



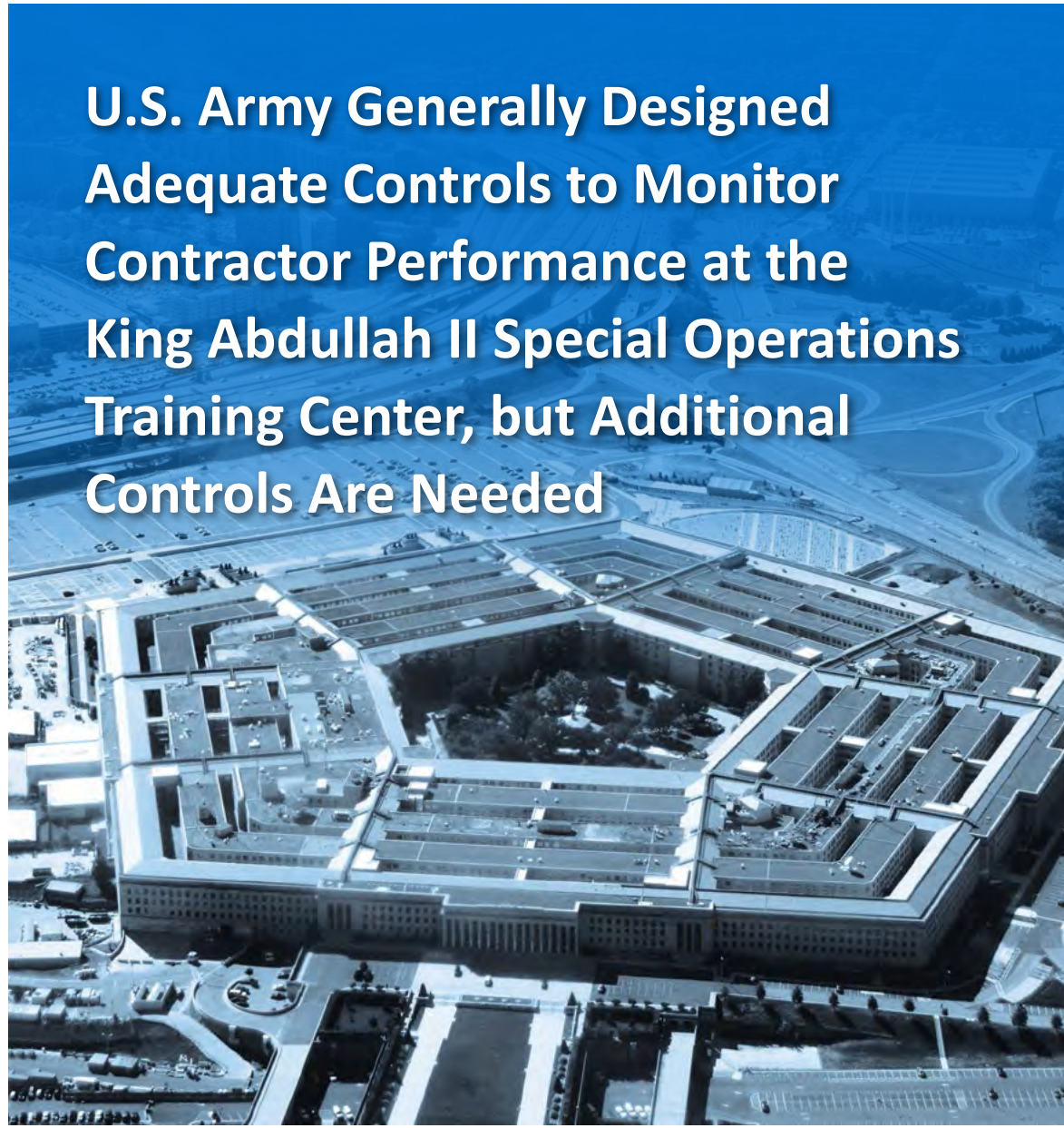
INSPECTOR GENERAL

U.S. Department of Defense

AUGUST 7, 2015



U.S. Army Generally Designed Adequate Controls to Monitor Contractor Performance at the King Abdullah II Special Operations Training Center, but Additional Controls Are Needed



INTEGRITY ★ EFFICIENCY ★ ACCOUNTABILITY ★ EXCELLENCE

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Results in Brief

U.S. Army Generally Designed Adequate Controls to Monitor Contractor Performance at the King Abdullah II Special Operations Training Center, but Additional Controls Are Needed

August 7, 2015

Objective

Our audit objective was to determine whether DoD officials appropriately designed controls to adequately monitor contractor performance for the King Abdullah II Special Operations Training Center (KASOTC) basic life support services contract.

