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US Army Contracting Command



“Contracting Support” in the Operational Environment

**BG Mike Hoskin
Deputy CDR, ACC
19 FEB 2015**





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U.S. Army Commands (ACOMs)



- ✓ **Prevent:** *The Army prevents conflict by maintaining credibility based on capacity, readiness and modernization.*
- ✓ **Shape:** *The Army shapes the environment by sustaining strong relationships with other Armies, building their capacity, and facilitating strategic access.*
- ✓ **Win:** *If prevention fails, the Army rapidly applies its combined arms capabilities to dominate the environment and win decisively.*

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The Strength of the Nation is the Army



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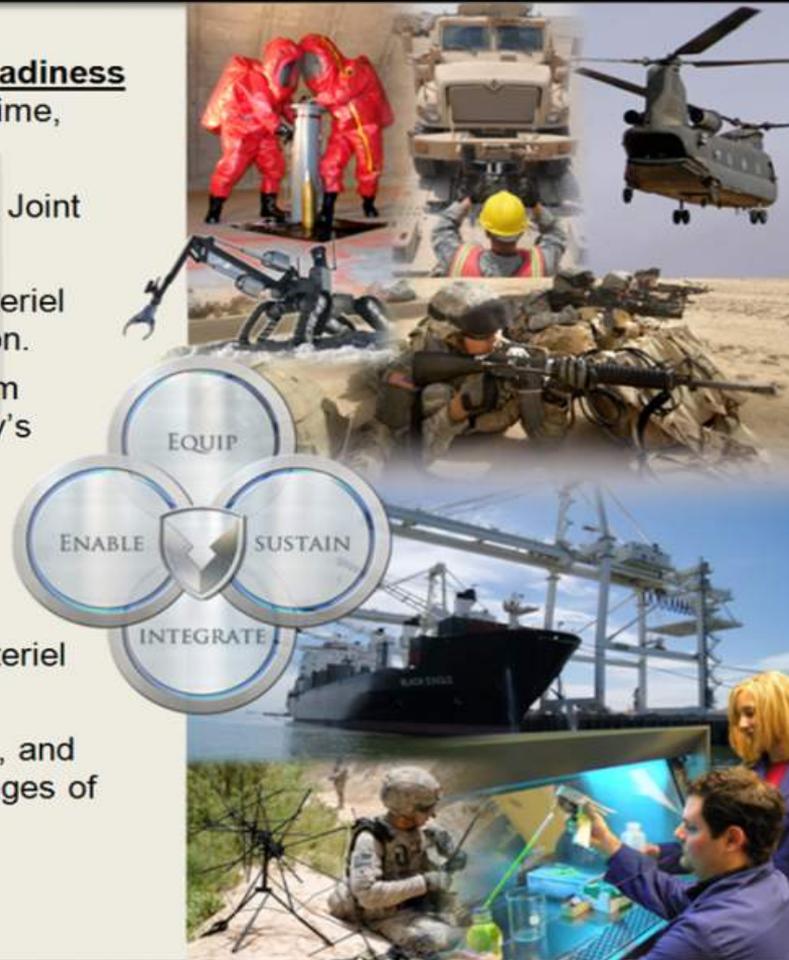
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Army Materiel Command

- ✓ AMC's **Mission** is to **Develop** and **Deliver** Global **Readiness** Solutions to Sustain Unified Land Operations ... Anytime, Anywhere.
- ✓ Our **Vision** is to be the Premier Provider of Army and Joint **Readiness** to Sustain the Strength of the Nation.
- ✓ Our **Top Priority** is Providing the Equipment and Materiel the Joint **Warfighter** Needs to Accomplish their Mission.
- ✓ From Research and Development to Contracting; from Munitions Support and Manufacturing within the Army's Organic Industrial Base; from Logistics Readiness Centers at Army Installations; to Global Distribution and Deployment and Foreign Military Sales ... AMC Touches Every Phase of the Materiel Lifecycle. AMC, as the Army's Lead Materiel Integrator (LMI), Leverages the Global Supply Chain and Delivers Materiel Readiness to Joint Forces ... Worldwide.
- ✓ AMC is Encouraging Innovation, Developing Leaders, and Aggressively Reshaping in Order to Meet the Challenges of Force 2025 and Beyond.
- ✓ If a Soldier Drives it, Flies it, Wears it, Shoots it, Communicates with it, or Eats it ... AMC Provides it.



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Sustaining the Strength of the Nation!



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Army Contracting Relationships

Army Commands



Army Materiel Command



Forces Command



Training & Doctrine Command

Army Service Component Commands

Military Surface Deployment & Distribution Command

U.S. Army Europe

U.S. Army North

U.S. Army Special Operations Command

U.S. Army Central

U.S. Army South

U.S. Army Space & Missile Defense Command/Army Strategic Command

U.S. Army Pacific

Eighth Army

U.S. Army Africa

Direct Reporting Units

Army Acquisition Support Center

U.S. Army Military District of Washington

U.S. Army Installation Management Command

U.S. Army Network Enterprise

U.S. Army Criminal Investigation Command

U.S. Army Reserve Command

U.S. Army Corps of Engineers

U.S. Army Military Academy

U.S. Army Medical Command

U.S. Army Intelligence and Security Command

Supporting Contracting Organization

Army Contracting Command Centers

Expeditionary Contracting Command

Mission and Installation Contracting Command

Supporting Contracting Organization

Intelligence and Security Command Contracting

U.S. Army Corps of Engineers Contracting

Medical Command Contracting

National Guard Bureau



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Army Contracting Command Overview

Key Facts (FY14)

- \$50B obligations, 170K actions
- Over 6000 civilians and military in 107 permanent locations
- 181 expeditionary missions, 308 CCOs in 52 countries



“Battles are won by the infantry, the armor, the artillery, and air teams, by Soldiers living in the rains and huddling in the snow. But wars are won by the great Strength of a Nation – the Soldier and the civilian working together.”
- Gen. Omar Bradley

Organizations

- Weapon Systems Centers
- Mission and Installation Contracting Command
- Expeditionary Contracting Command



Statement of Purpose

ACC is DoD's most diverse contracting organization and a leader in acquisition innovation. We leverage the world's most powerful economic force, "the free enterprise system" to bring innovative products and services to America's war fighters. We do this at Army installations, Life Cycle Management Commands and in contingency locations around the world. We are an integrated team of Soldiers and Civilians partnering with our supported units to turn their requirements into effective contracts and to monitor contractor performance to insure mission success.

