



**BUSINESS  
TRANSFORMATION**

# Taskforce DoD Contracting

Update to Deputy Secretary of Defense

July 13, 2006



1. Opening
2. Technical Overview – Contracting
3. Technical Overview – Telecommunications
4. Schedule Update
5. Closing





# Phase I: Objective

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## Deployment of common business process and system for contingency contract management in Iraq:

- a) Provide online access to contract activity across DoD contracting community in English and Arabic
  - i. Opportunities
  - ii. Bids
  - iii. Contracts
  
- b) Provide bid-access through multiple venues :
  - i. Leverage available technology
  - ii. Manual communications through local and provincial government
  - iii. Arabic language communications



# Overview of Approach

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## **DEFINE OBJECTIVE**

- Identify problem and high level requirements

## **UNDERSTAND CURRENT ENVIRONMENT**

13-July \_\_\_\_\_

- Understand
  1. funding
  2. organizations
  3. process
  4. system

## **IDENTIFY AREAS FOR IMPROVEMENT**

- Focused on:
  1. Streamline/automate the contracting process
  2. Improved visibility into contracting opportunities and awards
- Obtain buy-in from user community

## **DEVELOP SOLUTION**

- Identify and select technology alternatives
- Design, build, and test technical solution

## **DEPLOY SOLUTION**

1-Oct \_\_\_\_\_

- Develop training approach
- Rollout solution and training

## **SUPPORT**

- Deploy Functional/Technical support team in country and in the US)

# Funding & Organizations

## Supplementals Summary

Source of Funds	Date	Total	Obligated	Expended
Iraqi Reconstruction and Relief Fund 1	April 2003	\$2,400	100%	100%
Iraqi Reconstruction and Relief Fund 2	Nov 2003	\$18,400	88%	60%
Iraqi Security Forces Fund	May 2005	\$5,300	60%	31%
Miscellaneous	Jan 2005	\$5,600		
	<b>Total</b>	<b>\$31,700</b>		