Finding

U.S. Army Central Command and U.S. Army Contracting Command–Rock Island officials generally designed adequate controls to monitor contractor performance on the basic life support services contract at KASOTC; however, we identified some areas for improvement. Specifically, U.S. Army Central Command and U.S. Army Contracting Command–Rock Island officials did not include:

- controls in the quality assurance surveillance plan or in the contracting officer's representative monthly report template that required a U.S. Government subject matter expert to review the contractor's performance in supplying and maintaining electrical services, and U.S. Army Central Command and U.S. Army Contracting Command–Rock Island officials did not provide a reasonable explanation for why this occurred; and

Finding (cont'd)

- language in the performance work statement and quality assurance surveillance plan to ensure adequate contractor performance of dining facility operations because U.S. Army Contracting Command–Rock Island officials stated that they relied on subject matter experts from the requiring activity to review the performance work statement.

Without these controls, personnel at KASOTC are at an increased risk of exposure to hazards. Additionally, if the contractor does not deliver base operations support functions effectively, it could adversely impact the morale and safety of personnel at KASOTC, and degrade the ability of forces to accomplish their missions.

Recommendations

We recommend that the Commanding General, U.S. Army Central Command require U.S. Government subject matter experts to perform regular electrical service inspections to ensure the facilities are maintained and operating according to applicable standards.

Also, we recommend that the Deputy Chief of Staff of the Army, G-4, require the U.S. Army Quartermaster School, Joint Culinary Center of Excellence to review the dining facility services section of the contract and quality assurance surveillance plan. Upon receiving the results of the review, we recommend that the Executive Director, U.S. Army Contracting Command–Rock Island, modify contract documents to implement recommended changes.

Management Comments and Our Response

Comments from the Commanding General, U.S. Army Central Command; the Director of Supply, Deputy Chief of Staff of the Army, G-4; and the Principal Assistant Responsible for Contracting, U.S. Army Contracting Command–Rock Island, addressed all specifics of the recommendations, and no further comments are required. Please see the Recommendations Table on the back of this page.

Recommendations Table

Management	Recommendations Requiring Comment	No additional Comments Required
Deputy Chief of Staff of the Army, G-4		2
Commanding General, U.S. Army Central Command		1
Executive Director, U.S. Army Contracting Command—Rock Island		3



**INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
4800 MARK CENTER DRIVE
ALEXANDRIA, VIRGINIA 22350-1500**

August 7, 2015

MEMORANDUM FOR AUDITOR GENERAL, DEPARTMENT OF THE ARMY

**SUBJECT: U.S. Army Generally Designed Adequate Controls to Monitor Contractor Performance
at the King Abdullah II Special Operations Training Center, but Additional Controls
Are Needed (Report No. DODIG-2015-160)**

We are providing this report for your information and use. U.S. Army Central Command and U.S. Army Contracting Command–Rock Island officials generally designed adequate controls to monitor contractor performance on the basic life support services contract at the King Abdullah II Special Operations Training Center; however, we identified some areas for improvement. We conducted this audit in accordance with generally accepted government audit standards.

We considered management comments on a draft of the report when preparing the final report. Comments from the Commanding General, U.S. Army Central Command; the Director of Supply, Deputy Chief of Staff of the Army, G-4; and the Principal Assistant Responsible for Contracting, U.S. Army Contracting Command–Rock Island, conformed to the requirements of DoD Instruction 7650.03; therefore, we do not require additional comments.

We appreciate the courtesies extended to the staff. Please direct questions to me at (703) 604-9187.

A handwritten signature in black ink, reading "Michael J. Roark".

Michael J. Roark
Assistant Inspector General
Contract Management and Payments

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Acronyms and Abbreviations

Introduction

Objective

Our audit objective was to determine whether DoD officials appropriately designed controls to adequately monitor contractor performance for the King Abdullah II Special Operations Training Center (KASOTC) basic life support services contract. See Appendix for the scope and methodology and prior audit coverage.

This report relates to the overseas contingency operation, Operation Inherent Resolve, and was completed in accordance with our oversight responsibilities, described in Section 8L of the Inspector General Act of 1978, as amended. We plan to conduct future reviews on facilities at KASOTC.

Background

King Abdullah II Special Operations Training Center

KASOTC, located in Amman, Jordan, provides reality-based training for special operations forces, counter-terrorism units, and law enforcement agencies from Jordan and around the world. The Jordanian government, which owns and operates the facility, designed the center with the U.S. Government in response to an unpredictable international security environment.



Figure 1. Training Center at KASOTC.
Source: U.S. Army

U.S. Central Command (Forward)–Jordan, (CF-J), is a forward-deployed command element subordinate to U.S. Central Command (USCENTCOM) that operates from KASOTC. CF-J coordinates between the United States and Jordanian forces, as well as among other U.S. organizations including the U.S. Agency for International Development, the U.S. State Department, and the Military Services.

U.S. Army Central Command (ARCENT) is the Army component of USCENTCOM and is USCENTCOM's Coalition Forces Land Component Command that plans, coordinates, and employs land forces.

Basic Life Support Services Contract

The U.S. Army Contracting Command–Rock Island (ACC-RI) awarded a firm-fixed-price contract to the KASOTC Company to provide basic life support services (such as, food, water, lodging, laundry, internet service, sanitation) at KASOTC. ACC-RI awarded the sole-source contract in support of CF-J, effective March 28, 2014. Contract W52P1J-14-C-0009 has a period of performance of 1 base year plus four 1-year-evaluated option periods. The base year of the contract had an initial award value of \$6.1 million and increased to \$6.7 million by the end of the base year. Option Year 1 was exercised and incrementally funded in the amount of \$9.6 million and increased to \$9.7 million after a May 7, 2015 modification to the contract.