Mission

ACC delivers contracting solutions in support of the Army and Unified Land Operations, anytime, anywhere

Vision

To be recognized by our supported commands and stakeholders as a strategic partner and mission enabler by maintaining the highest standards in service, reliability, and operational excellence



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Army Contracting Command Organization

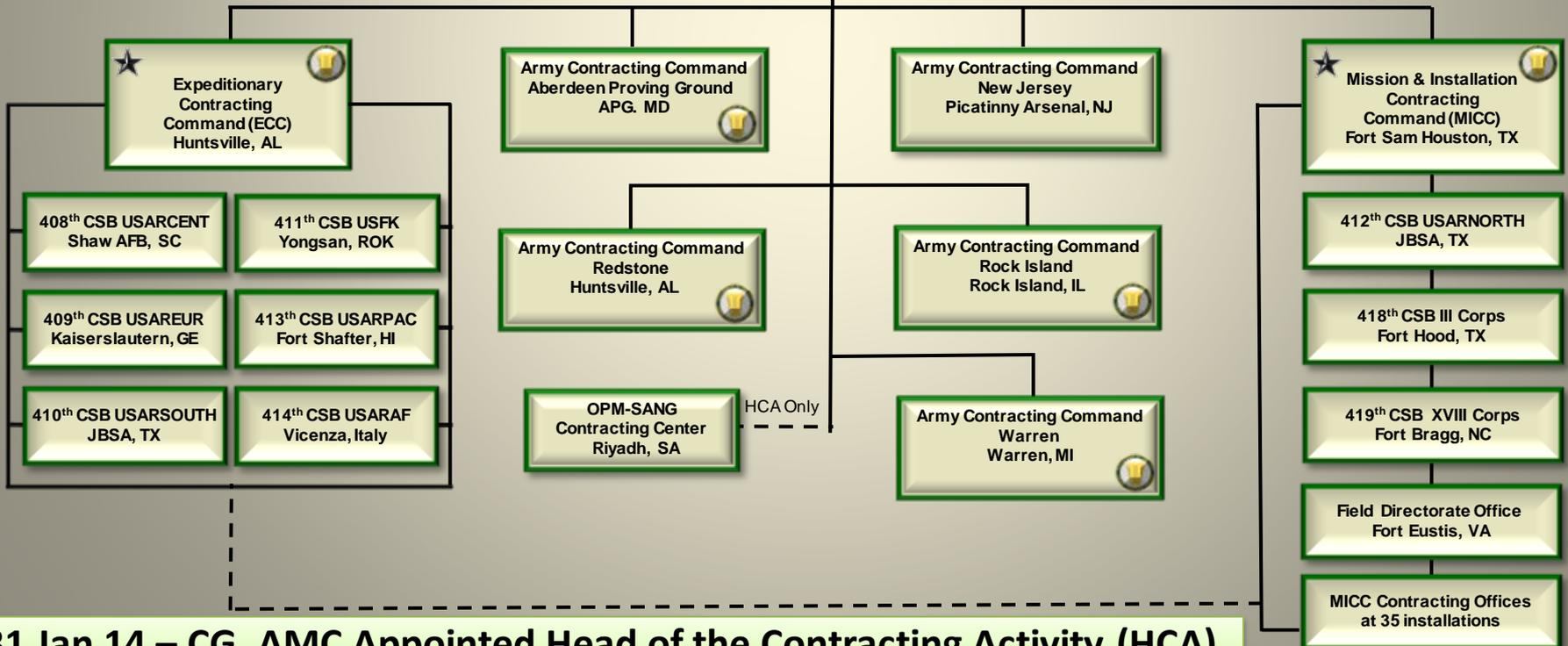
**# of Personnel
Auth / On Board***
 Mil – 1,127 / 1,032
 Civ – 5,449/ 5,065
 *As of Dec 2014



