

Army FY 2011 Inventory of Contracts for Services

Inventory Process

The Army FY 2011 inventory of service contracts adheres to the reporting criteria set forth in 10 USC § 2330a. The Army FY 2011 inventory was produced from the Army Contractor Manpower Reporting Application (CMRA). CMRA captures data from contractors on the number of labor hours expended by function, funding source, and mission supported. Contractors reported the services provided to the Army in FY 2011 in CMRA during the first quarter of FY 2012. The Secretary of the Army has required manpower reporting for all contracted services since January 2005. The manpower reporting requirement applies to all service contracts except utility services, foreign military sales, vertical construction and manufacturing. Contractors may also be required to report services provided under contracts for supplies particularly if those services are separately priced in the contract and the CMRA requirement is identified in the Performance Work Statement (PWS).

The CMRA collects data at the Contract Line Item Number (CLIN) level. As a result, multiple functions and lines of accounting can be identified for each task or delivery order reported in CMRA. We convert the number of labor hours reported to government full time equivalents (FTEs) using 2088 annual labor hours per employee, which is the basic measure of the levels of employment in the budget - per OMB Circular A-11. This yields a more accurate accounting of contractor labor than an overly simplistic "head count", which does not consider the number of hours a contractor employer expends under the contract. Utilizing a head count methodology could result in a significant over-estimation or under-estimation of contracted support.

Inventory Report

The Army FY 2011 inventory of contracts for services accounts for 247K contractor full time equivalents (FTEs) at a total invoiced amount of \$40.3B; a slight increase when compared to the FY 2010 inventory that accounted for 241K FTEs and \$40B. Direct labor costs for contract services in the FY 2011 inventory total \$16B.

The Army inventory identified 112K contractor FTEs in the CENTCOM Theater of Operations. The DoD Synchronized Pre-deployment and Operational Tracker (SPOT) identified approximately 129K Army contractors in theater at the end of FY 2011. (This comparison excludes non-Army contractors reported in SPOT.) The number of contractors in the inventory is less than the number in SPOT, in part, because the inventory does not account for construction contracts and it consolidates the SPOT head count of full and part-time personnel into contractor full-time equivalents.

Army FY 2011 Inventory of Contracts for Services

The following tables summarize contract costs and contractor FTEs by Command, contract service portfolio, funding source, contract action and type, location where performed and weapon system supported. Special reports of subcontractors and small business concerns are also included.

When CMRA was approved by the DoD Business Initiative Council initiative on September 4, 2002, the senior leadership of DoD determined that there was no perfect metric for measuring coverage but the least problematic metric would compare invoice amounts reported in CMRA to obligated amounts reported under the contract services object class 2500 in DFAS. It is estimated that CMRA has accounted for the labor and associated costs of at least 77 percent of FY 2011 contract service dollars obligations recorded in Defense Finance and Accounting System (DFAS). The 23 percent delta between contract obligations and invoiced contract costs is attributable in part to obligations reported under the contract services object class that includes goods and part of the delta could be attributable to under reporting in CMRA.

In Fiscal Year 2011, the Army also collected "other direct non-labor costs". These are defined as supply costs plus Other Direct Costs (ODCs) for the fiscal year. ODCs are charged directly to the Government and include but are not limited to special tooling, travel expenses, relocation expenses, pre-production and start-up costs, packaging and transportation cost, royalties, spoilage and rework, computer expenses, federal excise taxes and reproduction costs. Direct labor dollars are the total unburdened salary/wage (not including goods, overhead, retirement or benefits) dollar amount for direct labor performed. Indirect costs in overhead are inferred from subtracting the direct labor costs and other direct non-labor costs reported by contractors from their invoiced amount for the fiscal year. Overhead includes profit, general and administrative costs, the cost of the management and administrative support structure within the contractor, and the leave, benefits and retirement costs of the contracted direct labor hours. By collecting this data, the Army can now see direct labor and direct non-labor costs, as well as overhead costs, though analysis of the overhead costs is only just beginning. Analysis on a number of different factors is being initiated on a collaborative basis between the Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology), Office of the Assistant Secretary of the Army (Financial Management and Comptroller) and Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs). Analysis will include, among other things, the examination of the effect that levels of subcontracting have on overall and overhead costs, as well as the effect that the type of contract vehicle and type of contract service has on overall and overhead costs.