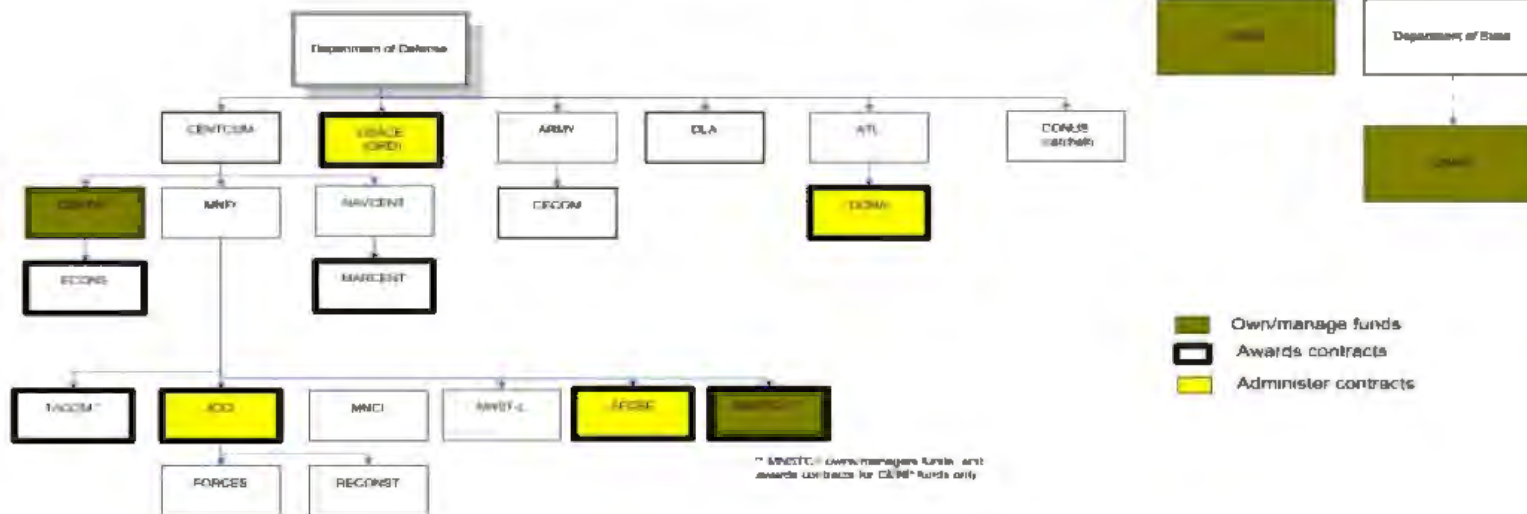
## Supplementals Details

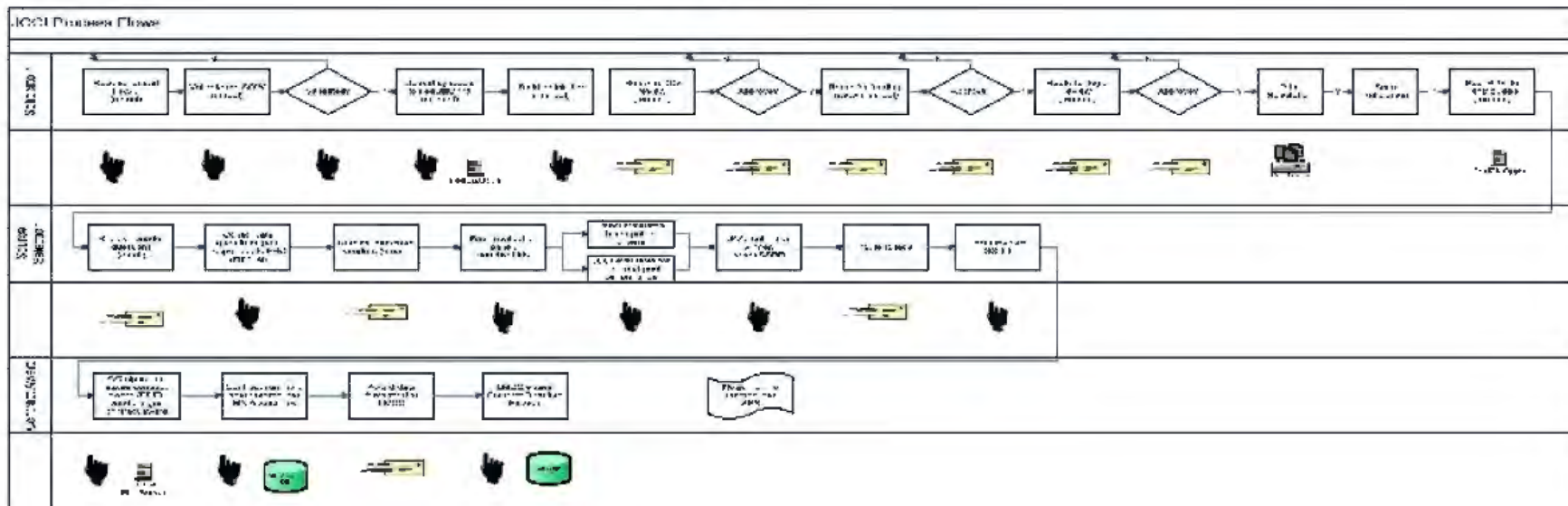
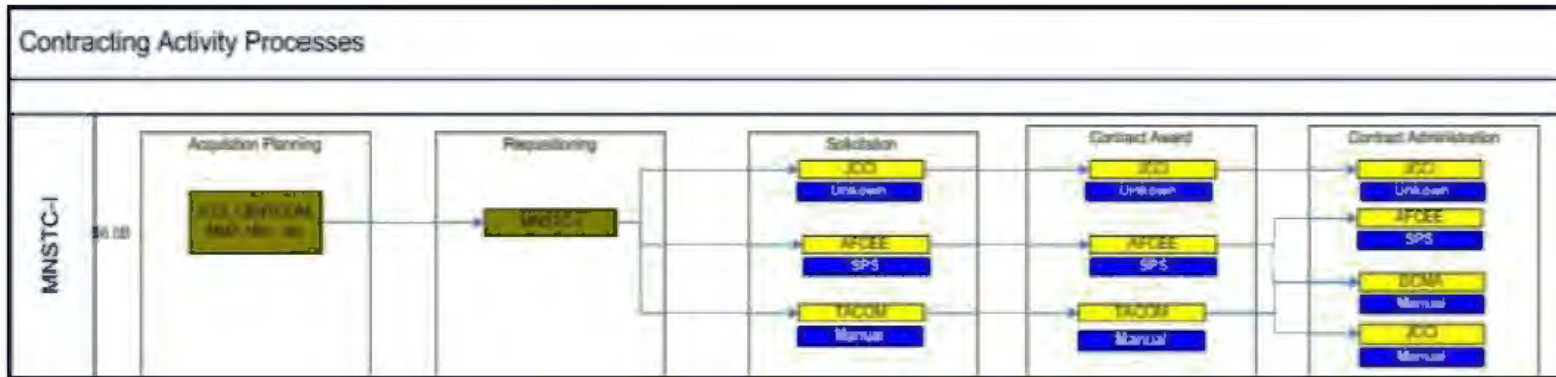
	IRRF 1	IRRF 2	ISFF	Misc	Total
DoD	\$518.3		\$5,300.0	\$762.0	<b>\$6,580.3</b>
CPA	\$518.3				\$518.3
MN/STC-I			\$5,300.0	\$762.0	\$6,062.0
IRMO		\$13,437.0		\$3,471.0	\$16,908.0
USAID	\$1,781.4	\$3,009.0			\$4,790.4
DoS	\$125.4	\$1,303.0		\$1,367.0	\$2,795.4
Treasury	\$6.0	\$39.1			\$45.1
USIP		\$10.0			\$10.0
USTDA	\$5.0				\$5.0
Misc		\$544.6			\$544.6
<b>Total</b>	<b>\$2,436.1</b>	<b>\$18,342.7</b>	<b>\$5,300.0</b>	<b>\$5,600.0</b>	<b>\$31,678.8</b>

