

## 5 OPERATING IN CONTINGENCY AND CRITICAL ENVIRONMENTS

In some cases, the Department must operate in “critical” environments, or areas that experience various challenges in the form of conflict, instability, disease, or natural disasters. These pose their own set of problems and contribute to existing challenges. The following examples demonstrate ways the Department strives to improve its operations in such environments.

- In response to a recommendation that the Bureau of Near Eastern Affairs (NEA) ensure that they have the appropriate number of certified oversight personnel to oversee Baghdad Life Support Services and Operations (BLiSS contracts), Chief Management Office (CMO) Iraq took several steps to increase contract oversight and to bridge any staffing gaps, including:
  - Alternate Contracting Officer's Representatives (ACORs) are now required to become ACORs for both Operations and Management Support Services (OMSS) and for BLiSS. In this manner, they can provide surge support to each other and assist in staffing any gaps as needed. To ensure the Contracting Officer Representatives (CORs) and ACORs have time to understand the contracts associated with this tertiary responsibility, the CMO and Mission Iraq removed other responsibilities from the COR work requirement statements.
  - Second, the CMO reached out to other Department elements at all sites to ask for subject matter experts to become Government Technical Managers on the contracts. This increases the technical knowledge of the CMO team monitoring each contract without an increase in the number of personnel on the ground at any location.
  - Finally, NEA has approved an additional ACOR for the CMO office, which will provide the CMO with additional depth.
- Prompted by OIG findings in a report on contract management in Kabul, the Department included specific, objective, clear, and measurable performance standards in a statement of work for a new worldwide operations and management contract. The Department awarded a contract that included these standards. The award is an Indefinite Delivery Indefinite Quantity type contract and performance will be accomplished under specific task or requirements-based task orders. The statement of work identifies and includes all known and anticipated operations and maintenance requirements for mission operations.
- Critical Environment Contracting Analytics Staff developed and coordinated 10 risk assessments and 47 contract risk mitigation plans to ensure the safety and security of our Department of State contractor workforce in contingency operation posts and critical environments.