Contract Surveillance Responsibilities and Requirements

The Federal Acquisition Regulation (FAR)¹ states that contracting officers are required to ensure the performance of all necessary actions for effective contracting, ensure compliance with the terms of the contract, and safeguard the interests of the U.S. in its contractual relationships. However, contracting officers often delegate specific authority to members of the requiring activity, known as contracting officer's representatives (COR), to conduct contract surveillance, to verify that the contractor is fulfilling contract delivery and quality requirements, and to document performance for the contract record.

According to the FAR,² the performance work statement (PWS) defines contract performance requirements and enables the assessment of work performance against measurable performance standards. The quality assurance surveillance plan (QASP) is a tool for the COR to use as a guide to monitor the quality of the contractor's performance and ensure the contractor is compliant with contract requirements. The QASP details how and when the U.S. Government will survey, observe, test, sample, evaluate and document contractor performance. The FAR

¹ FAR 1.602, "Contracting officer," as of April 10, 2015.

² FAR 37.602, "Performance work statement," as of May 29, 2014.

states that the QASP should specify all work requiring surveillance and the method of surveillance.³ Typically, the requiring activity that develops the PWS also develops the QASP.

The contracting officer and the activity responsible for contract requirements share the responsibility to develop and maintain the QASP. According to the FAR,⁴ the activity responsible for technical requirements provides the contracting officer with any specifications for inspection, testing, and other contract requirements essential to ensure the integrity of the supplies of services. The activity responsible for technical requirements should also prescribe contract quality requirements, or for service contracts, a QASP. Therefore, the activity responsible for technical requirements bears primary responsibility for QASP development and updates, but the contracting officer has ultimate responsibility to ensure that a QASP exists and is effective in its requirements and implementation.

The KASOTC contract's QASP requires the COR to document contractor surveillance in a monthly report that is electronically signed and uploaded to the Virtual Contracting Enterprise⁵ system by the 10th day of the month following the inspection, which is referred to as a COR monthly report. All documentation from contract surveillance becomes part of the permanent contract file and is submitted by the COR to the Virtual Contracting Enterprise.

Review of Internal Controls

DoD Instruction 5010.40, "Managers' Internal Control Program Procedures," May 30, 2013, requires DoD organizations to implement a comprehensive system of internal controls that provides reasonable assurance that programs are operating as intended and to evaluate the effectiveness of the controls. We identified some areas of improvement for controls to monitor contractor performance at KASOTC. Specifically, requirements for electrical inspections did not exist and the performance work statement and quality assurance surveillance plan lacked various elements to ensure adequate contractor performance of dining facility operations. We will provide a copy of the report to the senior official responsible for internal controls in the Department of the Army.

³ FAR 46.401, "General," as of May 29, 2014.

⁴ FAR 46.103, "Contracting Office Responsibilities," as of May 29, 2014.

⁵ Virtual Contracting Enterprise COR Management module is used to nominate, appoint, track, and revoke an individual as a COR against a U.S. Army contract.

Finding

U.S. Army Generally Designed Adequate Contract Oversight Controls, but Additional Controls Are Needed

ARCENT and ACC-RI officials generally designed adequate controls to monitor contractor performance on the basic life support services contract at KASOTC; however, we identified some areas for improvement. Specifically, ARCENT and ACC-RI officials did not include:

- controls in the QASP or in the COR monthly report template that required a U.S. Government subject matter expert to review the contractor's performance in supplying and maintaining electrical services, and ARCENT and ACC-RI officials did not provide a reasonable explanation for why this occurred; and
- language in the PWS and QASP to ensure adequate contractor performance of dining facility operations because ACC-RI officials stated that they relied on subject matter experts from the requiring activity to review the PWS.

Without these controls, personnel at KASOTC are at an increased risk of exposure to hazards. Additionally, if the contractor does not deliver base operations support functions effectively, it could adversely impact the morale and safety of personnel at KASOTC and degrade the ability of forces to accomplish their missions.

Adequate Controls Existed to Monitor Contractor Performance, but Improvements Are Needed

ARCENT and ACC-RI officials assigned a COR for the basic life support services contract at KASOTC and included adequate controls in the QASP and in the COR monthly report template to monitor contractor performance at KASOTC; however, additional controls were necessary. The contracting officer assigned a COR for the contract that reported to ARCENT and was located at KASOTC. The COR received the required COR training, in accordance with an Under Secretary of Defense memorandum.⁶

ARCENT and ACC-RI officials worked together to design the QASP that references specific tasks in the PWS and required the COR to provide a monthly inspection of the contractor's performance with supporting documentation to the contracting

⁶ The Under Secretary of Defense for Acquisition, Technology and Logistics memorandum, "DoD Standard for Certification of Contracting Officer's Representatives (COR) for Service Acquisitions," March 29, 2010.