★★★★
**Army Materiel
 Command /HCA**

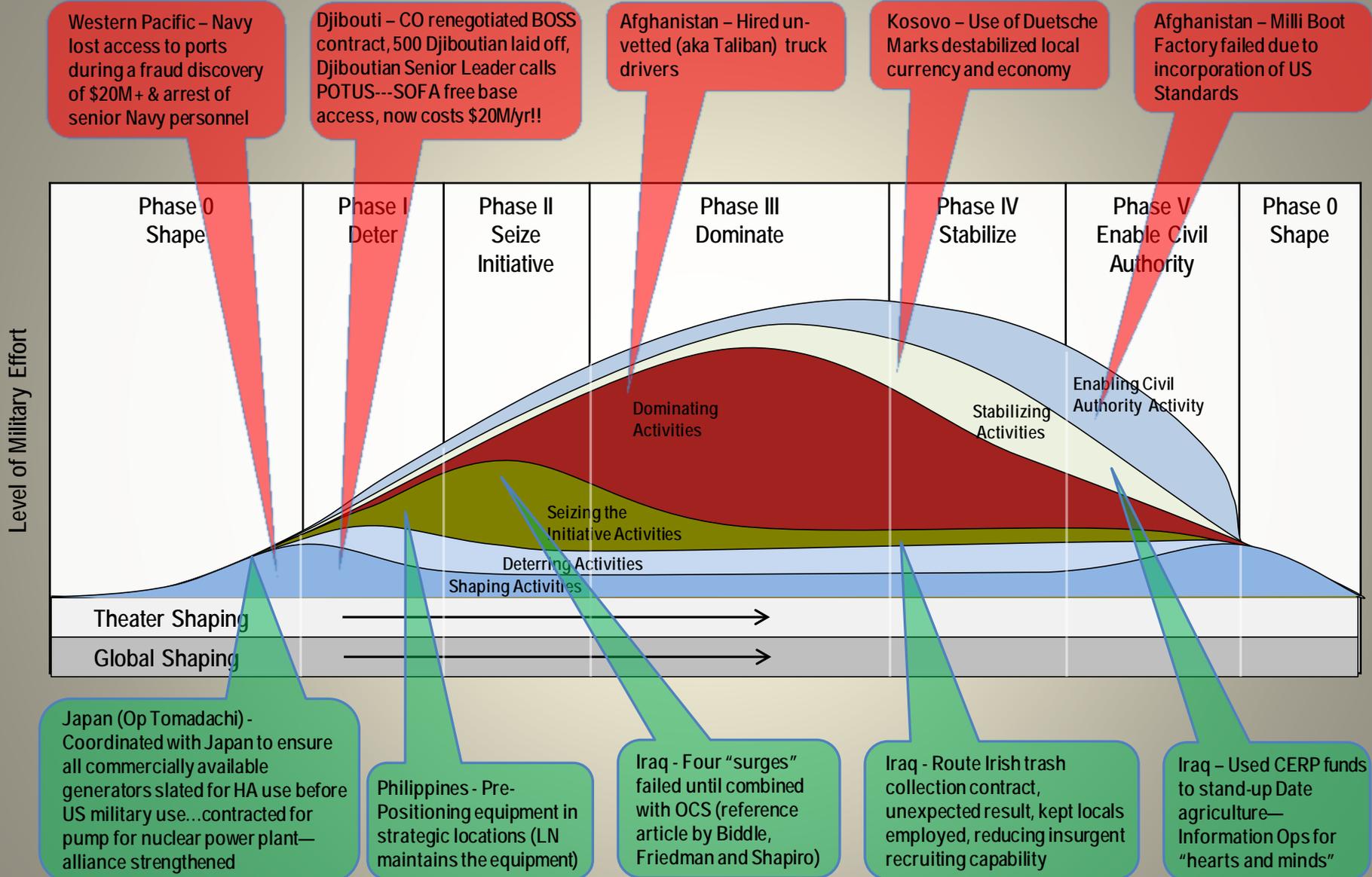
Assistant Secretary
 of the Army for
 Acquisition, Logistics
 & Technology/SPE

★★★
**Army Contracting
 Command (ACC)
 Huntsville, AL**



31 Jan 14 – CG, AMC Appointed Head of the Contracting Activity (HCA)

Operational Contract Support (OCS) Impacts on the Warfighter



OCS is Commander's Business

OCS is Commander's Business

OCS Integration Staff Touch Points

OCS is Commander's Business

Staff Judge Advocate / MP / CID

- Fiscal Triad
- Contractor Status / SOFA
- Contract Law Support / Fraud
- Trafficking in Persons

Surgeon

- Treatment / Evacuation (US, TCN, LN)

Public Affairs

- Distribute Mission Intent
- Strategic Communications

Engineer

- Land and Facility Allocation / Usage for Contractors
- Identify Construction Contract Requirements

J9 (Lessons Learned) / IA (Information Assurance)

- Info source for Intra and Inter Gov / Mil Actions and Activities
- Forum to Synch Geo-Political Issues

J4 (Logistics)

- Lead Annex W Effort
- Theater Logistics Analysis
- Common User Logistics
- ACSA and Host Nation Support
- Remains processing / Evacuation

J1 (Manpower and Personnel)

- Joint Reception
- Mail
- CAAF Accountability / Casualty Reporting
- Identify Contract Support Requirements
- MWR

J2 (Intelligence)

- Security Assessments
- OCS Related JIPOE Matters
- Foreign Contractor Vetting
- Following the Money
- Identify Intel Support Requirements (Interpreters/Linguists)

J8 (Force Structure, Resources and Assessment)

- Budget / Color of Money
- Monitor Contract Expenditures
- Integrated Financial Operations
- Counter Threat Finance

J5 (Strategic Plans and Policy)

- Include OCS in the Planning Process for Deliberate, Crisis Action and Theater Campaign Plans

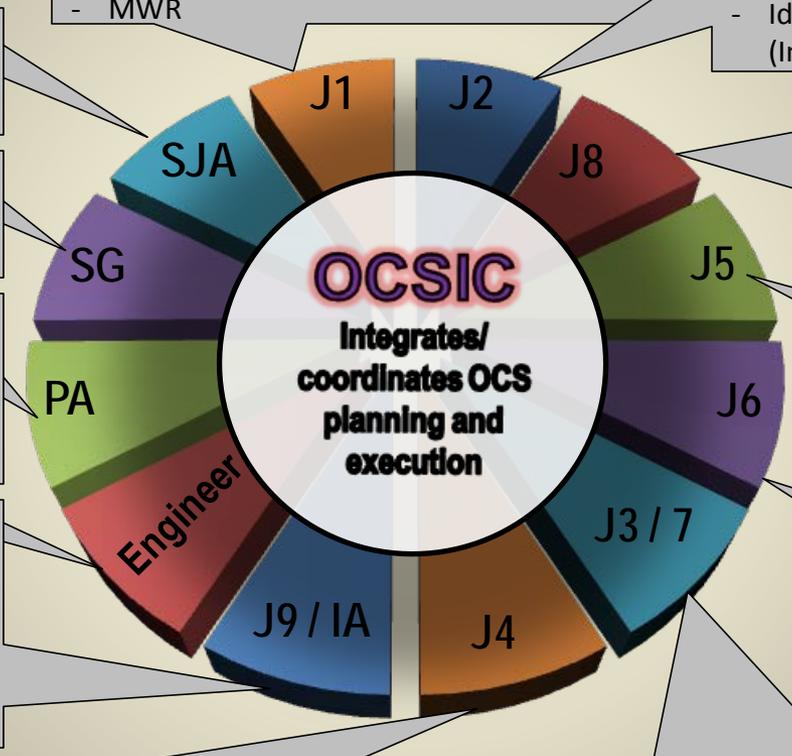
J6 (C4 and Cyber)

