting from accumulated of contractor personnel and contract transitions.
  - USCENTCOM OCSIC continues to monitor and respond as necessary to force drawdowns within Iraq and Afghanistan. The USCENTCOM OCSIC continues to coordinate and augment “Go-To-Zero” planning with U.S. Forces - Afghanistan (USFOR-A), Combined Security Transition Command – Afghanistan, and Army Contracting Command - Afghanistan. Additionally, the USCENTCOM OCSIC remains engaged with Combined Joint Task Force – Operation Inherent Resolve (CJTF-OIR) and North Atlantic Treaty Organization (NATO) Mission – Iraq (NM-I) in order to enable transition of mission. USCENTCOM and the JTFs continued to address reportable requirements, monitor progress, and facilitated senior leaders’ understanding and decision-making during the 2<sup>nd</sup> quarter FY21. The USCENTCOM OCSIC will continue to report drawdown efforts and

challenges of contractor personnel from both Combined Joint Operations Areas (CJOA) as required.

- **CJTF-OIR OCSIC:** During 2<sup>nd</sup> quarter FY21, CJTF-OIR OCSIC, in coordination with the CJTF-OIR Director of Sustainment and Requiring Activities, continued to refine and develop processes to right-size requirements that generate cost savings while meeting mission needs. OCSIC planners were forward deployed to the Eastern Syria Security Area in an effort to right size contracting requirements with the current operational phase of the OIR mission. This effort targets greater contractor accountability and compliance, ensuring contractor oversight receives the necessary commander involvement. CJTF-OIR OCSIC planners enabled the smooth transition from Logistics Civil Augmentation Program (LOGCAP) IV to LOGCAP V by refining and validating the \$329M LOGCAP V requirement for base life support (BLS) functions across the CJOA. Ongoing planning efforts are underway to transition BLS requirements to United States Army Central Command (ARCENT) to align with the future needs of the OIR mission. CJTF-OIR OCSIC planners have developed and administered a joint requirements review board (JRRB) class for requiring activities to create a shared understanding of the procurement process CJOA-wide.
- **(USFOR-A) OCSIC:** During this quarter, USFOR-A OCSIC's major focus areas have been base optimization, contractor accountability, facilitation of new contract requirements, and addressing scheduling backlogs at the Army's Continental United States Replacement Center (CRC). USFOR-A OCSIC has been tracking contractors exiting the CJOA-Afghanistan (CJOA-A) due to de-scoping efforts since 1 August 2020. As of March 15, 2021, 10,513 contractors have departed the CJOA-A. 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-A visa compliance and deployment data affirmations are 64%, and 83% respectively. The Visa stamp station at Bagram Air Field has processed 7,855 Visas since opening on 26 October 2020. The USFOR-A OCSIC Requirement Alignment and Sourcing of Execution Working Group reviewed 62 requirement packages totaling \$1.2B. USFOR-A OCSIC, the liaison for all Call Forward Memos for contractors entering Afghanistan, processed 821 Call Forward Memos for 4,511 individuals. In addition, the OCSIC approved 114 Government Furnished Life Support Validation (GFLSV) packages for contractors entering the CJOA-A. USFOR-A OCSIC is currently working closely with ARCENT Operational Contract Support (OCS) to resolve the backlog of contractor employees needing to attend CRC, through prioritization based on USFOR-A mission essentiality.

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

- **Office of the Deputy Assistant Secretary of Defense for Logistics (ODASD(Log)).**
  - **OCS Governance and Oversight.** On February 23, 2021, the Deputy Assistant Secretary of Defense for Logistics and the Principal Deputy Director for Logistics, JS J4, co-chaired the 2<sup>nd</sup> 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, CCMDs, and Services convened to review OCS capability integration progress and challenges. DoD Instruction 3000.15, *Plans Review and Approval Process*, published by the Office of the Under Secretary of Defense for Policy in November 2020, was a key topic of discussion. This cornerstone instruction

institutionalizes the plans review process and defines key roles and responsibilities. It provides the policy framework needed to facilitate the inclusion of logistics, transportation, and contracted support considerations into the planning process earlier rather than later, resulting in plans that are holistic and actionable. In addition, the Board discussed the JS J48 Capability Portfolio Management Review initiative and the potential impact of the FY21 National Defense Authorization Act on OCS and related efforts. The next quarterly FCIB meeting will be held on May 25, 2021.