\* All financial data obtained from Special Inspector General for Iraq Reconstruction (SIGIR) quarterly report, March 2006

\$M

## Reconstruction Contacting Organizations







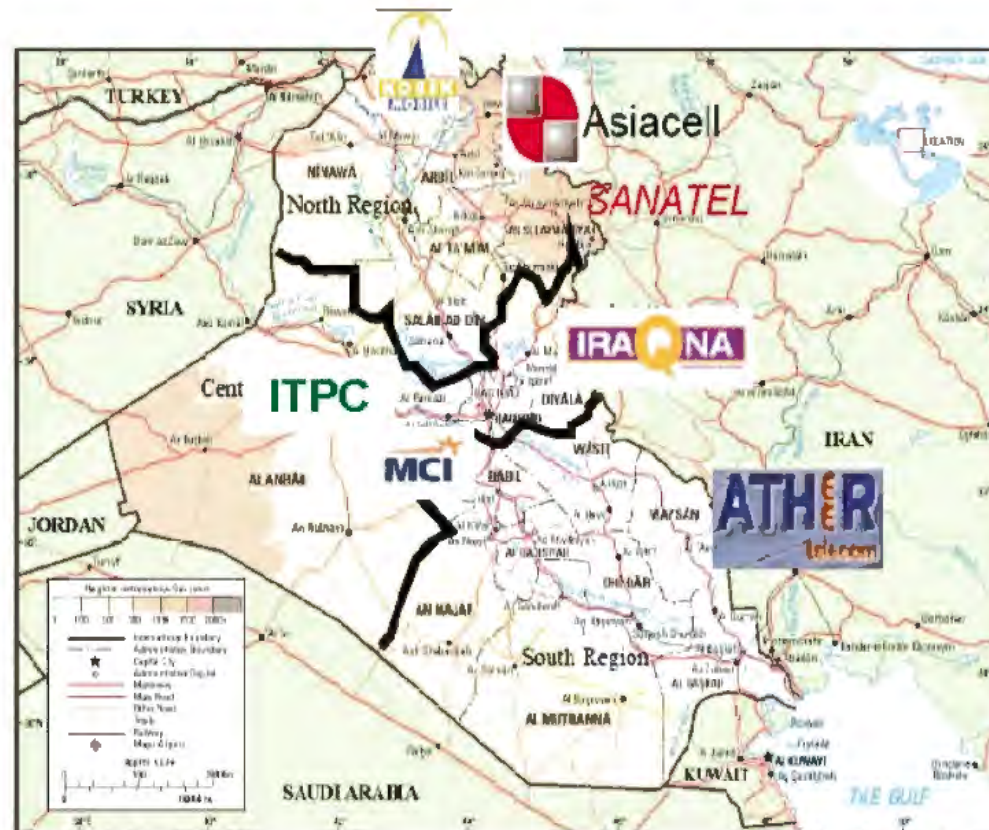
# High Level Requirements

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- Simple but elegant solution
- Deployable in less than 90-days
- English and Arabic capabilities
- Centralized data and standard processes
- Secure site
- Supports web and manual processes
- Analysis capability
- Vetted database of Iraqi contractors
- Obtain maximum flexibility for CERP funds
- Easily Supportable
- Ability to hand over to Iraqi government

# Multiple Non-Optimized Networks

- Department of Defense (DoD)
  1. MNF-I
  2. US Army Signal Corps
  3. Marine Corps
  4. NII
  5. DISA
- Department of State (DoS)
- USAID
- Iraqi Telecommunications and Postal Company (ITPC)
- Iraqi National Communications and Media Commission (NCCMC)
- Iraqi Ministry of Communications (MoC)
- Mobile GSM Operators
  1. Asiacell (Sulimaniya)
  2. Iraqna (Baghdad)
  3. Ather (Basra)
  4. Sanatel (Sulimaniya)
  5. Korek (Erbil)
- Wireless Local Loop (WLL)
- Satellite Operators
  1. Inmarsat
  2. Thuraya
  3. NewSkies
  4. Eutelsat
  5. Gasprom



