

HOLD UNTIL RELEASED BY THE
COMMISSION ON WARTIME CONTRACTING

WRITTEN STATEMENT OF

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BEFORE

THE COMMISSION ON WARTIME CONTRACTING

ON

THE USE OF SERVICE CONTRACTS IN SUPPORT OF
WARTIME OPERATIONS AND OTHER CONTINGENCIES

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COMMISSION ON WARTIME CONTRACTING

Chairmen Thibault and Shays, and distinguished members of the Commission, I welcome this opportunity to report to you about what the Department has done to assist our contingency contracting officers in providing the best support possible to our deployed forces—whether they are directly supporting the warfighter, or assisting people in dire need of assistance in response to a natural disaster, such as the earthquake in Haiti.

This hearing is focused on the use of service contracts in support of wartime operations and other contingencies. As the Commission recognized in its interim report, contractors have served an important role in support of military engagements. Contractors in the U.S. Central Command (CENTCOM) area of responsibility provide a broad range of capabilities, with the overwhelming majority of contracted support being in the logistics arena. As such, Defense Procurement and Acquisition Policy (DPAP) plays a key role, during peacetime and military operations, in ensuring the effectiveness of the contracting process.

Our mission is to enable the Service Components and Other Defense Agencies to effectively deliver equipment and services that meet the needs of the warfighter through innovative policy and guidance, while being good stewards of the taxpayers' money. Defense Procurement and Acquisition Policy works in partnership with other Office of the Secretary of Defense (OSD) organizations, the Joint Staff, and the Services and Agencies to ensure contingency contracting needs across the world are met. Together, we jointly craft doctrine, policy, and tools to ensure the Combatant Commander has the business support needed to achieve mission success.

The remainder of this testimony covers the following topics:

- I. Contracting for Services—the overall efforts of the Department and specific oversight initiatives for Iraq and Afghanistan
- II. Organizational Structure—how we jointly approach the right structure for overseeing contracting in Iraq and Afghanistan and plan for the next engagement
- III. Policy—what policy guidance we have provided to assist with oversight in Iraq and Afghanistan
- IV. Tools—some tools to help our deployed acquisition community—including representatives overseeing services contracts in Iraq and Afghanistan—do its job better and more efficiently.

I. Contracting for Services

Given the topic of today’s hearing, it is appropriate to start with a few words about contracting for services in general—whether in support of a contingency or otherwise. Clearly, the Department relies significantly on contractors to provide a wide range of support functions which enable us to project power and sustain our warfighters. Last year, we published a comprehensive architecture to guide the acquisitions for services.¹ We are validating adherence to that architecture by review and approval of all acquisition strategies submitted for services acquisitions valued at \$1 billion or more. For example, we are using this opportunity to shape these programs to severely curtail the use of new time and materials contracts, to limit service contract periods of performance

¹ DPAP policy memo entitled “Review Criteria for the Acquisition of Services” (February 18, 2009), available online via the DPAP Policy Vault at http://www.acq.osd.mil/dpap/ops/policy_vault.html.

to a cumulative total of three to five years (including base plus option years), ensure requiring organizations dedicate sufficient resources to performance oversight, and to demand competition for task orders on indefinite delivery, indefinite quantity (IDIQ) contracts. Military Departments and Defense Agencies are to employ the same set of service acquisition tenets and associated review criteria for contracts valued less than the \$1 billion OSD threshold.

We are also using Peer Reviews to influence consistency of approach, ensure the quality of contracting, and drive cross-sharing of ideas, best practices and lessons learned. For all acquisitions valued at \$1 billion dollars or more—including the Army's LOGCAP IV contract—the Department assigns an independent Peer Review team, which is comprised of senior contracting leaders and attorneys from outside the military department or defense agency whose procurement is the subject of the review, to meet with acquisition teams. Prior to the award of a contract or task order we conduct a multi-phase review, primarily to assess whether the acquisition process was well understood by both government and industry. We are also conducting post award peer reviews of acquisitions for services. Those reviews are generally accomplished prior to the exercise of a contract option and are focused on assessing contractor performance and the means employed by government to conduct surveillance of contractor performance. Similarly, military departments and defense agencies are accomplishing Peer Reviews within their respective organizations for acquisitions valued at less than the \$1 billion.