Army FY 2011 Inventory of Contracts for Services

Command

FY 2011 Army Contractor Inventory	DFAS Obligations Object Class 2500	Invoices	Overhead *	Direct Non-Labor	Direct Labor	Contractor FTEs
Headquarters DA, Human Resources Command		\$ 91,013,300	\$ 32,865,909	\$ 13,654,152	\$ 44,493,239	334.2
Headquarters DA, Other Activities		\$ 52,064,677	\$ 26,040,942	\$ 12,023,708	\$ 14,000,027	127.1
Headquarters DA, Secretariat and Army Staff	\$ 4,316,831,731	\$ 1,123,037,368	\$ 586,612,596	\$ 131,604,287	\$ 404,820,485	3,044.9
Headquarters DA, Staff Support and Field Operating Agency		\$ 853,038,279	\$ 642,889,371	\$ 48,992,984	\$ 161,155,924	1,089.5
Department of Defense Agencies (DOD)		\$ 256,849,079	\$ 70,718,480	\$ 58,557,767	\$ 127,572,832	1,097.2
Joint IED Defeat Organization	\$ 1,354,654,559	\$ 85,509,075	\$ 44,677,451	\$ 12,153,321	\$ 28,678,303	331.3
US Army National Guard	\$ 2,134,129,692	\$ 445,450,605	\$ 108,355,783	\$ 32,331,723	\$ 304,763,099	3,411.3
Army Commands						
US Army Forces Command	\$ 541,541,565	\$ 299,314,313	\$ 90,641,022	\$ 41,783,262	\$ 166,890,029	4,606.8
US Army Materiel Command	\$ 7,416,752,517	\$ 10,153,539,189	\$ 4,670,318,508	\$ 1,807,221,397	\$ 3,675,999,284	44,667.5
US Army Training and Doctrine Command	\$ 1,615,614,921	\$ 1,758,641,480	\$ 842,133,067	\$ 131,834,075	\$ 784,674,338	10,981.0
Army Service Components Commands						
Eighth US Army	\$ 89,746,561	\$ 63,186,358	\$ 14,276,042	\$ 13,332,105	\$ 35,578,211	503.3
US Army Africa Command	\$ 158,127,473	\$ 10,593,842	\$ 2,604,112	\$ 3,015,872	\$ 4,973,858	58.7
US Army Central Command	\$ 11,913,331,408	\$ 9,085,397,727	\$ 4,405,791,086	\$ 671,234,194	\$ 4,008,372,447	90,775.8
US Army Cyber Command	\$ 41,676,119	\$ -	\$ -	\$ -	\$ -	0.0
US Army Europe	\$ 289,659,890	\$ 230,108,461	\$ 120,251,302	\$ 35,320,433	\$ 74,536,726	2,508.8
US Army North	\$ 13,419,612	\$ 4,875,474	\$ 461,028	\$ 276,442	\$ 4,138,004	45.5
US Army Pacific	\$ 150,043,416	\$ 20,791,971	\$ 8,011,814	\$ 1,356,636	\$ 11,423,521	134.4
US Army South	\$ 170,528,240	\$ 35,779,955	\$ 20,089,438	\$ 1,550,169	\$ 14,140,348	252.7
US Army Space and Missile Defense Command	\$ 383,948,435	\$ 1,243,067,899	\$ 590,906,164	\$ 305,958,111	\$ 346,203,623	2,892.6
US Army Special Operations Command	\$ 25,988,380	\$ 20,378,774	\$ 6,310,632	\$ 453,892	\$ 13,614,250	119.6
Direct Reporting Units						
US Army Military District of Washington	\$ 8,630,646	\$ 2,170,367	\$ 1,030,417	\$ 318,964	\$ 820,986	24.1
US Army Network Enterprise Technology Command	\$ 1,118,975,204	\$ 644,295,322	\$ 126,279,100	\$ 269,096,030	\$ 248,920,192	3,345.8
US Army Reserve Command	\$ 612,899,229	\$ 312,505,646	\$ 187,730,540	\$ 24,952,442	\$ 99,822,664	1,798.7
US Army Test and Evaluation Command	\$ 645,582,509	\$ 735,379,585	\$ 216,250,502	\$ 82,956,917	\$ 436,172,166	5,785.6
US Military Academy	\$ 28,224,856	\$ 1,351,041	\$ 255,253	\$ 597,285	\$ 498,503	3.4
US Army Accessions Command	\$ 379,849,480	\$ 146,698,923	\$ 42,730,386	\$ 9,244,341	\$ 94,724,196	1,439.8
US Army Acquisition Support Command	\$ 9,281,142,184	\$ 6,680,394,720	\$ 3,277,278,871	\$ 1,025,843,304	\$ 2,377,272,545	23,145.2
US Army Corps of Engineers	\$ 3,176,709,879	\$ 888,484,598	\$ 413,648,857	\$ 212,366,589	\$ 262,469,152	4,260.1
US Army Corps of Engineers (Civil Works)	\$ -	\$ 1,520,402	\$ 802,222	\$ 66,186	\$ 651,994	11.2
US Army Criminal Investigation Division Command	\$ 194,190,257	\$ 167,942,471	\$ 33,857,794	\$ 52,573,208	\$ 81,511,469	872.6
US Army Installation Management Command	\$ 4,570,146,796	\$ 3,276,301,362	\$ 1,768,138,686	\$ 243,633,806	\$ 1,264,528,870	26,320.5
US Army Intelligence and Security Command	\$ 1,683,877,768	\$ 712,414,771	\$ 194,404,376	\$ 37,151,670	\$ 480,858,725	5,869.4
US Army Medical Command	\$ 204,773,527	\$ 943,017,592	\$ 322,855,209	\$ 34,708,531	\$ 585,453,852	7,056.8
Total	\$ 52,520,996,857	\$ 40,345,114,626	\$ 18,869,216,962	\$ 5,316,163,803	\$ 16,159,733,861	246,915.5