- Supports OCS IT Systems
- Contractor frequency Allocation
- Identify Contract Support Requirements

J3 (Operations) /

- J7 (JF Development)**
- Support Requirements Validation
 - Force Protection
 - Anti-Terrorism
 - Training and Exercises

- CAAF Training Requirements
- Personnel Recovery
- Arming of Contractors
- Private Security Contractors





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The Three Operational Contract Support Functions ensure:

The ability to plan, orchestrate and synchronize the provision of contract support integration, contracting support, and contractor management.

Contract Support Integration

The ability to plan, coordinate, synchronize and execute contracted support in a designated operational area in support of the joint force.

- Plan Contract Support Integration
- Validate/Prioritize requirements
- Perform OCS knowledge management
- Collaborate in boards, centers, cells and working groups
- Conduct assessments and provide recommendations

Contracting Support

The ability to legally obtain supplies or services from commercial sources to support the joint force in the most efficient and effective manner possible.

- Plan Contracting Support
- Coordinate common contracting actions
- Translate Requirements into Contract Terms
- Develop contracts
- Execute contracts
- Closeout contracts

Contractor Management

The ability to provide oversight and integrate contractor personnel and associated equipment providing support to the joint force in a designated operational area.

- Plan Contractor Management
- Prepare for contractor deployment
- Deploy/Redeploy contractors
- Manage contractors
- Sustain contractors



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ACC Contracting Support to Army Operations

- Army Contracting Forces are Critical Enablers in Providing Capabilities to Army / Joint Force Commanders Across the Range of Emerging & Current Operations, to Include:
 - Operation Freedom's Sentinel (OFS) [US] and Resolute Support [NATO], Afghanistan
 - Service (Army) Assumption of Contract Administration Services (CAS) Missions
 - Operation Inherent Resolve (OIR), Iraq
 - Operation United Assistance (OUA), Africa
- AMC / ACC – **and its Expeditionary Contracting Support Capabilities** – Offer Army Service Component Commands (ASCCs) and Combatant Commands (CCMDs) the Ability to Plan for and Execute Agile and Effective Contracting Support

**Take-Away: Army Investment in Uniformed Contracting Forces (+300% in 8yrs) Paying Operational Dividends for Army / Joint Force Commanders
Result = Increased Demand for Forces**



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Operating Forces

Expeditionary Contracting Command Global Commitments

◆ **Army – Lead Service for Contracting Coordination (LSCC)**

◆ **Army – Lead Service for Contracting (LSC)**



Ice Plant Operations



Interpreter Services

- Water
- DFAC
- Vector Control
- NTVs
- Fire Fighting
- Waste Removal
- Billeting

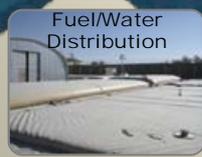
- Class I Food
- Class II Individual Equipment/Tools
- Class III Fuel
- Class IV Construction Material
- Class V Ammo
- Class IX Repair Parts



Contract Support Integration Planning



Minor Construction



Fuel/Water Distribution



Contractor Maintenance



DFAC



Container Yard Support

Supports Operating Force When Forward and Generating Force in Garrison

\$1.7 Billion Base / \$13 Billion Post Award

- HVAC
- O&M
- Power Generation
- Laundry
- Latrines
- Showers
- Fuel
- Local Transportation

- Maintenance Organizational/Direct
- Joint Distribution Center
- Central Issue Facility
- Ice Distribution
- Line Haul (Bulk Fuel/HET/Flatbeds)
- Mail Distribution
- Material Handling Equipment
- Maintenance/Recovery
- Movement Control