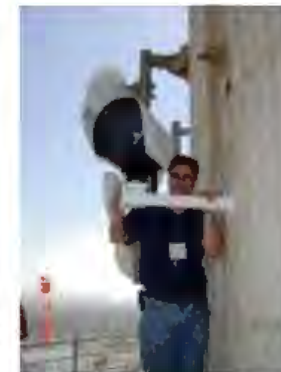
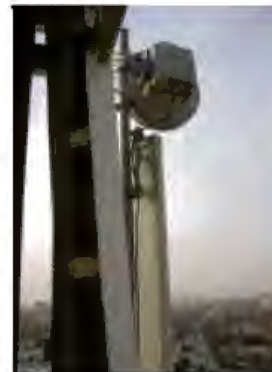
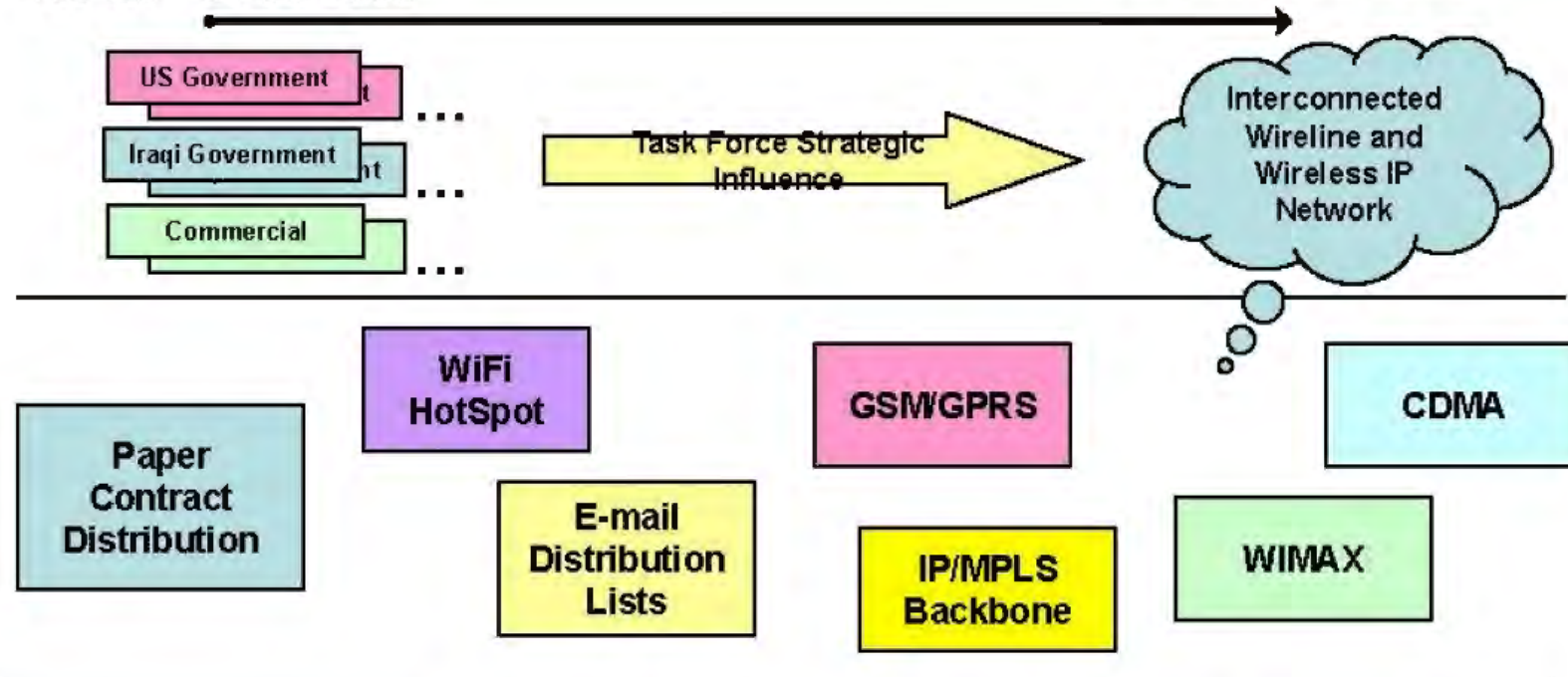
*Little to no formal overarching coordinated communications strategy.*



# Iraq Network Infrastructure Roadmap

As-Is: "Circa 1996"

To-Be: 2006-2008



# Application Performance Issues

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## Applications

- Inefficient Application Code
- Application Usage Characteristics
- Application Infrastructure / Design

## Servers

- Configuration Errors
- Sub-optimal Server Workload Distribution
- Server Resource Contention