* Overhead = Invoices - (Direct Non-labor + Direct Labor)

Note that as the review of the inventory is completed the alignment of service contracts with Commands may change including the misalignment of Army requiring activities under DOD Agencies. ARCYBER, which is a new Army service component command, is reported this year under US Army Network Enterprise Technology Command.

Contract Funding – Appropriation

Army FY 2011 Inventory of Contracts for Services

Appropriation Category	Total Invoices	Overhead [*]	Direct, Non-Labor	Direct, Labor	Contractor FTE
Operataions and Maintenance	\$ 18,069,068,388	\$ 7,623,690,011	\$ 2,111,693,392	\$ 8,333,684,985	161,179
Procurement	\$ 5,517,574,743	\$ 3,448,233,208	\$ 700,925,429	\$ 1,368,416,106	13,031
Research Development Test and Evaluation	\$ 3,339,028,334	\$ 1,398,166,281	\$ 465,068,316	\$ 1,475,793,737	14,271
Joint Improvised Explosive Devices Defeat	\$ 230,746,965	\$ 93,618,284	\$ 19,992,719	\$ 117,135,962	1,021
Family Housing	\$ 20,131,877	\$ 7,035,924	\$ 1,920,163	\$ 11,175,790	203
Military Construction	\$ 288,578,544	\$ 99,701,506	\$ 83,609,897	\$ 105,267,141	4,992
Base Realignment and Closure	\$ 213,856,573	\$ 137,186,431	\$ 26,496,467	\$ 50,173,675	386
Defense Health Program	\$ 786,241,123	\$ 275,916,243	\$ 18,755,133	\$ 491,569,747	5,533
Working Capital Funds	\$ 906,576,848	\$ 552,481,857	\$ 79,873,788	\$ 274,221,203	3,115
Other Appropriations	\$ 1,173,098,642	\$ 442,149,636	\$ 260,768,482	\$ 470,180,525	7,495
Unknown	\$ 9,800,212,588	\$ 4,791,037,582	\$ 1,547,060,016	\$ 3,462,114,990	35,690
Grand Total	\$ 40,345,114,626	\$ 18,869,216,962	\$ 5,316,163,803	\$ 16,159,733,861	246,916

[*] Overhead = Invoices - (Direct, Non-Labor + Direct, Labor)