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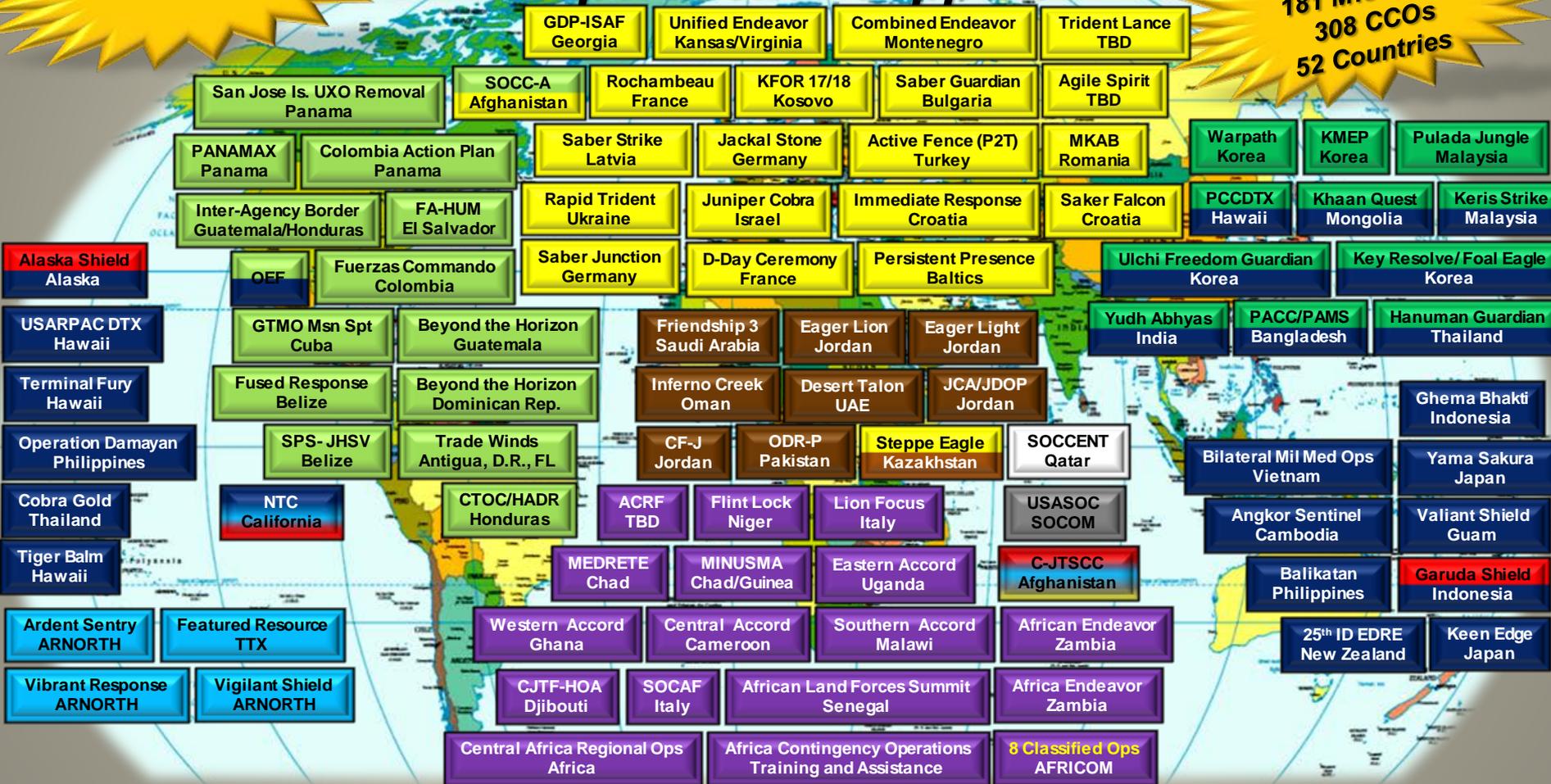
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ACC's ECC FY14 Exercise / Operational Support

OUA, OIR, OFS

FY 14
181 Missions
308 CCOs
52 Countries



FY 11
360 CCOs
49 Countries

FY 12
361 CCOs
45 Countries

Contracting Support Brigades

408th 409th 410th 411th 412th 413th 414th 418th 419th

FY 13
497 CCOs
60 Countries



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Theater-Wide USCENTCOM Contracting Operations



408th CSB

Phase 0 Support to USARCENT

- Key Phase 0 Theater-Shaping Activities ISO CENTCOM / USARCENT: Eager Lion, Eager Light, Friendship 3, Inferno Creek, Desert Talon



408th CSB

Support to CENTCOM Forward-Jordan

- CCOs Providing Contracting Support to Government of Jordan Humanitarian Assistance / Refugee Relief



408th CSB

Support to Operations in Iraq – OIR

- CCOs Providing Base Life Support
 - Supporting Transition to Large-Scope Contracts
- ACC Posturing to Project CCOs From CONUS Force Pool, as Required



408th CSB

CCAS Transition From DCMA to Army (ACC)

- DA EXORD Published 8 NOV 14 for AMC Contracting Forces
 - Transitioned (DCMA to ACC) Kuwait, Qatar, UAE and Jordan on 11 DEC 14
 - Afghanistan Transition Targeted for JAN 2016



418th CSB

USARCENT Assumes Lead Service - Contracting (AFG)

- CENTCOM Retains JTSCC Until JUN 2015
- ACC 100% Force Provider Beginning 1 MAR 2015

Executing Multiple, Complex Contracting Missions Across a Diverse, Challenging Theater



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Engaged - Capable - Committed

US Expeditionary Contracting Command



614th CCT (Operation Inherent Resolve)

Phase I: Mobilization and Initial Deployment

- **Mission:** 614th CCT Provides Contracting Support to 1st ID Tactical Command Post, Establishing and Sustaining Base Operations and Life Support in Order for 1ID to Execute the Northern Joint Operations Center.
- Theater Support Contracts
- Customer Base
- 402nd AFSB Support



Phase II: Joint Reception, Staging, Onward Movement, and Integration

- Strategy: Execution of Short-Term Contracts While Setting the Stage for Enduring Contracts
- Customer Education



Phase III: Sustainment

- Transition from Cash to EFT
- Effort to Increase Competition
- Vendor Education
- LOGCAP