## End-to-end Application Performance

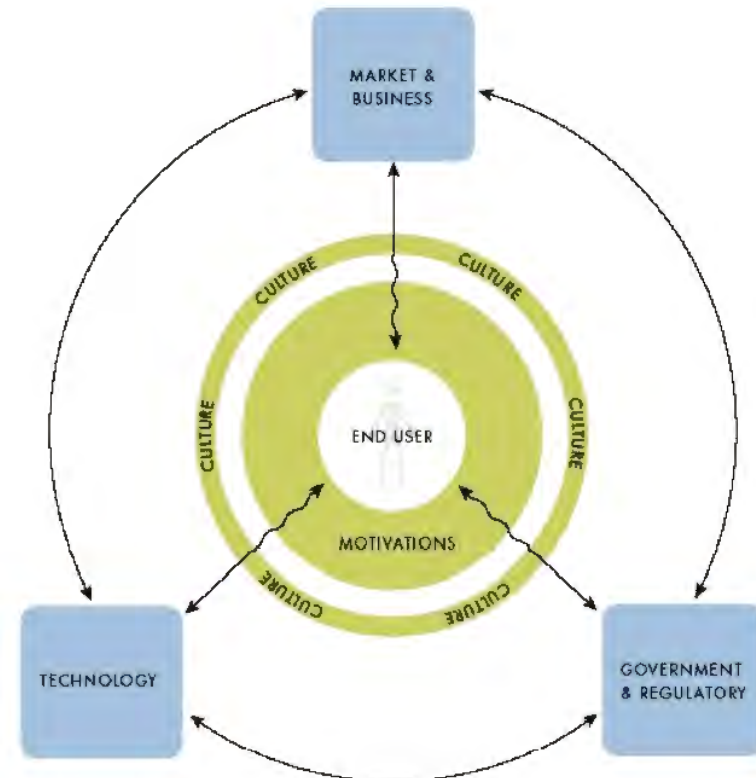
## Networks

- Routing Errors
- TCP Misconfigurations
- Network Conditions (Congestion, Packet Loss, Delay, Bandwidth)

*Understanding  
the role each component  
plays is key for ensuring  
high-availability*

# Infrastructure Work Tasks

- Develop an “as-is” view of the existing telecom infrastructure in Iraq (DoD, DoS, USAID, Iraqi Government, Commercial)
- Build a 24 month telecom infrastructure strategy, architecture and transition plan (“to-be”)
- Develop and execute business cases that would result in the appropriate allocation of requirements and outcomes between the US Government, Iraqi Government and Commercial initiatives
- Establish data collection methods and tools to support maturing the Business Case data and reuse for future contingency operations
- Develop governance model (DBSMC)



*Key Challenge: Synchronize contingency operations & economic development with communications environment.*



# Sequence of Events

	Day 1 Sat	Day 2 Sun	Day 3 Mon	Day 4 Tues	Day 5 Wed	Day 6 Thurs	Day 7 Fri	Day 8 Sat	Day 9 Sun	Day 10 Mon	Day 11 Tues
		Enroute to Jordan	VTC	Prep Time	to TQ via MIL AIR	to Fallujah	MNF W	IZ, Camp Victory, & Camp Liberty	to Jordan via MIL AIR	Hot Wash	Return To CONUS
			Enroute to Jordan					Tech Tm IZ	to CV		