Contract Service Portfolios – Generating Force

Contract Service Portfolio	Total Invoice	Overhead*	Direct Non-Labor	Direct Labor	Contractor FTEs
Knowledge Based Services	\$ 14,292,904,957.37	\$ 7,171,039,155.48	\$ 1,697,529,268.91	\$ 5,424,336,532.98	59,630.0
Equipment Related Services	\$ 5,306,885,817.17	\$ 3,715,299,504.77	\$ 431,276,153.94	\$ 1,160,310,158.46	18,019.6
Electronics & Communication Services	\$ 2,389,854,293.53	\$ 744,220,653.99	\$ 561,343,324.86	\$ 1,084,290,314.68	9,252.2
Medical Services	\$ 370,740,276.00	\$ 59,578,967.02	\$ 8,474,617.80	\$ 302,686,691.18	2,374.8
Transportation Services	\$ 212,254,670.66	\$ 105,698,090.02	\$ 28,410,422.81	\$ 78,146,157.84	1,012.5
Facility Related Services	\$ 4,762,125,544.95	\$ 2,426,581,750.02	\$ 704,664,725.47	\$ 1,630,879,069.46	29,773.1
[*]	\$ 5,154,942,769.06	\$ 2,535,100,848.27	\$ 838,186,234.05	\$ 1,781,655,686.73	14,593.4
Grand Total	\$ 32,489,708,328.73	\$ 16,757,518,969.57	\$ 4,269,884,747.83	\$ 11,462,304,611.33	134,655.6

* Overhead = Invoice - (Direct Non-labor + Direct Labor)

[*] Services not in Portfolio Management Framework

Contract Service Portfolios – Theater

Contract Service Portfolios	Total Invoice	Overhead*	Direct Non-Labor	Direct Labor	Contractor FTEs
Knowledge Based Services	\$ 2,196,669,017.44	\$ -	\$ 340,024,414.00	\$ 1,878,186,121.17	25,524.6
Equipment Related Services	\$ 889,767,361.97	\$ 198,507,996.55	\$ 210,364,008.10	\$ 480,895,357.32	13,094.3
Electronics & Communication Services	\$ 675,483,545.44	\$ 218,086,584.42	\$ 158,721,819.48	\$ 298,675,141.55	4,912.6
Medical Services	\$ 16,519,416.04	\$ 13,422,962.04	\$ -	\$ 3,096,454.00	40.6
Transportation Services	\$ 1,049,175,015.04	\$ 394,449,973.04	\$ -	\$ 654,725,042.00	16,817.2
Facility Related Services	\$ 2,636,660,745.94	\$ 1,219,821,172.36	\$ 286,434,297.04	\$ 1,130,405,276.53	48,100.2
[*]	\$ 387,604,200.04	\$ 85,878,404.27	\$ 50,428,611.24	\$ 251,297,184.54	3,770.0
Grand Total	\$ 7,851,879,301.91	\$ 2,108,625,574.94	\$ 1,045,973,149.86	\$ 4,697,280,577.11	112,259.5

* Overhead = Invoice - (Direct Non-labor + Direct Labor)

[*] Services not in Portfolio Management Framework

Average rates were not used to compile inventory data except for some contracts in Afghanistan where contractor-reporting capabilities are severely limited. In these instances, direct non-labor and overhead costs are not reported.

Army FY 2011 Inventory of Contracts for Services

A detailed listing by product service code of generating force and operating force contract services is included in Appendix A. Appendix B contains a crosswalk of budget object classes to contract service portfolios developed by OSD that shows an inconsistent mapping of service portfolio groups across multiple object classes; e.g. knowledge based services are mapped to six different object classes and electronic and communication services are mapped to seven different object classes. This shows that object classes do not accurately reflect the functions performed by contractors.