Issues/Comments

- Pending any Questions





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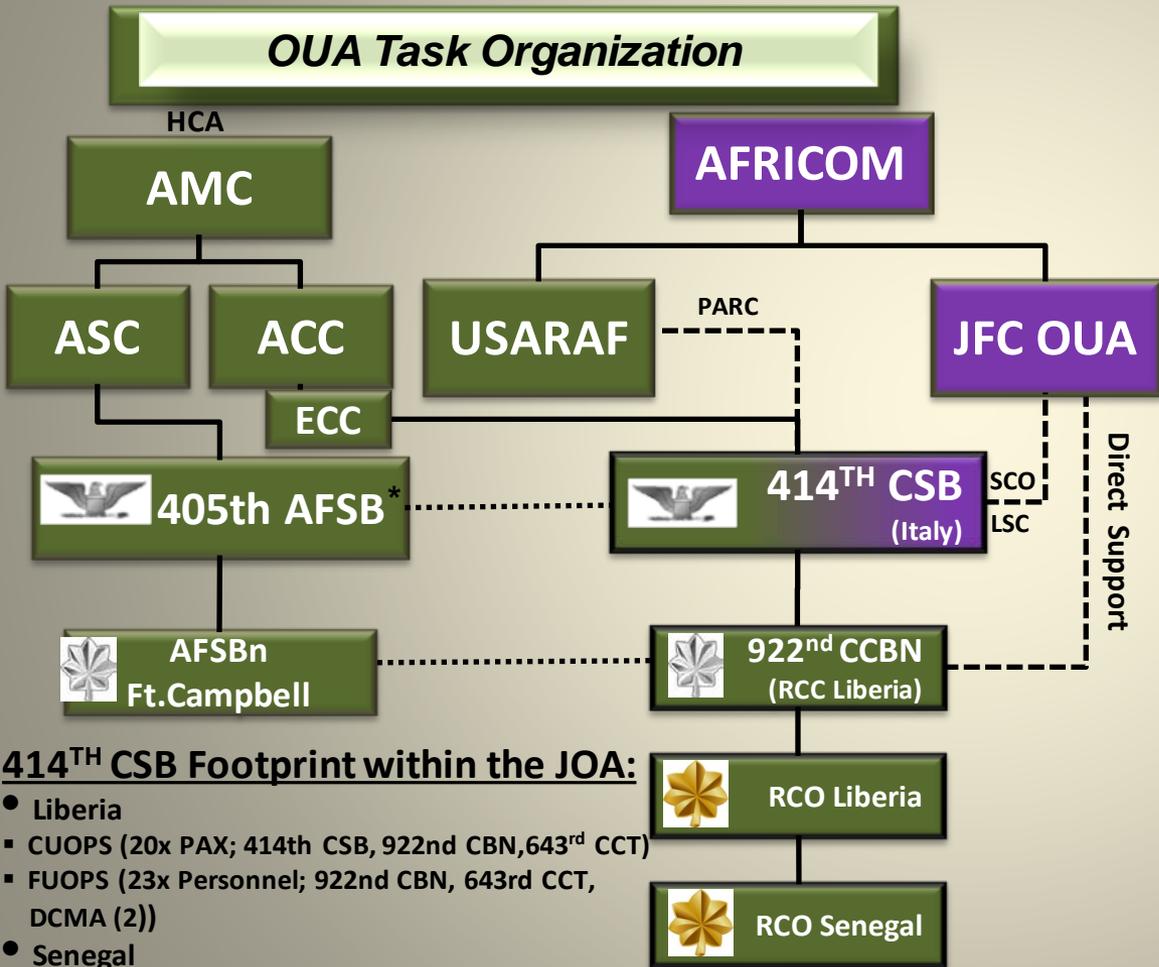


As of 10 Dec 14

ACC OCS Support to OUA

Army Lead Service for Contracting-Task Organization and Contracting Concept of Support

OUA Task Organization



Contracting Concept of Support

OCS Construct

- Theater Business Clearance (TBC)
- Contractor Management Plan (CMP)
- Contractor Vendor Vetting
- SPOT Deviation
- Preliminary OCS COP
- COCOM & JFC Oversight (JRRB / JCSB)
- OPOD Annex W

Contracting LOEs

- **DLA, SDDC**: Sea / Ground Trans, Classes of Supply, Construction
- **LOGCAP**: Construction, Title X Life Support, LSAs, Runway Repair
- **Local Procurement**: Gravel, Cell, Phones

Contracting Oversight

- Expeditionary Contracting Command (ECC)

| Contracts | Actions | Dollars |
|-----------|---------|----------------|
| SDDC | 7 | \$3.4M |
| LOGCAP | 1 | \$74 |
| Theater | 193 | \$10.3M |
| | | \$87.7M |

414TH CSB Footprint within the JOA:

- Liberia
 - CUOPS (20x PAX; 414th CSB, 922nd CBN, 643rd CCT)
 - FUOPS (23x Personnel; 922nd CBN, 643rd CCT, DCMA (2))
- Senegal
 - CUOPS (2x Personnel; 414th CSB)
 - FUOPS (6x Personnel; 718th CCT, DCMA (1))

*As the AMC Mission Synchronizer

Reductions in AFRICOM support levels through May 2015



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BRIDGE to Barclayville ETU



Expeditionary Contracting Involves Unique Challenges – “I Can’t Start my Ebola Treatment Unit Without my Gravel – Where is it???”