officer. For example, the QASP lists the specific tasks required for, among others, lodging, wireless internet, hair services, and meals in the PWS. Additionally, it provided the acceptable quality levels the contractor must meet to be in compliance with the PWS, the method of surveillance conducted by the COR, and the frequency of the COR inspections. For example, the QASP states the COR should evaluate:

- heating, ventilation, and air conditioning in lodging facilities on a weekly basis by conducting periodic surveillance and reviewing customer complaints to determine whether the contractor's performance met the acceptable quality level of 10-percent deviation from standard. The PWS and the QASP reference the measurable performance standard that the contractor keeps the heating, ventilation, and air conditioning system operational 24 hours per day, 7 days per week within a required temperature range.
- wireless internet services on a weekly basis by conducting periodic surveillance and reviewing customer complaints to determine whether the contractor's performance met the acceptable quality level of 100-percent compliance. The PWS and the QASP reference the measurable performance standard that the contractor shall provide wireless internet in living accommodations to operate with a downlink minimum of 100 megabits per second.
- hair services on a weekly basis by conducting periodic surveillance and reviewing customer complaints to determine whether the contractor's performance met the acceptable quality level of 100-percent compliance. The PWS and the QASP reference the measurable performance standard that the contractor will provide services at a minimum of 3 days per week, with operating hours, at a minimum of 1000 hours through 1600 hours.

Also, ARCENT and ACC-RI officials designed the QASP to require the COR to provide the results of the inspections on a monthly basis to the contracting officer. The QASP states that the COR should document the method of surveillance and provide a detailed explanation when evaluating the contractor's performance. However, ARCENT and ACC-RI officials did not include inspection requirements for electrical services in the QASP or COR monthly report template. Also, contract requirements and controls need improvement for dining facility services.

Inspection Requirements Did Not Exist for Electrical Inspections

ARCENT and ACC-RI officials did not include controls in the QASP or in the COR monthly report template that required a U.S. Government subject matter expert to review the contractor's performance in providing and maintaining electrical services at KASOTC. The PWS requires the contractor to provide various electrical services such as providing and maintaining lodging units with electrical power and heating and air conditioning, and providing and maintaining a main distribution panel that meets British standards. The QASP and the COR monthly report template did not include any requirements for U.S. Government subject matter experts to inspect these services.

The contracting officer and the COR could not explain why adequate contractor oversight was not performed for electrical contract performance elements. When asked if U.S. Government contract oversight personnel inspected

The COR did not provide any maintenance and inspection records for electrical safety at KASOTC.

the facilities, ACC-RI officials said to ask the requiring activity, ARCENT, which the COR is assigned to. Although we requested documentation, the COR⁷ did not provide any maintenance and inspection records for electrical safety at KASOTC. The COR stated that the quality control (QC) reports⁸ developed by the contractor would identify any maintenance issues that addressed electrical safety events or concerns.

The COR monthly reports and the contractor's QC reports, obtained through the Virtual Contracting Enterprise,⁹ did not contain sections relating to electrical inspections. Also, the reports did not contain discussions or note problems related to electrical services. The COR stated that he believed the inspection requirements were managed by the contractor; however, the COR did not provide any supporting documentation to validate that this happened. Without surveillance documentation the contracting officer cannot properly administer the contract.

U.S. Government inspections of contractor electrical services are critical to protect U.S. and foreign personnel. We have previously reported on electrocution deaths of service members in Iraq involving equipment malfunctions that could

⁷ The COR was assigned to the contract from September 2014 to March 2015.

⁸ QC reports include results from inspections conducted by the contractor to assure the quality of an end product or service meets contract requirements. The PWS requires the contractor to submit a monthly QC report for each functional area identified in the contract. The report must be submitted to the COR and contracting officer on the last day of the month for review.

⁹ The Virtual Contracting Enterprise had QC monthly reports for April, June, July, September, October, November, and December 2014. The QC monthly reports for May and August 2014 were not available.

have related to whether a contractor complied with proper electrical standards.¹⁰ Until officials designate a U.S. Government subject matter expert to perform regular electrical inspections and oversee electrical maintenance or repair services performed by the contractor, officials cannot ensure the risk of exposure to electrical hazards to the warfighter is minimized. We discussed these safety concerns to USCENTCOM and ARCENT in April 2015. The Commanding General, ARCENT, should require U.S. Government subject matter experts to perform regular electrical service inspections at KASOTC to ensure the facilities are maintained and operating accordingly.

Contract Requirements and Controls Need Improvement for Dining Facility Services

ARCENT and ACC-RI officials did not adequately design controls for the dining facility services sections of the PWS and QASP. The contractor operates a dining facility at KASOTC as part of the basic life support contract. According to the contract, the contractor should follow several U.S. Army regulations on providing meals to service members. The Deputy Chief of Staff of the Army, G-4 is the staff proponent for the Army Food Program. The Joint Culinary Center of Excellence, a component of the U.S. Army Quartermaster School at Fort Lee, Virginia, assists the Army G-4 by providing assistance, evaluation, and guidance to commanders on food program objectives, policies, and procedures.