Within the Iraq and Afghanistan theater, the Joint Contracting Command requires all procurements with an estimated value of \$50 million or more undergo review and approval by a Solicitation Review Board and a Contract Review Board, in accordance

with the Assistant Secretary of the Army (Acquisition, Logistics and Technology) memorandum, *Peer Review of Contracts for Supplies and Services*, dated 31 December 2008.

For contingency contracting overall—regardless of whether it occurs overseas in the CENTCOM area of responsibility or otherwise—we are in the process of building a new chapter in the Defense Acquisition Guidebook (DAG) to address managing acquisitions in a contingency environment, to include unique aspects of service contract management in deployed military operations. The DAG is an interactive, web-based capability designed to provide the acquisition workforce and industry partners with an on-line reference to policy (especially DoD Directive 5000.1 and DoD Instruction 5000.2), statute, and lessons learned. We anticipate that a chapter in the DAG will be dedicated to contingency contracting issues, including topics such as Theater Business Clearance and contract administration delegation.

Contracting Officer's Representatives

Management and oversight of contractors performing service functions demands a different approach than that used to oversee contractors developing our weapon systems. The decentralized nature of service functions requires a cadre of military members and government civilians to perform contracting officer's representative (COR) duties. CORs are the eyes and ears of the government to monitor contractor performance. The Department has recognized that inadequate surveillance of services contracts has left us vulnerable to the potential that we are paying full price for less than full value.

Therefore, over the past year, we have developed COR certification and training standards to legitimize this vital function and instill rigor in the management and oversight process. On March 29, 2010, the Under Secretary of Defense for Acquisition, Technology, and Logistics formalized the DoD Standard for CORs. In addition, we are developing a draft DoD Instruction, or DoDI. This DoDI is significant, not only because it will standardize COR functions, but also because it will require the Defense Components to plan and budget for COR requirements. This aspect of the initiative will build upon the mandate issued by the Deputy Secretary to require appointment of trained CORs prior to contract award and to require COR duties to be considered during personnel annual performance assessments. Within the next 60 days, we are deploying as a pilot a web-based tool that will enable military departments and defense agencies to manage nomination, training and tracking of their respective cadres of CORs as well as contract(s) assigned to each COR. These actions, coupled with the COR courses developed over the past year by Defense Acquisition University (DAU) will improve the capability of the Department to provide effective surveillance of service contracts.

The Department is proactively working to ensure we have the right number of trained and qualified people to award, manage, oversee, and closeout contracts as we drawdown in Iraq and buildup in Afghanistan.

Contract Oversight in Iraq and Afghanistan

One of the major challenges we have been successfully addressing is the inadequate number of trained CORs assigned to contractor oversight in Iraq and Afghanistan. The Department has come a long way. Within the last year, the number of CORs in Iraq has jumped from a 59-percent fill rate up to a 91-percent fill in March 2010. Similarly, the number of CORs in Afghanistan has more than doubled, jumping from a 38-percent fill rate in January of last year to a 92-percent fill rate in March of this year. In short, the Army has added hundreds of CORs to the war zone to help oversee theater contracting. Specific to the Joint Contracting Command, 100 percent of COR requirements are currently filled. Although we have improved considerably, we will continue to monitor these resources closely.

This is a multi-dimensional issue—not only must we consider sheer numbers, but those resources must have training and the right technical background. As such, our troops need to have pre-identified CORs who have the required training, in advance of their arrival into theater. Two initiatives demonstrate how we are making this work.

First, in Iraq and Afghanistan, Fragmentary Orders require nomination, training, and appointment by the Contracting Officer of CORs on or prior to contract award. In addition, subordinate units will ensure a replacement COR is in place before the previously assigned COR departs. Although we are not always 100 percent successful in

achieving the above because of change in personnel and mission requirements, we have come a long way in garnering the attention of commanders to help fill this gap. Second, the Army has taken noteworthy steps to ensure pre-training of CORs. On December 6, 2009, the Headquarters, Department of the Army G-3/5/7 issued Executive Order (EXORD) 048-10 requiring COR resource planning, training, and oversight to ensure we are sending trained and ready staff to theater.

II. Organizational Structure

One of the topics in which the Commission has expressed an interest is the organizational structure and process by which DPAP oversees wartime and contingency services contracts. In this area, a key part of our job is to ensure we have the policy in place needed to organize properly for contracting.