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As of JAN 15

Contingency Contract Administration Services (CCAS) Transition

Why CCAS is Important

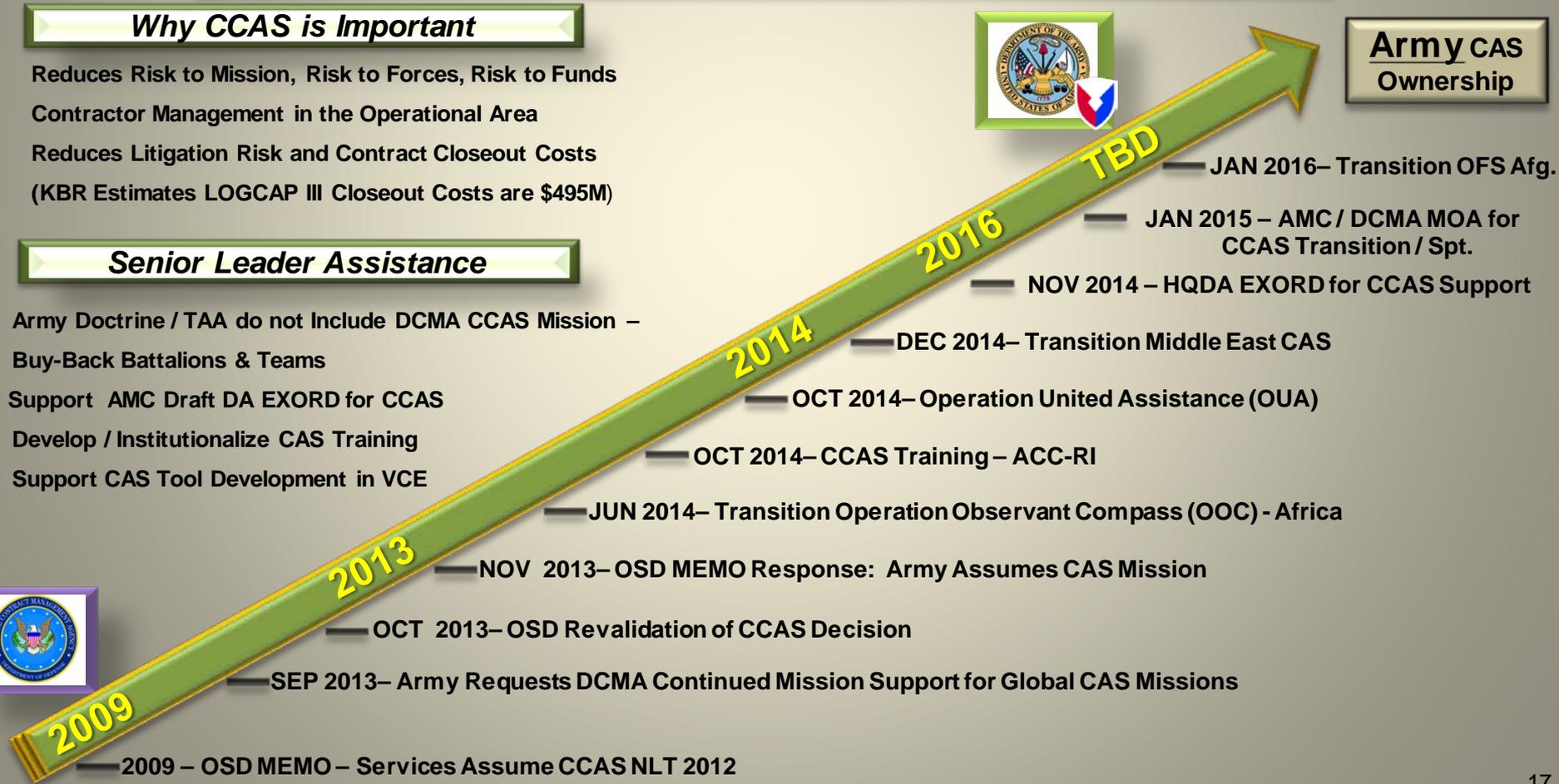
1. Reduces Risk to Mission, Risk to Forces, Risk to Funds
2. Contractor Management in the Operational Area
3. Reduces Litigation Risk and Contract Closeout Costs
4. (KBR Estimates LOGCAP III Closeout Costs are \$495M)

Senior Leader Assistance

1. Army Doctrine / TAA do not Include DCMA CCAS Mission – Buy-Back Battalions & Teams
2. Support AMC Draft DA EXORD for CCAS
3. Develop / Institutionalize CAS Training
4. Support CAS Tool Development in VCE



Army CAS Ownership





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The “Buckets” or “Types” of Contract Support

- **Theater Support Contracts**
 - In-theater Contracting Support Service and/or Joint
 - Local Vendor Base to Meet Immediate Needs
 - Typically for Supplies, Services, and Minor Construction
- **External Support Contracts**
 - Contracting Support Originating External to the Operational Command
 - Examples:
 - ✓ Logistics Civil Augmentation Program (LOGCAP)
 - ✓ Special Skills Contracts (e.g. staff augmentation, interpreters, etc.)
 - ✓ DLA prime vendor
- **Systems Support Contracts**
 - Contracts Awarded Supporting Program Executive Officers and Their Product / Project Managers' Weapons Systems
 - Support Specific Materiel Systems Maintenance