The PWS required the contractor to:

- follow outdated and canceled guidance. Technical Manual (TM) 4-41.11¹¹ and TM 4-41.12¹² replaced Field Manual (FM) 10-23-2¹³ in April 2012; therefore, FM 10-23-2 should not have been referenced in the contract, which was awarded in March 2014. In addition, the PWS referenced the Food Pyramid, which should no longer be used because the “Guide to Good Eating”¹⁴ replaced the Food Pyramid as a guideline to prepare food.
- remove employees with disease symptoms, open wounds, canker sores on hands, or sores associated with contagious diseases. However, the PWS did not address what conditions were required for the employee to return to work.

¹⁰ DoD IG Report No. IPO2009E001, “Review of Electrocution Deaths in Iraq: Part II - Seventeen Incidents Apart from Staff Sergeant Ryan D. Maseth, U.S. Army,” July 24, 2009.

¹¹ TM 4-41.11 “Dining Facility Operations,” April 23, 2012.

¹² TM 4-41.12 “Food Program Operations,” April 23, 2012.

¹³ FM 10-23-2 “Tactics, Techniques, And Procedures For Garrison Food Preparation And Class I Operations Management,” as of 30 September 1993.

¹⁴ “Guide to Good Eating,” National Dairy Council, as of 2006.

- provide equipment to prepare, cook, and serve; keep meals warm; and refrigerate or freeze food at the appropriate temperatures during storage. The QASP did not state how to measure the contractor's performance against the standards that cover proper food preparation and storage.
- follow specific sanitation procedures, but the QASP did not provide the surveillance methods that would be used to measure how the contractor complied with sanitation procedures and standards.

ACC-RI officials relied on subject matter experts from the requiring activity, ARCENT, to develop the PWS. Specifically, in March 2014, ACC-RI officials received an e-mail from an ARCENT official in which he stated that he made substantial revisions to the PWS after receiving comments from ARCENT G-4 (Food Service Branch), the Defense Logistics Agency, and the Joint Culinary Center of Excellence at Fort Lee. However, in May 2015, we asked the Division Chief of the Concepts, Systems and Policy Division at the Joint Culinary Center of Excellence whether she reviewed the PWS for the contract, and she stated that the Joint Culinary Center of Excellence reviewed the PWS in early 2015 at the request of the DoD OIG audit team¹⁵ and did not have any record of reviewing the PWS prior to this. The Deputy Chief of Staff of the Army, G-4, should require Joint Culinary Center of Excellence to review the dining facility services section of the basic life support services contract section, in the PWS, and the QASP and recommend changes. Also, the Executive Director, ACC-RI, should modify contract documents to implement recommended changes.

Conclusion

ARCENT and ACC-RI officials should require U.S. Government subject matter experts to perform regular electrical inspections at KASOTC to ensure the facilities are maintained and operating accordingly. Also, the Deputy Chief of Staff of the Army, G-4, should require the Joint Culinary Center of Excellence personnel to review the dining facility services section of the basic life support services contract section and the QASP. Without these controls, personnel are at an increased risk of exposure to hazards. If base operations support functions are not delivered effectively, it could adversely impact the morale and safety of personnel at KASOTC and degrade the ability of forces accomplish their missions.

¹⁵ Representatives from the Joint Culinary Center of Excellence, Fort Lee, Virginia, initially alerted us to these deficiencies after we asked them to review the PWS and the QASP.

Recommendations, Management Comments, and Our Response

Recommendation 1

We recommend that the Commanding General, U.S. Army Central Command require U.S. Government subject matter experts to perform regular electrical service inspections to ensure the facilities are maintained and operating according to applicable standards at the King Abdullah II Special Operations Training Center.

Commanding General, U.S. Army Central Command Comments

The Commanding General, ARCENT, agreed, stating that the Command's G-4 team and engineers are working to identify and resource a full-time master electrician who will oversee electrical work performed by the contractor and conduct regular inspections of the living and work areas at KASOTC. The Commanding General stated that the command initiated additional corrective actions since the DoDIG released the draft report to include performing a review of the contract to identify and review electrical operations that are required of the contractor. He stated that the Command's safety office proposed PWS tasks for the contractor, such as contractor response requirements when notified of electrical issues and contractor requirements to perform electrical work that conforms to the British standard. He stated that the safety office provided this list to the Command's G-4 Operational Contract Support Team to review and include in a modification to the contract.

Our Response

Comments from the Commanding General addressed all specifics of the recommendation, and no further comments are required.

Recommendation 2

We recommend that the Deputy Chief of Staff of the Army, G-4, require the U.S. Army Quartermaster School, Joint Culinary Center of Excellence, to review the dining facility services section of the basic life support services contract and quality assurance surveillance plan and recommend changes.

Deputy Chief of Staff of the Army, G-4 Comments

The Director of Supply, responding for the Deputy Chief of Staff of the Army, G-4, agreed, stating that their office requested the U.S. Army Quartermaster School, Joint Culinary Center of Excellence review the dining facility services section of the contract and the QASP and recommend changes. The Director stated that the

Joint Culinary Center of Excellence reviewed the PWS and provided a modification to the contract with relevant changes to current Army regulations. Additionally, the Director stated that the Joint Culinary Center of Excellence developed the QASP with measurable performance areas for implementation with the revised PWS and the Performance Requirements Summary.