Joint Approaches

We work closely and routinely, both at the working level and senior leader level, with colleagues from the Services, Joint Staff, CENTCOM, Joint Contracting Command-Iraq/Afghanistan (JCC-I/A), the Defense Agencies, and our OSD partners on contingency contracting related issues in a myriad of formal and informal forums. For example, we assisted CENTCOM in 2006 to have the Deputy Secretary of Defense designate the Army as the Executive Agent for Contracting for Operation Iraqi Freedom/Operation Enduring Freedom to improve synchronization of contracting in the Area of Responsibility (AOR). This designation greatly improved coordination and cooperation

among the Service Components in the AOR to the benefit of the warfighter and provided a basis for the Commander to gain situational awareness of and a level of control over all contracting efforts in a Joint Operations Area. Further, with the Joint Staff and the office of the Assistant Deputy Secretary of Defense (Program Support), we are working towards total integration of DoD policy and interagency requirements for contracted support through the development of a Joint Operational Contract Support (OCS) concept of operations (CONOPS) which will enable us to partake in a capabilities-based analysis to drive future solutions. We are a key participant in numerous working groups focused on OCS gaps, planning, and integration to ensure optimal solutions.

Contracting Command

For the current Iraq/Afghanistan operation, we are operating under a contracting command in which the Commander, JCC-I/A is responsible for the oversight in-theater. The Commanding General co-chairs the Iraq and Afghanistan Joint Logistics Procurement Support Boards (JLPSBs) and is also responsible for overseeing and administering the Theater Business Clearance/Contract Administration Delegation (TBC/CAD) process that ensures all solicitations and contracts, regardless of origin, for performance or delivery in Iraq or Afghanistan are visible and meet the Commander's intent and other requirements and all contracts will be properly administered in these JOAs. Collectively, these boards and TBC/CAD ensure that contract management programs are properly coordinated and prioritized in support of the drawdown. They also help to identify common requirements, contracting gaps, and problems early. With such

proactive approaches, we can eliminate redundancy and rapidly resolve problems. The Commanding General is currently in the process of reshaping the Inter-Agency Combined Joint Logistics Procurement Support Board in Afghanistan, which focuses on key contract support decisions. The JCC is also continuing to improve its processes by maximizing “reach-back” contracting and support. This includes leveraging Rock Island Arsenal for those contracts that are complex, resource intensive, and require a detailed source selection process, and utilizing a forward office in San Antonio to support TBC/CAD administration and contract closeout. These reach-back efforts allow the on-ground CCOs to pay attention to more tactical, day to day issues. Throughout its tough mission, the JCC continues to excel in the area of competition by executing \$4.9B out of a total obligation of over \$5B for a competition percentage of 97.7.

Joint Doctrine

Joint Publication 4-10 (JP 4-10), Operational Contract Support, establishes doctrine for planning, conducting, and assessing contracting and contractor management functions in support of joint operations. This document, published in October 2008, offers several organizational options for a Commander in a future contingency to obtain contracting support. Updates to joint doctrine like JP 4-10 typically occur on a 5-year cycle. We are proactively pursuing solutions to enhance the next iteration of the document. On a six-week cycle, senior Department acquisition leaders meet to discuss contingency contract administration services (CCAS) issues, which includes the concept

for the future Joint Theater Support Contracting Command, or JTSCC—the name for the future Joint Contracting Command.

Training on Joint Doctrine Concepts

The Joint Staff has created the Doctrine Network Education and Training (DOCNET), which provides instructional multimedia presentations of key joint doctrine concepts across the broad range of military operations. The DOCNET site (<http://www.dtic.mil/doctrine/docnet/>) now offers JP 4-0, Joint Logistics, which is a new course that provides an overview of the key doctrine and principles related to the planning and execution of joint logistics. This 1.4-hour module includes an overview of core logistic capabilities; principles of joint logistics; key joint logistic planning processes and tools; and organizational roles and responsibilities related to the execution of joint logistics.

Military Leadership

The 2007 “Gansler Commission” report to the Secretary of the Army voiced a concern about the lack of military leadership in the contracting profession. One initiative that addresses this concern is the Department’s implementation of legislation Congress provided in the National Defense Authorization Act for Fiscal Year 2009, which adds 10 military general/flag officer billets. Having senior leaders in military positions will be a

great help to our contracting workforce, specifically in enhancing the stature of our contracting officers.