Travelers

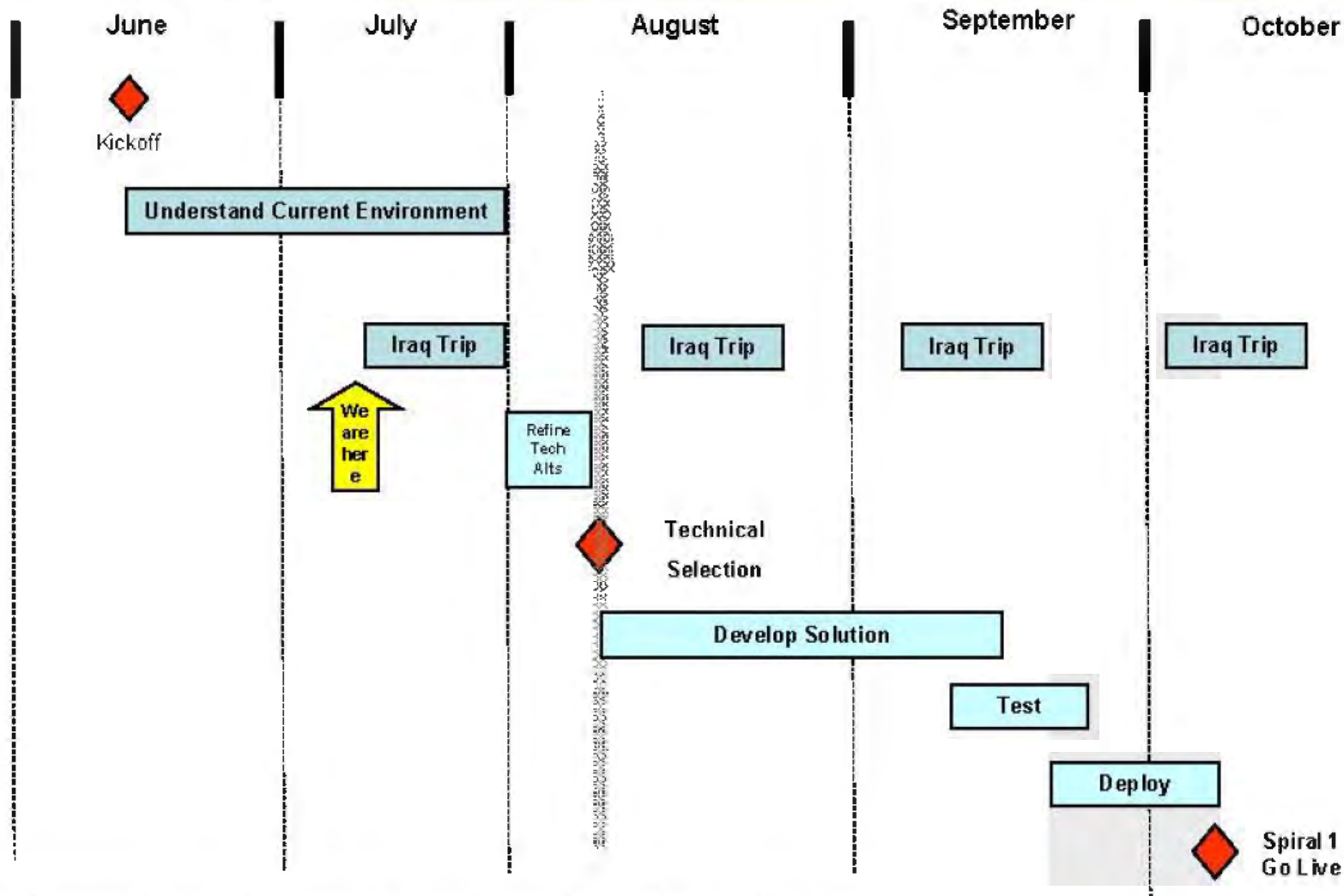
(b)(6)

Units to be visited

- MNF-I (GEN Casey, MGen Moore, CIS Director (BG Connors))
- MNC-I (LTG Chiarelli & selected staff C4 (Info Fusion), C6 (COL (b)(6) 78/9))
- MND B (MG Thurmund, COL (b)(6) & selected staff G6)
- MNF W (MGen Zilmer, BGen Reist, BGen Neller, Col (b)(6) & MEF G2/G6)
- JCC I/PARC/RCC (MG Scott)
- IRMO (MG Abt)
- Special IG Iraq Reconstruction (Maj (b)(6))
- Hateen Bus Factory Visit, Iskandariyah Region (per LTG Chiarelli's suggestion)

- DoS (PRT)
- GRD (MG McCoy)
- PCO (Jack Holly)

# Task Force Phase I: Project Timeline



*Phase I is in motion and tracking to plan.  
Phase II is the bigger challenge.*



Phase I focuses on creating visibility to demand – enabling Iraqi business to bid on contracts.

Phase II will focus on how to drive demand to Iraqi industry.

### Key Challenges:

- Three years of idle operations across industries.
- Requires a set of micro-economic & supply management skills to assess factory capabilities.
- Close collaboration with deployed forces.
- Cultural & sectarian overlay to contingency contracting process.
- State-owned enterprise philosophical disagreements.



## Task Force Phase II: Approach

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Assembling a team leveraging a variety of sources to deploy in October in collaboration with JCC I/A. Includes operational and cultural expertise and private sector theater engagement.

Will begin with low-end commodities: cement, gravel, basic materials. Reduces risk of delivery to commitment.

Visits begin this trip to higher end operations to assess readiness.

Beginning assessment of basic infrastructure alignment to our goals – power, transportation, telecom, etc.



**BUSINESS  
TRANSFORMATION**

Backup





# Iraq Contracting Activities Funding Information

## US Government Appropriations

Source of Funds	Date	\$ (billions)	Obligated	Expended
Iraqi Reconstruction and Relief Fund 1	April 2003	\$2,400	100%	100%
Iraqi Reconstruction and Relief Fund 2	November 2003	\$18,400	88%	60%
Iraqi Security Forces Fund	May 2005	\$5,300	60%	?
Miscellaneous	January 2005	\$5,600	?	?
<b>Total</b>		<b>\$31,700</b>		

## International Funds

Source of Funds	Date	\$ (billions)	Obligated	Expended
Development Fund for Iraq (DFI)	2003 - ongoing	\$31,500	100%	100%
Madrid Donors Conference	October 1, 2003	\$14,700	?	25%
<b>Total</b>		<b>\$46,200</b>		