Contract Action

Contract Action	Invoices	Overhead *	Direct Non-Labor	Direct Labor	Contractor FTEs
BPA CALL	\$ 64,260,076.00	\$ 14,118,369.02	\$ 288,017.00	\$ 49,853,689.98	454.05
BPA Order under Federal Schedule	\$ 292,562,036.00	\$ 87,927,634.10	\$ 14,155,106.00	\$ 190,479,295.90	1,518.34
BPAs and BPA Calls	\$ 968,054,432.01	\$ 386,101,743.54	\$ 32,605,114.00	\$ 549,347,574.46	2,754.27
Definitive Contract	\$ 6,258,193,465.95	\$ 3,013,670,926.40	\$ 827,036,799.00	\$ 2,417,485,740.55	31,082.89
Definitive Contract (IDC)	\$ 403,701,626.96	\$ 157,580,630.94	\$ 93,157,378.01	\$ 152,963,618.01	2,232.20
Definitive Contract (Non IDC)	\$ 112,242,169.00	\$ 60,836,333.49	\$ 6,210,160.00	\$ 45,195,675.51	528.71
DELIVERY ORDER	\$ 19,718,164,595.16	\$ 9,411,810,397.78	\$ 2,508,256,739.89	\$ 7,798,097,457.48	149,239.54
IDC	\$ 22,425,919.00	\$ 6,983,692.62	\$ 2,413,257.00	\$ 13,028,969.38	506.98
Order under Indefinite Delivery Contract	\$ 4,813,139,344.95	\$ 2,391,099,129.50	\$ 545,215,785.08	\$ 1,876,824,430.37	18,207.54
OTHER TRANSACTION AGREEMENT	\$ 199,431.00	\$ -	\$ -	\$ 199,431.00	1.99
PURCHASE ORDER	\$ 386,000,037.41	\$ 132,325,745.98	\$ 11,868,079.00	\$ 241,806,212.43	3,241.63
Other	\$ 7,306,171,492.90	\$ 3,206,762,358.48	\$ 1,274,957,368.06	\$ 2,824,451,766.36	37,147.38
Grand Total	\$ 40,345,114,626.34	\$ 18,869,216,961.86	\$ 5,316,163,803.04	\$ 16,159,733,861.44	246,915.52
* Overhead = Invoices - (Direct Non-Labor + Direct Labor)					

Contract Type

Army FY 2011 Inventory of Contracts for Services

Contract Type	Invoices	Overhead *	Direct Non-Labor	Direct Labor	Contractor FTEs
Combination (Awards Where Two or More Apply)	\$ 1,727,427.00	\$ 466,252.00	\$ -	\$ 1,261,175.00	9.00
Cost	\$ 1,242,069,290.63	\$ 473,461,965.97	\$ 180,462,661.00	\$ 588,144,663.66	9,531.70
Cost Plus Award Fee	\$ 4,286,248,902.10	\$ 1,590,946,932.96	\$ 500,246,216.05	\$ 2,195,055,753.08	53,536.68
Cost Plus Fixed Fee	\$ 5,134,030,449.80	\$ 2,256,258,390.36	\$ 1,030,912,028.03	\$ 1,846,860,031.42	30,778.06
Cost Plus Incentive Fee	\$ 693,959,595.00	\$ 433,684,173.98	\$ 90,640,309.04	\$ 169,635,111.97	1,248.71
Cost Sharing	\$ 7,228,081.00	\$ 3,790,209.00	\$ 1,500,043.00	\$ 1,937,829.00	22.08
Firm Fixed Price	\$ 13,697,096,823.02	\$ 7,075,625,375.79	\$ 1,283,344,676.98	\$ 5,338,126,770.26	98,103.25
Firm Fixed Price - Level of Effort	\$ 495,645,092.58	\$ 289,865,184.17	\$ 17,044,656.00	\$ 188,735,252.41	1,764.50
Fixed Price Award Fee	\$ 52,705,490.00	\$ 16,283,784.25	\$ 466,100.00	\$ 35,955,605.75	301.36
Fixed Price Incentive	\$ 20,335,729.00	\$ 11,307,094.28	\$ 167,809.00	\$ 8,860,825.72	158.27
FIXED PRICE REDETERMINATION	\$ 60,064,448.00	\$ 26,173,629.20	\$ 3,248,169.00	\$ 30,642,649.80	288.89
Fixed Price with Economic Price Adjustment	\$ 27,283,656.00	\$ 25,537,901.00	\$ -	\$ 1,745,755.00	50.44
Fixed Price with Prospective Price Redetermination	\$ 10,340,243.00	\$ 8,962,821.00	\$ -	\$ 1,377,422.00	21.48
Labor Hours	\$ 876,814,278.53	\$ 555,081,126.10	\$ 76,858,873.94	\$ 244,874,278.50	2,871.94
Time and Materials	\$ 9,272,941,321.18	\$ 4,022,819,812.98	\$ 1,466,933,953.99	\$ 3,783,187,554.21	32,503.08
Other	\$ 4,466,623,799.50	\$ 2,078,952,308.82	\$ 664,338,307.01	\$ 1,723,333,183.66	15,726.10
Grand Total	\$ 40,345,114,626.34	\$ 18,869,216,961.86	\$ 5,316,163,803.04	\$ 16,159,733,861.44	246,915.52
* Overhead = Invoices - (Direct Non-Labor + Direct Labor)					