The Army has recently promoted three colonels to the general officer ranks and one of them, BG Camille Nichols, is currently serving in Iraq as the Commander of the Joint Contracting Command and Head of the Contracting Activity. Just this month, the Navy Supply Corps announced the assignment of Rear Admiral (Lower Half) Ron MacLaren as the director of the Joint Contingency Acquisition Support Office (JCASO).

Joint DoD Task Force on Wartime Contracting

DPAP provides the senior leadership oversight, management infrastructure, and processes to manage and implement continuous improvements to contingency contracting by analyzing risks, developing solutions, and mitigating risks. Having a cadre of seasoned contingency contracting professionals ensures optimum service to the warfighter and thorough Departmental responses to inquiries and requirements from Congress and Commissions. For example, our contingency contracting experts led the efforts of the joint DoD Task Force on Wartime Contracting to evaluate the Department's contingency contracting initiatives against the Commission on Wartime Contracting's interim report (June 2009). The joint Task Force determined the Department already had significant initiatives underway addressing a significant number of the Commission's observations. On the aspect of progress, the joint DoD Task Force on Wartime Contracting stated that the Department is making meaningful forward progress on its initiatives; 83 percent of the Department's initiatives are free from major challenges.

They initially identified six observations where the Department has encountered major challenges in the area of resourcing of personnel. These resourcing challenges relate to CORs, subject matter experts, and Defense Contract Audit Agency (DCAA) auditors. The Director, DCAA and I are responsible for working these issues, and we each identified a plan of action and milestones for addressing these major challenges. We are making excellent progress in these areas; we have downgraded three of the observations due to significant improvements, leaving only three observations where the Department is working through major challenges.

The Task Force report is available on my DPAP website at:

http://www.acq.osd.mil/dpap/pacc/cc/docs/TFWC_Rpt_to_USD.pdf.

III. Policy

In addition to doctrine and management infrastructure, we also provide policy guidance to assist with oversight. A primary example is our Theater Business Clearance (TBC) policy I previously mentioned – worldwide, all contracts entering the Iraq and Afghanistan theater of operations must comply with the Joint Contracting Command-I/A Acquisition Instructions for unity of effort and rapid support to the warfighter.

We instituted this process several years ago: on October 17, 2007, we issued a memorandum with procedures for contracting, contract concurrence and contract oversight for Iraq and Afghanistan. This memorandum and subsequent policy, procedures, and guidance, issued by DPAP and JCC-I/A, instructs contracting officers on how to request the JCC-I/A clearance of all solicitations and contracts requiring performance or delivery in Iraq or Afghanistan, prior to award.

Upon contract award, contract administration of that portion of the contract that relates to performance in Iraq and Afghanistan is delegated to JCC-I/A. Depending on complexity, availability of resources, etcetera. JCC-I/A may delegate contract administration to the Defense Contract Management Agency (DCMA) or back to the originating contracting officer.

TBC serves as a critical enabler designed to provide the Joint Force Commander visibility over all contracts and contractors performing work in his area of responsibility. Because of the importance of TBC, my office will conduct periodic TBC compliance reviews to identify any contract actions that do not comply with TBC requirements. We just conducted such a review and are following up with the Head of the Contracting Activity on noncompliant contracts.

IV. Tools

Next I would like to address some tools that the Department has developed—or is in the process of developing—to help our acquisition community do its job better and more efficiently. I will describe two handbooks, two web sites, and two automated tools.

DoD Contingency Contracting Handbook

Our DoD Contingency Contracting Handbook was developed to fill a gap: while deployed Contingency Contracting Officers (CCOs) performing in a joint environment had Service-specific guidance, they lacked consolidated, joint guidance. The handbook

was developed by CCOs, for CCOs. It was developed in a joint environment so all Services and Components had a say in what went into it. We also went beyond the contracting community to get feedback: auditors and lawyers helped us develop the right content. From the start, the handbook has contained tools, templates, forms, training, and checklists. We continue to refine these, as well as add features, for each annual update to the handbook. For example, the second edition introduced critical action checklists and made the accompanying DVD more user-friendly. By popular demand, over 10 thousand second edition handbooks were distributed. The third edition is currently being worked and is due to be published this June. The handbook has specific coverage on contingency contracting for services, including an entire chapter, a services checklist, and a closeout checklist.