\* All financial data obtained from Special Inspector General for Iraq Reconstruction (SIGIR) quarterly Report, March 2006



# Iraq Contracting Activities Funding Detail

## Iraqi Reconstruction and Relief Fund 1

	<i>Apportioned</i>	<i>Obligated</i>	<i>Expended</i>
DoD	\$518.3	\$514.4	\$501.8
DoS	\$125.4	\$125.4	\$116.0
USAID	\$1,781.4	\$1,781.3	\$1,662.3
Treasury	\$6.0	\$6.0	\$4.8
USTDA	\$5.0	\$5.0	\$2.8
<b>Total</b>	<b>\$2,436.1</b>	<b>\$2,432.1</b>	<b>\$2,287.7</b>

## Iraqi Reconstruction and Relief Fund 2

	<i>Appropriated</i>	<i>Obligated</i>	<i>Expended</i>
DoD	---	---	---
IRMO	\$13,437.0	?	?
DoS	\$1,303.0	?	?
USAID	\$3,009.0	?	?
Treasury	\$39.1	?	?
USIP	\$10.0	?	?
2qt. Rev. A	\$544.6	?	?
<b>Total</b>	<b>\$18,342.7</b>	<b>\$15,263.0</b>	<b>\$10,061.0</b>

## Iraqi Security Forces Fund

	<i>Appropriated</i>	<i>Obligated</i>	<i>Expended</i>
ISFF	\$5,300.0	\$3,133.0	\$1,648.0
<b>Total</b>	<b>\$5,300.0</b>	<b>\$3,133.0</b>	<b>\$1,648.0</b>

## Miscellaneous

	<i>Appropriated</i>	<i>Obligated</i>	<i>Expended</i>
DoD	\$762.0	?	?
IRMO	\$3,471.0	?	?
DoS	\$1,367.0	?	?
<b>Total</b>	<b>\$5,600.0</b>	<b>\$0.0</b>	<b>\$0.0</b>

**Grand Total**      **\$31,678.8**      **\$20,828.1**      **\$13,996.7**



## Iraq Contracting Activities Funding Detail

	IRRF 1	IRRF 2	ISFF	Misc	Total
DoD	\$518.3		\$5,300.0	\$762.0	<b>\$6,580.3</b>
CPA	\$518.3				\$518.3
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# Iraq Contracting Activities Organizational Detail

Organization	Name	Dept	Commander	CONUS POC	OCONUS POC	Own / Manage Funds	Award Contracts	Administer Contracts	Security & Justice	Facilities & Transportation	Electricity	DII	Public Works & Water	Building, Health, & Education	Construction	Water	CERP
MNSTC-I	Multinational Security Transition Command - Iraq (supports Iraq warfighter-ISF)	DoD	LTG Martin Dempsey		CMSGT (b)(6)	X			X								X
CENTAF	Central Air Force	DoD	LTG North		(b)(6)	X			X	X	X	X	X	X	X	X	X
IRMO	Iraq Reconstruction Management Office (Infrastructure)	DoS			(b)(6)	X			X	X	X	X	X	X	X	X	X
USAID	Department of State /US Agency for International Development	DoS	Country Managers		Mission Director (b)(6)	X			X	X	X	X	X	X	X	X	
ECON5	Expeditionary Contracting (CENTAF)	DoD			(b)(6)		X			X	X	X	X		X	X	X
TACDM (US)	Tank-Automotive Command	DoD	?	TJ for tomorrow	TJ for tomorrow (b)(6)		X		X	X							
AFCEE	Air Force Center for Environmental Excellence	DoD	Maj. (b)(6)		(b)(6)		X	X		X	X	X	X		X	X	X
DCMA	Defense Contracting Management Agency	DoD	Kath Ernst, SES, Acting Director		(b)(6)		X	X									
JCCI	Joint Contracting Command - Iraq / Afghanistan	DoD	MG Scott	COL (b)(6)	(b)(6)		X	X	X	X	X	X	X	X	X	X	
USACE (GRD)	US Army Corps of Engineers	DoD	MG McCoy	(b)(6)	(b)(6) Director		X	X	X	X	X	X	X	X	X	X	

- Own / manage funds
- Awards contracts
- Administer contracts

\* AFCEE spend included in the CENTAF total?  
 \*\* Overall commander, located in US



- **Access Database**  
JCC-I/A specific database used to collect their contract actions. Summary contract data is manually entered by personnel at JCC-I/A.
- **Exceed**  
The Exceed database is owned and operated by the Logistics Management Control Center (LMCC), which falls under GRD. It controls data related to shipping and delivery of goods and services purchased by JCC-I/A.
- **FedBizOpps**  
Mandated portal for publicizing federal opportunities over \$25,000 for vendors.
- **FPDS-NG**  
The Federal Procurement Data System (Next Generation) is a mandated system that collects data from contract offices on all awards.
- **IRMS**  
Iraq Reconstruction Management Systems (IRMS) is a Corps of Engineers repository of contract action.
- **SIRIS**  
The SIGIR Iraq Reconstruction Information System (SIRIS) is a repository created by the Special Inspector General for Iraq Reconstruction for all contract actions in theater. Our initial analysis indicates that it has not captured a complete set of contact actions from Iraq.
- **Standard Procurement System (SPS)**  
The Standard Procurement System (SPS) is an automated contracting system that standardizes procurement processes across the Department of Defense (DoD).
- **WOPRR**  
The Warfighter Open Purchase Request Router is a Marine Corps system that allows creation and routing of Purchase Requests to their contract management system.