Army FY 2011 Inventory of Contracts for Services

Location – Country (exlcuding United States)

Country	Invoices	Overhead *	Direct Non-Labor	Direct Labor	Contractor FTEs
Afghanistan	\$ 3,601,843,482	\$ 247,740,660	\$ 540,047,348	\$ 2,814,055,474	48,390.07160
Albania	\$ 2,641,908	\$ 2,040,621	\$ -	\$ 601,287	13.96935
Algeria	\$ 1,974,409	\$ 1,943,215	\$ -	\$ 31,195	0.11925
Argentina	\$ 579,046	\$ 520,808	\$ 3,916	\$ 54,322	0.57615
Australia	\$ 1,244,116	\$ 547,120	\$ 236,428	\$ 460,568	8.81897
Azerbaijan	\$ 258,871	\$ 235,770	\$ 11,283	\$ 11,818	0.12069
Bahrain	\$ 25,842,685	\$ 13,708,882	\$ 147,034	\$ 11,986,769	615.35106
Bangladesh	\$ 89,299	\$ 69,182	\$ 11,283	\$ 8,834	0.08093
Barbados	\$ 579,046	\$ 555,194	\$ 3,916	\$ 19,936	0.25000
Belgium	\$ 5,575,004	\$ 3,668,331	\$ 875,161	\$ 1,031,512	17.82039
Belize	\$ 1,158,091	\$ 1,050,318	\$ 7,832	\$ 99,942	1.03448
Bolivia	\$ 579,046	\$ 504,467	\$ 3,916	\$ 70,663	1.04215
Bosnia and Herzegovina	\$ 17,692,360	\$ -	\$ 2,431,813	\$ 20,424,021	1,431.89416
Brazil	\$ 1,776,508	\$ 1,609,721	\$ 11,748	\$ 155,040	1.45546
Cambodia	\$ 39,752	\$ 12,129	\$ 14,048	\$ 13,575	0.27012
Cameroon	\$ 89,299	\$ 66,724	\$ 11,283	\$ 11,292	0.10776
Canada	\$ 470,811,530	\$ 387,275,075	\$ 232	\$ 83,536,223	615.24139
Chile	\$ 1,158,091	\$ 1,056,785	\$ 7,832	\$ 93,475	0.91571
Columbia	\$ 29,178,248	\$ 3,057,146	\$ 16,671,941	\$ 9,449,161	86.21504
Costa Rica	\$ 579,046	\$ 499,431	\$ 3,916	\$ 75,699	0.78831
Croatia	\$ 647,137	\$ 404,816	\$ 175,005	\$ 67,316	1.30077
Cuba (GTMO)	\$ 27,991,069	\$ 13,100,858	\$ 2,266,595	\$ 12,623,615	228.53496
Czech Republic	\$ 2,565,147	\$ 2,509,227	\$ 40,516	\$ 15,404	0.12740
Djibouti	\$ 35,643,428	\$ 18,665,634	\$ 12,821,789	\$ 4,156,006	64.45451
Dominican Republic	\$ 579,046	\$ 482,092	\$ 3,916	\$ 93,038	0.95307
Ecuador	\$ 1,023,853	\$ 907,994	\$ 3,916	\$ 111,943	1.43391
Egypt	\$ 55,210,112	\$ 52,394,335	\$ 93	\$ 2,815,685	21.50431
El Salvador	\$ 856,704	\$ 741,906	\$ 50,541	\$ 64,257	1.18343
France	\$ 393,853	\$ 135,590	\$ 142,111	\$ 116,152	0.69492
Georgia	\$ 1,432,786	\$ 831,350	\$ 216,695	\$ 384,742	6.31131
Germany	\$ 1,539,653,466	\$ 1,081,966,431	\$ 99,356,968	\$ 358,330,068	4,664.41296
Gibraltar	\$ 800	\$ 168	\$ -	\$ 632	0.00240
Greece	\$ 118,362	\$ 28,335	\$ -	\$ 90,027	1.07807
GUAM	\$ 5,602	\$ 4,930	\$ -	\$ 672	0.01149
Guatemala	\$ 632,461	\$ 475,358	\$ 3,916	\$ 153,187	2.48372
Guyana	\$ 579,046	\$ 524,833	\$ 3,916	\$ 50,297	0.65805
Haiti	\$ 699,677	\$ 586,832	\$ 13,374	\$ 99,471	1.02299
Honduras	\$ 12,274,645	\$ 4,133,429	\$ 784,859	\$ 7,356,357	579.04836
India	\$ 1,848,255	\$ 1,317,191	\$ 493,180	\$ 37,884	0.26916
Iraq	\$ 3,024,067,912	\$ 1,195,213,862	\$ 218,639,592	\$ 1,610,214,458	58,067.96266
Israel	\$ 2,285,737	\$ 2,032,282	\$ -	\$ 253,455	0.44205
Italy	\$ 131,024,039	\$ 121,766,960	\$ 3,092,486	\$ 6,164,593	84.67866
Jamaica	\$ 579,046	\$ 547,757	\$ 3,916	\$ 27,373	0.31992
Japan	\$ 43,095,041	\$ 19,628,978	\$ 4,267,921	\$ 19,198,143	354.48127
Jordan	\$ 181,407	\$ 130,119	\$ 11,283	\$ 40,005	0.26245
Kenya	\$ 3,372,234	\$ 3,185,757	\$ -	\$ 186,477	1.56322