- **Implementation Update: OCS Joint Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, and Facilities-Policy (DOTmLPP-P) Change Recommendation (DCR).** The Department is striving to complete the remaining 8 out of 15 OCS Joint DCR actions by the end of 2022. Since the previous quarterly report, most CCMDs and Services have accelerated efforts to define enduring OCS organizational structures and manpower requirements to plan/manage contracted support during steady-state and contingency operations. Manpower studies, implementation plans, and analysis gathered by each organization is being utilized to support various resource management strategies. Other DCR actions regarding OCS planning, training, contractor management, and accountability also continue to progress. The next monthly OCS Joint DCR Working Group meeting will be held on April 13, 2021.
- **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 92 private security companies from 27 different countries have achieved independent third-party certification to one or both of these standards.
- **JS J4, Operational Contract Support Division (OCSD).**
  - **COVID-19 Response.** OCSD supported resolution of contractor-related COVID issues and initiated a project with Defense Pricing and Contracting to explore mechanisms triggering use of expanded acquisition authorities under Part 18 of the Federal Acquisition Regulation to support future contingency responses.
  - **OCS Reporting.**
    - OCSD received final approval on the FY20 *Chairman’s Risk Assessment on Contract Support* and briefed its results to the Joint Logistics Planning Working Group on February 24, 2021.
    - OCSD expanded FY21 efforts to include new reporting CCMDs, Services, and Agencies, and collaborated with all reporting organizations to ensure commercial reliance assessments and decisions are institutionalized and threat informed.
    - JS J5 accepted OCSD’s input to the Chairman’s Annual Joint Assessment (AJA) to expand commercial capability integration beyond logistics, improve legislative compliance, and facilitate mitigation of dynamic strategic threat environment risk.



- **Joint Strategic Planning.** OCSD reviewed and generated input to six plans or planning-related documents to foster visibility of contracted support, to assess plan feasibility, and to improve overall integration of commercial capabilities in operational planning.
- **Education.** OCSD continues to develop plans and provide assistance to enhance OCS instruction at Joint Professional Military Education (JPME) institutions. Key efforts completed during January and February include the delivery of two-hour blocks of OCS instruction to the U.S. Marine Corps Command and Staff College and the Army Command and General Staff College—Fort Bragg Satellite Program.
- **Individual Training.**
  - **Joint OCS Planning and Execution Course (JOPEC).** OCSD delivered JOPEC Lite to 60 students in a virtual environment. JOPEC Lite covers approximately 80% of JOPEC content. Since course inception in 2013, 1,950 students have completed JOPEC or JOPEC Lite. JOPEC Lite received joint training certification on January 8, 2021.
  - **Joint Knowledge On-line.** During the 2<sup>nd</sup> quarter FY21, 483 personnel completed the Joint OCS Essentials for Commanders and Staffs (JOECS) Phase 1 and 192 personnel completed the Phase 2 online course, both of which were re-certified on February 11, 2021. As of March 30, 2021, 20,627 personnel have completed an OCS introductory online course.
  - **OCS Essentials for Commanders and Staff (OECS) Suite.** OCSD held OECS Development Working Group meetings in February and March to initiate the projected year-long development effort of a new, comprehensive four-phase suite to reach a broader audience than the current courses.
  - **Joint Enabling Capabilities Command (JECC), Joint Planning Support Element (JPSE).** Eight JPSE planners have registered for JOPEC in FY21 and OCSD has embarked on a collaborative effort to create an OCS training program with JPSE.
  - **Service Task List Project.** OCSD supported the completion of both U.S. Marine Corps and U.S. Navy service task lists after 11 months of work.
  - **Joint Logistics Course.** OCSD presented the OCS module of the Joint Logistics Course on February 3, and March 5, 2021, reaching 76 students.
- **OCS in Exercises.** OCSD continued planning for Globally Integrated Exercise-21 to include a Globally Integrated Campaign of Learning-directed Senior Leader Seminar focused on the impact of commercial support in a contested environment and began coordinating Advancing Globally Integrated Logistics Effort '21 and Globally Integrated War Game '21.
- **North Atlantic Treaty Organization (NATO) / USEUCOM Engagement.** OCSD began planning for NATO OCS Table Top Exercise 4, which is projected for 2<sup>nd</sup> quarter FY22, and began establishing a writing team to support revision of NATO policy and doctrine for logistics and OCS.