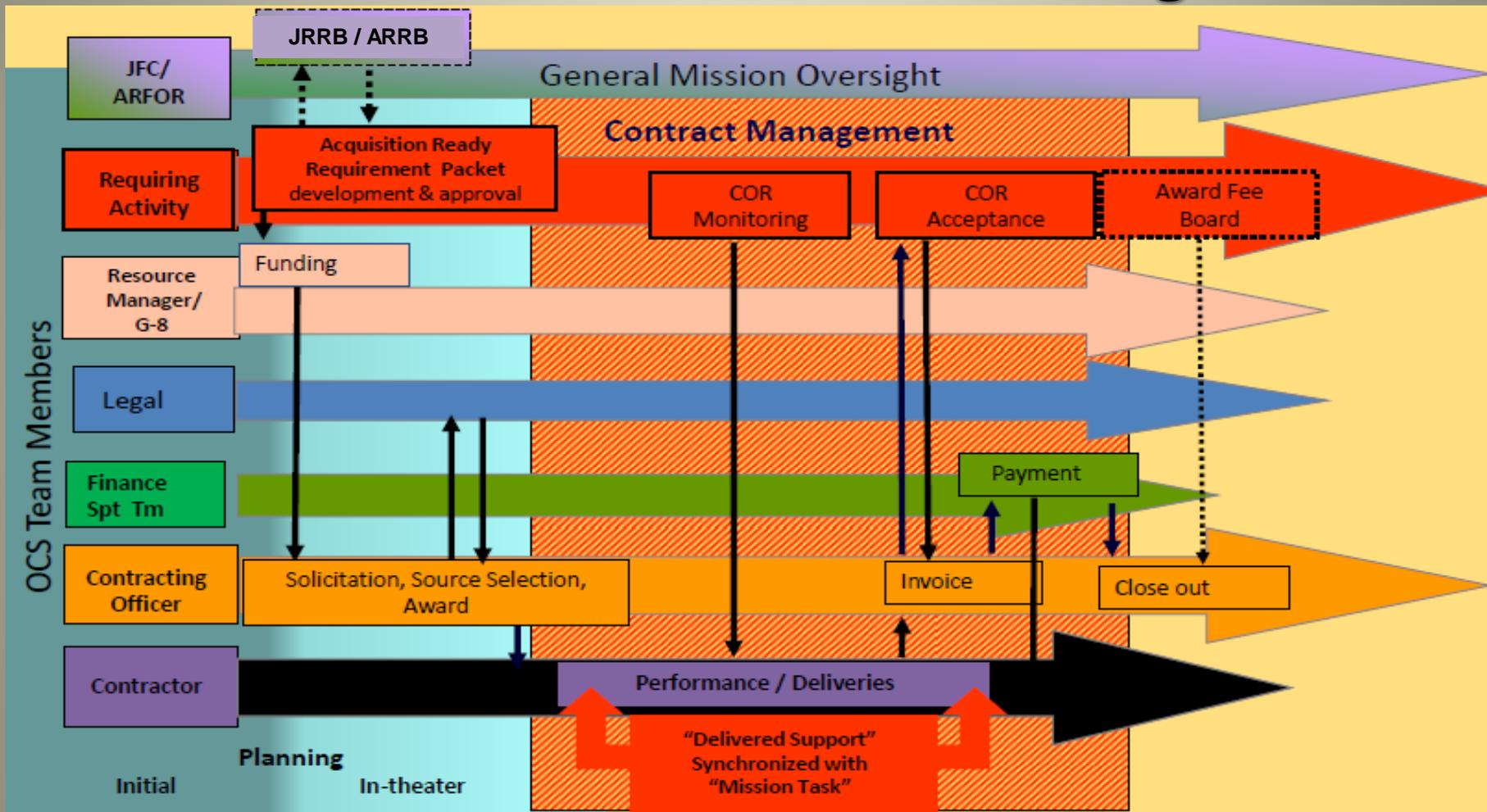
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The Stake Holders & Contracting Process



OCS = Operational Contract Support
 JFC = Joint Force Commander
 ARFOR = Army Forces

JRRB = Joint Requirements Review Board
 ARRB = Army Requirements Review Board

-----Required Steps
Situational Dependent Steps



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Challenges

- Declining resources forces hard choices
 - Priority is awarding contracts and obligating dollars
 - Administration and oversight become major risk areas
- Workforce demographics
 - Over 50% of ACC workforce has less than 5 years experience
 - Need to sustain influx of new interns despite reductions
- Increased oversight and complexity
 - In the past 4 years, over 4,000 external audits
 - In the past 10 years, over 450 FAR/DFAR changes
- Emerging missions vs. resources
 - Contingency Contract Administration (CCAS) and Post 2014 Afghanistan contracting
 - Lack of validated manpower model (TDA and TAA)
 - Reimbursable support – funded agreements vs. authorized spaces



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Discussion



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Back-up



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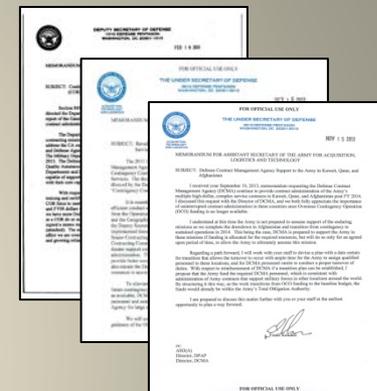
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As of: 7 Nov 13

CCAS Mission Transfer

- DoD Directs Services [Army...] to Assume Contingency Contract Administration Services (CCAS) from DCMA
- Mission - DCMA to the Services [Army...] - Outlined in Multiple MEMOs, 2009-2013
 - 19 Feb 09; DEPSECDEF Memo: Military Departments Will Assume CCAS Responsibilities by 2012 w/ Execution in 2013
 - 10 Sep 13; Joint AMC / ASA(ALT) Memo: Army Requests DCMA Continue Administering Multiple High-Dollar, Complex Service Contracts
 - 18 Oct 13; USD(AT&L) Memo: Revalidation of 2009 Decision - Moves Contingency Contract Administration Services (CCAS) From DCMA to Services
 - 15 Nov 13; USD(AT&L) Memo: Transitions Contract Administration in Afghanistan, Kuwait, Qatar to Army
- DA EXORD (NOV 14): HQDA Direction to Assume the Mission
- 28 May 14 AMC OPORD 14-179; Army Contracting Command CENTCOM Mission Support
- Mission Assumption; Africa (June 14) / Middle East (Dec 14) / Afghanistan (Jan 16)



C/CAS Reduces:

Risks to Missions

Risks to Forces

Risks to Funds



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Contracting is more than Awarding Contracts

Contracting Support



Speed Over Quality

Inadequate Oversight

Poor Documentation

Collective Training

IDPs & CLPs

Poor Negotiations

Bridge Contracts

Funding MODs

Source Selection

Better Price Analysis

Contract Admin

Inproper Procedures

Addressing Materiel Weaknesses

Inadequate J&As

Pre Award Contract Support

Govt Property

CPARS

Contract Closeout

Market Research

Gains in Contract Quality

Audits

Protests

Contract Planning

CORs' Surveillance

Cost & Pricing

Materiel Weaknesses



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Contracting in the Federal Government

"To preserve the faith of the nation by an exact discharge of its debts and contracts, expend the public money with the same care and economy we would practice with our own, and impose on our citizens no unnecessary burden... are the landmarks by which we are to guide ourselves in all our proceedings."

Thomas Jefferson: 2nd Annual Message, 1802

"It's a very sobering feeling to be up in space and realize that one's safety factor was determined by the lowest bidder on a government contract."

Astronaut Alan Shepard

"The universe never did make sense; I suspect it was built on government contract."

Robert A. Heinlein