Kiribati	\$ 113,083	\$ 94,831	\$ -	\$ 18,252	0.14991
Korea (South)	\$ 274,814,647	\$ 141,703,780	\$ 47,639,198	\$ 85,471,669	1,702.74044
Kosovo	\$ 23,377,609	\$ 1,712,370	\$ 9,794,764	\$ 11,870,474	355.23372
Kuwait	\$ 1,552,077,040	\$ 916,702,902	\$ 289,269,751	\$ 346,104,387	8,159.07232
Kyrgyzstan	\$ 574,152	\$ 567,336	\$ -	\$ 6,815	0.07471
Lesotho	\$ 89,299	\$ 66,552	\$ 11,283	\$ 11,464	0.11207
Lithuania	\$ 565,836	\$ 230,457	\$ 120,732	\$ 214,647	2.14081
Macedonia	\$ 2,513,798	\$ -	\$ 1,122,528	\$ 1,391,270	5.51724
Marshall Islands	\$ 143,919,982	\$ 93,848,784	\$ 43,940,808	\$ 6,130,390	148.97125
Mexico	\$ 6,742,504	\$ 5,942,365	\$ 516,043	\$ 284,096	2.24904
Moldova	\$ 425,326	\$ 172,584	\$ -	\$ 252,742	11.98467
Morocco	\$ 49,920	\$ 46,284	\$ -	\$ 3,636	0.04598
Nepal	\$ 1,823,795	\$ 1,790,829	\$ -	\$ 32,966	0.09195
Netherlands	\$ 3,039,110	\$ 2,698,129	\$ 103,579	\$ 237,402	2.39513
Nicaragua	\$ 579,046	\$ 527,137	\$ 3,916	\$ 47,993	0.54741
Norway	\$ 1,431,286	\$ 1,393,346	\$ 14,407	\$ 23,533	0.05125
Oman	\$ 26,891,197	\$ 17,694,283	\$ 8,989,008	\$ 207,906	6.85824
Pakistan	\$ 18,624,323	\$ 14,359,859	\$ 2,028,626	\$ 2,235,838	17.96983
Panama	\$ 2,477,303	\$ 734,720	\$ 1,042,776	\$ 699,808	18.06418
Paraguay	\$ 579,046	\$ 429,743	\$ 3,916	\$ 145,387	1.63410
Peru	\$ 4,310,130	\$ 3,695,062	\$ 447,230	\$ 167,838	1.84722
Philippines	\$ 4,286,916	\$ 3,659,628	\$ 535,820	\$ 91,468	0.45785
Poland	\$ 89,299	\$ 41,501	\$ 11,283	\$ 36,515	0.28832
Qatar	\$ 158,883,993	\$ 82,089,989	\$ 52,075,418	\$ 24,718,585	885.79263
Romania	\$ 8,576,229	\$ 5,088,324	\$ 769,369	\$ 2,718,536	144.51054
Russia	\$ 189,283	\$ 189,273	\$ -	\$ 10	0.00048
Saudi Arabia	\$ 34,383,851	\$ 20,851,659	\$ 12,982,434	\$ 549,758	7.21744
Senegal	\$ 165,574	\$ 139,056	\$ 16,831	\$ 9,687	0.06418
Serbia	\$ 189,283	\$ 93,313	\$ -	\$ 95,970	1.07472
Singapore	\$ 2,489,299	\$ 1,275,654	\$ 11,283	\$ 1,202,362	5.14846
South Africa	\$ 280,044	\$ 276,332	\$ -	\$ 3,712	0.02155
Spain	\$ 20,929,668	\$ 20,283,979	\$ 496,548	\$ 149,141	12.51293
Suriname	\$ 579,046	\$ 570,984	\$ 3,916	\$ 4,146	0.03927
Sweden	\$ 1,363,978	\$ 1,115,491	\$ 146,799	\$ 101,688	0.24521
Tajikistan	\$ 89,299	\$ 65,435	\$ 11,283	\$ 12,581	0.10728
Tanzania, United Republic of	\$ 89,299	\$ 68,042	\$ 11,283	\$ 9,974	0.07567
Thailand	\$ 510,668	\$ 170,009	\$ -	\$ 340,659	6.96839
The Bahamas	\$ 1,073,379	\$ 582,136	\$ 231,033	\$ 260,210	3.18822
Trinidad & Tobago	\$ 275,057	\$ 267,864	\$ 475	\$ 6,718	0.08381
Uganda	\$ 3,887,503	\$ 3,101,400	\$ 11,283	\$ 774,820	2.52730
Ukraine	\$ 2,027,143	\$ 777,457	\$ 693,552	\$ 556,134	5.54598
United Arabs Emirates	\$ 11,550,772	\$ 8,870,036	\$ 460,576	\$ 2,220,160	64.43487
United Kingdom	\$ 20,416,282	\$ 7,957,382	\$ 2,823,813	\$ 9,635,087	67.37692
Uruguay	\$ 579,046	\$ 527,514	\$ 3,916	\$ 47,616	0.50431
Uzbekistan	\$ 119,228	\$ 119,218	\$ -	\$ 10	0.00048
Venezuela	\$ 303,988	\$ 297,001	\$ 3,441	\$ 3,547	0.04406
Yemen	\$ 3,526,996	\$ 3,072,417	\$ 305,905	\$ 148,673	0.44013
Grand Total	\$ 11,392,324,246	\$ 4,548,677,571	\$ 1,379,548,334	\$ 5,464,098,342	126,917.76143