Initially started as a hard copy with a DVD, the handbook has become more automated over time. Starting with the second version, the handbook and DVD information are now also available on the DPAP web site. This enables us to update content in real-time, if we find needed improvements or specific gaps in training. Having multiple platforms to access this information ensures the broadest support to CCOs.

The handbook is a key component of our CCO training program. The DAU uses this handbook as its foundation for our contingency contracting officer course, CON234, and to date, the course is a success with great feedback. DPAP has also issued policy to the Services to use this handbook for in garrison or squadron training. This way, our CCOs will train with the handbook, and bring it to the fight as a resource. While on the topic of training, it is worth pointing out that DAU, DPAP, and the Services have already

standardized our formal CCO training, and the result is 90 to 95 percent commonality across all Services.

The DVD and web site provide access to a variety of resources, so our deployed contracting offices do not have to start from scratch. The resources include training, specific forms they will most likely use, and samples of determinations and findings. We include a topical index to facilitate navigating the plentiful resources. We also include games, which make the learning process entertaining, including a contracting version of, “Jeopardy” and, “Combat Ace.” This is a good tool and is being made better by feedback from CCOs who have recently returned from a deployment.

Joint Contingency Contracting Officer Representative Handbook and COR

Tracking Tool

Building on a successful joint handbook for CCOs, we are also in the process of creating a joint handbook for CORs. The model will be the same: leverage existing Service-specific guidance, work with stakeholders to make it joint, and create multiple formats to reach the broadest audience. Like the Contingency Contracting Handbook, the COR handbook has specific coverage on contingency contracting for services, including an entire chapter dedicated to the topic and a contract surveillance checklist.

DPAP leads the working group developing the Joint COR Handbook. Membership includes the Services, DCMA, and DAU. The group relied heavily on the Army’s Deployed COR Handbook as a baseline for the joint handbook, which is nearing completion. The first phase in this project is complete, with the draft version of the

handbook in review as of the end of March 2010. Future plans call for development of an associated DVD and a website. The current draft is also on the DPAP website (http://www.acq.osd.mil/dpap/ccap/cc/docs/JCCORH_3-23-10_for_Web.pdf).

This unified guide will strengthen the ability of CORs to provide needed contract surveillance. As previously mentioned, the forthcoming DoD COR Tracking Tool will assist in providing an automated means to access important data on CORs, including the COR name, career field, certification level, and other contact information; the COR's supervisor contact information; and the Contracting Officer's contact information. Beyond contact information, it will also identify all training completed by the COR, detailed by complexity of the work. The DoD COR Tracking Tool will also automate key parts of the process—it will enable an electronic nomination, approval, and termination process of candidate CORs, and it will provide the capability of recording key process documents online, such as status reports, trip reports, correspondence.

Standardized Geographic Combatant Commander Website

Websites are key in today's business environment. In 2007, DPAP issued policy requiring Geographic Combatant Command (GCC) contracting offices to develop their own website for their unique contracting policies and theater-specific requirements. All of our GCC contracting offices now have dedicated websites, but we are in the process of refining our approach to include standardization so that contracting officers, contractors, and requiring activities do not have to spend countless hours googling the web in order to find needed information. To develop this standard, DPAP gathered a team together to

develop a standardized template with specific requirements. To make it easy to access these websites, DPAP included a link to the GCCs, both in our DoD Federal Acquisition Regulation and on our DPAP website, via a map of the GCCs, where a user simply clicks on the combatant command of interest and they are linked to that GCC's website.

Automated Contingency Contracting Officer After Action Report

Knowledge sharing and leveraging lessons learned are an essential means of making improvements. Through After Action Reports (AARs), CCOs can share their knowledge for the benefit of their successors. CCOs had been submitting after action reports on the DAU's Community of Practice website. However, the lack of automation in the process meant it was cumbersome for CCOs to use the tool, and virtually impossible to data mine it. So to make the AAR initiative useful, we are in the process of automating it on-line, basing it on a standard set of questions, and enabling a report generation feature.

The forthcoming AAR site will be limited to authorized users, as it is in its current location on the DAU community of practice. Having this security feature is important, as some of the information is sensitive. On this limited-access web site, the AAR template is available in a fillable .pdf format, along with instructions on how to open the survey in Adobe Reader, complete the fillable form once in Adobe, and save and submit the information.