Our Response

Comments from the Director addressed all specifics of the recommendation, and no further comments are required.

Recommendation 3

Upon receiving the results of the review in Recommendation 2, we recommend that Executive Director, U.S. Army Contracting Command-Rock Island, modify contract documents to implement recommended changes by the U.S. Army Quartermaster School, Joint Culinary Center of Excellence.

Executive Director, U.S. Army Contracting Command-Rock Island Comments

The Principal Assistant Responsible for Contracting, responding for the Executive Director, ACC-RI, agreed, stating that the command would make the recommended contract modifications to implement recommended changes from ARCENT and the U.S. Army Quartermaster School, Joint Culinary Center of Excellence.

Deputy Chief of Staff of the Army, G-4 Comments

Although not required to comment, the Director of Supply, responding for the Deputy Chief of Staff of the Army, G-4, agreed, stating the contract will be modified based on Commanding General, ARCENT, and Joint Culinary Center of Excellence recommendations. He also stated that ACC-RI will implement new PWS and QASP modifications with a date to be determined.

Our Response

Comments from the Principal Assistant addressed all specifics of the recommendation, and no further comments are required. We acknowledge the comments from the Director and have included them in the final copy of this report.

Appendix

Scope and Methodology

We conducted this performance audit from November 2014 through June 2015 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Review of Documentation and Interviews

To understand the KASOTC contract requirements, we obtained and reviewed the:

- basic life support services contract (contract number W52P1J-14-C-0009) and seven contract modifications;
- PWSs;
- QASPs;
- COR monthly reports; and
- other relevant contract documentation.

We compared the QASP to the PWS, and we reviewed all nine COR monthly reports dated from April 2014 through December 2014. Additionally, we reviewed contractor quality control reports, base operations reports, and supporting documentation.

We assessed COR training records to ensure the assigned COR met DoD COR competencies and training requirements. We also used the following guidance.

- FAR:
 - Part 1, “Federal Acquisition Regulations System,” April 10, 2015;
 - Part 37, “Service Contracting,” May 29, 2014;
 - Part 42, “Contract Administration and Audit Services,” July 1, 2014; and
 - Part 46, “Quality Assurance,” May 29, 2014;
- Army Regulation 70-13, “Management and Oversight of Service Acquisitions,” July 30, 2010; and

- Memorandums:
 - The Assistant Secretary of the Army for Acquisition Logistics and Technology memorandum, “Oversight, Surveillance and Documentation of Contractor Performance on Service and Construction Contracts,” February 6, 2007;
 - The Assistant Secretary of the Army for Acquisition Logistics and Technology memorandum, “Contract Administration and Surveillance for Service Contracts,” February 9, 2007; and
 - The Under Secretary of Defense for Acquisition, Technology and Logistics memorandum, “DoD Standard for Certification of Contracting Officer’s Representatives (COR) for Service Acquisitions,” March 29, 2010.

To understand responsibilities for the KASOTC contract and the controls in place for monitoring contractor compliance, we contacted officials at:

- Under Secretary of Defense, Acquisition, Technology and Logistics;
- USCENTCOM;
- Deputy Assistant Secretary of the Army (Procurement);
- Joint Staff, J-4;
- Deputy Chief of Staff of the Army, G-4;
- U.S. Army Materiel Command;
- ARCENT;
- U.S. Army Contracting Command;
- U.S. Army Quartermaster School, Joint Culinary Center of Excellence; and
- three CORs that were assigned to the contract, as of April 24, 2015.

Use of Computer-Processed Data

We did not use computer-processed data to perform this audit.

Use of Technical Assistance

Engineers from the DoD OIG Technical Assessment Division assisted with this audit. Specifically, the engineers reviewed the PWS for weaknesses in the areas of electrical and environmental safety.

Prior Coverage

During the last 5 years, the Government Accountability Office (GAO) the Department of Defense Inspector General (DoD IG) and the Army Audit Agency issued four reports discussing contractor support in a contingency environment. Unrestricted GAO reports can be accessed at <http://www.gao.gov>. Unrestricted DoD IG reports can be accessed at <http://www.dodig.mil/pubs/index.cfm>. Unrestricted Army Audit Agency reports can be accessed from .mil and gao.gov domains at <https://www.aaa.army.mil/>.