# Tasks Accomplished

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1. Obtained copy JCC-I MS Access database.
2. Continue research into contracting organizations, processes, data, and systems on the ground.
  - a) Interviewed in-country experts:
    - i. Director Logistics Management Control Center, COL (b)(6) (Ret USMC)
    - ii. Contracting Officers, Policy/Procurement, and PARC at JCCI  
Mr (b)(6) PARC Reconstruction  
Ms (b)(6) Policy & Procurement Chief, JCC-I
    - iii. John Daily (PCO) responsible for developing quarterly Congressional reports on Iraq spending
  - b) (b)(6) and (b)(6) (IBM), regarding supplemental spending in Iraq
3. Continued research in potential technical solution for capturing contracting data
  - a) MS Word data capture and aggregation
  - b) Extract, Transform, Load (ETL) methodologies
4. IBM Lead Architect/Developer identified – (b)(6)
  - a) Target onboard on July 24<sup>th</sup>. Confirming his transition with IBM senior leadership.



1. Setup in theater meetings with representatives of the following organization:
  - a) JCC-I
  - b) USACE (GRD)
  - c) CENTAF (AFCEE)
  - d) USAID
  
2. Map processes for the following organizations
  - a) USACE (GRD)
  - b) CENTAF
  
3. Investigate SPOT, Exceed, and WOPRR
  
4. Develop plan of action
  - a) Meetings/relationship building
  - b) Process analysis
  - c) System demos (SPOT, Exceed, WOPRR etc.)
  - d) Validation of site survey surveys
  
5. Analyze data and database structure in JCC-I MS Access database

Mr. (b)(6) – Network/Database Director for most systems in the IZ, architect of most the original legacy systems.

Mr. (b)(6) – Finance Manager for GRD/PCO – has been on the ground since 2003 – very knowledgeable on most topics related to Funding, Payment and Supplemental breakouts for the various organizations operating in Iraq – currently in country at this time.

Mr. (b)(6) – Director of the USACE Logistics Management Control Center (LMCC) – controls a large database of information (EXCEEDS) regarding contract, deliverables, destination information, etc.

Mr. (b)(6) – DCAA Senior Auditor – two tours in IZ – extremely knowledgeable on contracts let in country...has a wealth of information and should be approached at some point – currently in States – (b)(6)

Mr. (b)(6) – JCC-I/A PARC Reconstruction, also POC for USACE (GRD) – Mr. (b)(6) has been in theater for nearly 2 years. He was the former deputy to the previous PARC, COL (b)(6) Mr. (b)(6) has 20 years experience in contracting, currently a GS-14.

**CMSGT** (b)(6) – NCOIC for CPATT and CMATT operations in theater. Directs and supervises all procurement actions for the J-4 within CPATT and CMATT. J-4 is the operational arm for interface to JCC-I/A procurement actions.





AFCEE	Air Force Center for Environmental Excellence
ARCENT	Army Central Command
CECOM	Communications / Electronics Command
CENTAF (ECONS)	Central Air Force Command, Expeditionary Contracting
CERP	Commanders Emergency Relief Program
CMATT	Coalition Military Assistance Training Team
CPATT	Civilian Police Assistance Training Team
DCMA	Defense Contract Management Agency
DFI	Development Fund for Iraq
DLA	Defense Logistics Agency
FBO	FedBizOpps.com
FPDS-NG	Federal Procurement Data Systems - Next Generation
IRMO	Iraq Reconstruction Management Agency
IRMS	Iraq Reconstruction Management System
JCCI	Joint Contracting Command - Iraq
LMCC	Logistics Management Control Center
MARCENT	Marine Central Command
MINSTC-I	Multi National Security Transition Command - Iraq
NAVCENT	Navy Central Command
SIGIR	Special Inspector General for Iraq Reconstruction
SIRIS	SIGIR Iraq Reconstruction System
TACOM (US)	Tank Automotive Command
USACE (GRD)	US Army Corps of Engineers, Gulf Region Division
USAID	US Agency for International Development
USIP	US Institute of Peace
USTDA	US Trade Development Agency
WOPRR	Warfighter Open Purchase Request Router