The AAR is information-rich, collecting data via 40 questions designed to help identify best practices, training issues, and policy improvements. We used a Joint

working group to create the question content and then had survey experts design the questions, using multiple choice questions, yes/no answers, and pull-down menus. The streamlined format not only makes it easier for CCOs to complete, but it also facilitates running reports. We are still in the process of defining those reports. We are currently beta testing this new tool by collecting feedback from the CCOs returning from Haiti.

3-in-1 Handheld Device

The 3-in-1 tool is the Department's joint, electronic solution for the challenges inherent in the current process for "cash and carry" purchases in theater. The current manual process is not only time consuming and inefficient, it can be dangerous. The need to reconcile the cash records means the field ordering officer, or FOO, is traveling dangerous roads.

In the U.S., we handle most of these on-the spot, over-the-counter purchases with the government commercial purchase card; however, presenting a government card as payment in many deployed locations is not feasible because vendors do not accept them, or the infrastructure does not support its use. To correct this, we are developing a handheld device to replace the circa 1960s manual Standard Form 44. It will effectively serve as a purchase log.

The current SF44 process engages multiple players: the field ordering officer, the property administrator, the regional contracting center, and the financial manager. Due to the need for checks and balances, these parties interact at various points, many of them requiring the FOO to travel, which is dangerous in the Southwest Asia theater of

operations. As with any manual process, there are downsides, including inaccurate data, inefficiency, and lack of insight into purchases.

This new tool will allow us to move from a manual to an automated process. Our technology-based solution will electronically capture needed purchase, disbursement, and receiving information. The 3-in-1 tool is device is similar to what you see the United Parcel Service delivery person using.

The device will help with data accuracy and efficiency. Further, through uploads of the information stored in the device onto the Joint Contracting Command System, or JCCS, we achieve insight into purchases. Through management reports, we can determine if we should be using other means of buying these items, such as grouping together requirements and issuing a contract.

The development of the 3-in-1 tool is well underway. In February, we conducted a user assessment. The results were just as we hoped: no major problems and favorable feedback on the tool's usefulness and ease-of-use.

Contingency Acquisition Support Model

As evidenced by the previous initiatives, a unified approach is extremely important in a joint theater command like Iraq and Afghanistan. The CCO Handbook demonstrates a contracting joint solution. The Joint COR Handbook evidences a COR joint solution. Equally important, the requirements community on the front end of the acquisition process needs a joint solution: they need an efficient way to get complete and accurate acquisition packages to contracting.

Our joint solution, which is still under development, is the Contingency Acquisition Support Model, or cASM, which will be an easy-to-use tool that helps users get their requirements on contract more quickly. The tool assists with translating a combatant commander's requirement into a procurement package that includes the required documents and approvals, a responsive contract statement of work, and any ancillary information for acquisition approval and contract action. A key aspect to cASM is that it is like Turbo Tax – automated, easy to use, and yielding accurate outputs. Instead of regenerating work statements on an ad hoc basis, cASM templates can yield standardized, complete requirements documents.

I end my examples of DoD contingency contracting initiatives with this tool because it illustrates two themes essential to our successful implementation of business solutions that to enhance mission support. The first theme is that OSD leverages Service-specific approaches to develop joint solutions. In the case of cASM, it is a module developed from an Air Force platform: the Acquisition Support Module. We are taking an Air Force centric tool for normal operations, adapting it for the joint contingency environment, and delivering a joint solution for all deployed workforce. A second theme is that contingency contracting has the support of the Department's senior leaders. In the case of cASM, the Under Secretary of Defense for Acquisition, Technology, and Logistics has designated it as a special interest program with a user assessment scheduled this month. This tool is part of DPAP's Theater Business Environment Concept of Operations, which is an end-to-end concept of operations for providing business support in the deployed environment.

V. Conclusion

All of the Services are working hard to translate the lessons learned regarding contingency contracting and translate them into an integrated logistics strategy that incorporates contracted support planning, management, and oversight. As our deployed acquisition workforce continues to serve in harm's way, we owe them the resources required to complete the tasks we have given them. DPAP and OSD, the Services, and Components, is enhancing professional standards, tools, and training to better serve this workforce. We have made great progress but we have a long way to go with regard to improving our contracting in support or contingency operations. I greatly appreciate the work that the Committee is doing and I pledge my full cooperation and assistance in enabling to assess our progress. Again, I thank you for the opportunity to report to you on just some of the many initiatives we are working to support our warfighters.