GAO

GAO-10-551-T, “Warfighter Support, Continued Actions Needed by DoD to Improve and Institutionalize Contractor Support in Contingency Operations,” March 2010

DoD IG

DODIG-2013-097, “Improvements Needed in the Oversight of the Medical-Support Services and Award-Fee Process Under the Camp As Sayliyah, Qatar, Base Operation Support Services Contract,” June 26, 2013

D-2011-078, “Contracts Supporting Base Operations in Kuwait Need Stronger Management and Administration,” June 30, 2011

Army

2011-0212-ALC, “Contract Requirements Definition-Base Operations Support,” September 22, 2011

Management Comments

Army G-4



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-4
500 ARMY PENTAGON
WASHINGTON, DC 20310-0500

DALO-SUT

MEMORANDUM THRU DEPUTY CHIEF OF STAFF, G-4, 500 ARMY PENTAGON,
WASHINGTON, DC 20310

FOR U.S. ARMY AUDIT AGENCY, OFFICE OF THE DEPUTY AUDITOR GENERAL
INSTALLATIONS, ENERGY AND ENVIRONMENT AUDITS, 6000 6TH STREET,
BUILDING 1464, FORT BELVOIR, VA 22060

SUBJECT: U.S. Army Generally Designed Adequate Controls to Monitor Contractor
Performance at the King Abdullah II Special Operations Training Center (KASOTC), but
Additional Controls Are Needed, Project number: D2015-D000CJ-0069.000

1. This is in response to Department of Defense Inspector General (DoDIG) draft report
D2015-D000CJ-0069.000 dated 24 June 2015, which requested the Office of the
Deputy Chief of Staff, G-4 (ODCS, G-4) to concur/non-concur with the
recommendations based on the findings.

2. Response to Recommendations:

a. DoDIG Recommendation 2-Concur. The ODCS, G-4 requested the U.S. Army
Quartermaster School, Joint Culinary Center of Excellence (JCCoE) review the dining
facility services section of the basic life support services contract, Quality Assurance
Surveillance Plan (QASP), and recommend needed changes.

(1) JCCoE reviewed the old performance work statement (PWS) and provided a
modification to the contract which incorporates relevant changes to current Army
regulations, including the Army tactics, techniques and procedures; technical manuals;
nutritional guidelines and policies; and the standards of Technical Bulletin Medical 530,
Tri-Service Food Code, governing personal health and hygiene of employees.

(2) JCCoE developed the QASP outlining standards with measurable
performance areas for implementation with the new PWS and the performance
requirements summary.

b. DoDIG Recommendation 3-Concur. Contract will be modified based on both the
Commanding General, U.S. Army Central Command and JCCoE recommendations and
the DoDIG audit. The U.S. Army Contracting Command-Rock Island will implement the
new contract PWS and QASP modifications with a date to be determined.

Army G-4 (cont'd)

DALO-SUT
SUBJECT U.S. Army Generally Designed Adequate Controls to Monitor Contractor Performance at the King Abdullah II Special Operations Training Center (KASOTC), but Additional Controls Are Needed, Project number: D2015-D000CJ-0069.000

3. The point of contact is [REDACTED]
[REDACTED]


MICHAEL K. WILLIAMS
Director of Supply

U.S. Army Central Command



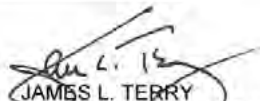
DEPARTMENT OF THE ARMY
UNITED STATES ARMY CENTRAL
1 GABRESKI DRIVE
SHAW AIR FORCE BASE, SUMTER, SC 29152

ACCG

MEMORANDUM FOR Department of Defense Inspector General (DoDIG), 4800 Mark Center Drive, Alexandria, Virginia 22350-1500

SUBJECT: United States Army Central (USARCENT) Response to Recommendations Provided by DoDIG in Reference to Contractor Performance for the King Abdullah II Special Operations Training Center (KASOTC) Basic Life Support Services Contract

1. RESPONSE: USARCENT concurs with the DoDIG's recommendation to require a U.S. Government Subject Matter Expert to perform regular electrical service inspections to ensure facilities are maintained and operated according to applicable standards at KASOTC.
2. ACTIONS TAKEN: Since the release of the DRAFT DODIG report on 24 JUN 15, we have initiated the following corrective actions. First, a thorough review of the current Base Life Support Contract was conducted to identify and review electrical operations that are currently required of the contractor within the scope of work so that we can build an action plan for areas we needed to address. Our safety office researched and prepared several proposed Performance Work Statement (PWS) tasks for the contractor and provided these to our G4 Operational Contract Support Team for review and inclusion into a contract modification. These proposed PWS tasks address several areas such as: contractor requirements to perform electrical work that conforms to British Standard 7671, Requirements for Electrical Installations; contractor response requirements when notified of electrical issues, and contractor accompany requirements for a U.S. Government designated Master Electrician to perform regular inspections of contractor performed work. USARCENT Engineers have conducted an inspection of KASOTC with the Contracting Officer Representative to ensure the existing electrical repairs do not present any dangers to individuals who train or work within the facility. Furthermore, my G4 team is working in conjunction with our Engineers to identify and resource a full-time Master Electrician who will be tasked with maintaining oversight of contractor performed electrical work and conducting regular inspections of living and work areas at KASOTC, all of which will be addressed in the upcoming contract modification.
3. The point of contact for this memorandum is [REDACTED] email: [REDACTED]


JAMES L. TERRY
Lieutenant General, USA
Commanding

Army Contracting Command-Rock Island

REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY MATERIEL COMMAND
4400 MARTIN ROAD
REDSTONE ARSENAL, AL 35898-5000

AMCIR

27 JUL 2015

MEMORANDUM FOR Department of Defense Inspector General (DoDIG),
[REDACTED] Contract Management and Payments,
4800 Mark Center Drive, Alexandria, VA 22350-1500

SUBJECT: Command Comments on DoDIG Draft Report, U.S. Army Generally
Designed Adequate Controls to Monitor Contractor Performance at the King Abdullah II
Special Operations Training Center but Additional Controls Are Needed, Project
D2015CJ-0069

1. The U.S. Army Materiel Command (AMC) has reviewed the subject draft report and the response from the U.S. Army Contracting Command (ACC). AMC endorses the enclosed ACC response.
2. The AMC point of contact is [REDACTED]
or [REDACTED]

Encl


ROBERT J. TURZAK
Acting Executive Deputy to the
Commanding General

Army Contracting Command-Rock Island (cont'd)



DEPARTMENT OF THE ARMY
U.S. ARMY CONTRACTING COMMAND
3334A WELLS ROAD
REDSTONE ARSENAL, AL 35898-5000

AMSCC-IR

JUL 9 2015

MEMORANDUM FOR [REDACTED]

[REDACTED] Headquarters, U.S. Army Materiel Command, 4400 Martin Road, Redstone Arsenal, AL 35898

SUBJECT: DODIG Draft Report, U.S. Army Generally Designed Adequate Controls to Monitor Contractor Performance at the King Abdullah II Special Operations Training Center, but Additional Controls Are Needed (Project No. D2015-D000CJ-0069.000) (D1511) (2814)

1. DODIG Draft Report, DoD Inspector General, 24 June 2015, subject: same as above.
2. The Army Contracting Command (ACC) provides the enclosed comments in response to the referenced document.
3. The ACC POC is [REDACTED]

Encl

MARTIN A. ZYBURA
COL FA
Chief of Staff

Army Contracting Command-Rock Island (cont'd)



CCRC

UNCLASSIFIED

DEPARTMENT OF THE ARMY
ARMY CONTRACTING COMMAND – ROCK ISLAND
3055 RODMAN AVENUE
ROCK ISLAND, IL 61299-8000

REPLY TO
ATTENTION OF:

06 July 2015

MEMORANDUM FOR Inspector General, Department of Defense, 4800 Mark Center Drive, Alexandria, Virginia 22350-1500

SUBJECT: DODIG Audit Draft Report Project No. D2015-D000CJ-0069.000

1. Reference DODIG Audit Draft Report, U.S. Army Generally Designed Adequate Controls to Monitor Contractor Performance at the King Abdulla II Special Operations Training Center, but Additional Controls Are Needed, issued June 24, 2015, Project No. D2015-D000CJ-0069.000.
2. We have reviewed the subject audit draft report and recommendations. Our responses are provided in the attached document.
3. The POC is [REDACTED]

JOHNSON.MELAN
IE.A. [REDACTED]

Encl

MELANIE A. JOHNSON
Principal Assistant Responsible
for Contracting

Army Contracting Command-Rock Island (cont'd)

U.S. Army Generally Designed Adequate Controls to Monitor Contractor Performance at the King Abdullah II Special Operations Training Center, but Additional Controls Are Needed

DODIG Project No. D2015-D000CJ-0069.000

Finding: ARCENT and ACC-RI officials generally designed adequate controls to monitor contractor performance on the basic life support services contract at KASOTC; however, some areas for improvement were identified. Specifically, ARCENT and ACC-RI officials did not include:

- controls in the QASP or in the COR monthly report template that required a U.S. Government subject matter expert to review the contractor's performance in supplying and maintaining electrical services, and ARCENT and ACC-RI officials did not provide a reasonable explanation for why this occurred; and
- language in the PWS and QASP to ensure adequate contractor performance of dining facility operations because ACC-RI officials stated that they relied on subject matter experts from the requiring activity to review the PWS.

Without these controls, personnel at KASOTC are at an increased risk of exposure to hazards. Additionally, if the contractor does not deliver base operations support functions effectively, it could adversely impact the morale and safety of personnel at KASOTC and degrade the ability of forces to accomplish their missions.

Recommendation 3: Upon receiving the results of the review in Recommendation 2, we recommend that Executive Director, U.S. Army Contracting Command – Rock Island, modify contract documents to implement recommended changes by the U.S. Army Quartermaster School, Joint Culinary Center of Excellence.

ACC-RI Comments: Concur. ACC-RI will make the recommended modifications to contract documents to implement any recommended changes by U.S. Army Central Command and the U.S. Army Quartermaster School, Joint Culinary Center of Excellence.

Acronyms and Abbreviations

ACC-RI	U.S. Army Contracting Command—Rock Island
ARCENT	U.S. Army Central Command
CF-J	U.S. Central Command (Forward)—Jordan
COR	Contracting Officer’s Representative
FAR	Federal Acquisition Regulation
KASOTC	King Abdullah II Special Operations Training Center
PWS	Performance Work Statement
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
USCENTCOM	U.S. Central Command



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