* Overhead = Invoices - (Direct Non-Labor + Direct Labor)

Army FY 2011 Inventory of Contracts for Services

Location – State

State	Invoices	Overhead *	Direct Non-Labor	Direct Labor	Contractor FTEs
Alabama	\$ 3,843,282,978	\$ 1,623,680,499	\$ 361,125,548	\$ 1,858,476,931	17,909.6
Alaska	\$ 110,370,185	\$ 67,829,383	\$ 14,396,236	\$ 28,144,566	400.9
AMERICAN SAMOA	\$ 35,274	\$ 3,738	\$ 19,823	\$ 11,713	0.2
Arizona	\$ 1,132,087,253	\$ 377,991,508	\$ 196,230,744	\$ 557,865,001	5,645.3
Arkansas	\$ 127,723,941	\$ 60,309,867	\$ 6,434,928	\$ 60,979,147	959.8
California	\$ 1,199,952,892	\$ 705,811,478	\$ 119,690,088	\$ 374,451,326	4,584.5
Colorado	\$ 542,761,015	\$ 280,081,856	\$ 80,820,523	\$ 181,858,636	2,345.6
Connecticut	\$ 12,354,680	\$ 3,259,160	\$ 1,952,433	\$ 7,143,087	60.6
Delaware	\$ 14,189,232	\$ 8,378,668	\$ 2,394,329	\$ 3,416,235	45.8
District of Columbia	\$ 314,212,919	\$ 83,371,256	\$ 59,580,987	\$ 171,260,676	1,368.6
Florida	\$ 1,397,402,850	\$ 960,323,209	\$ 115,918,179	\$ 321,161,463	3,264.2
Georgia	\$ 1,508,110,253	\$ 968,747,259	\$ 112,797,177	\$ 426,565,818	7,109.5
GUAM	\$ 3,752,202	\$ 2,361,544	\$ 723,465	\$ 667,194	8.0
Hawaii	\$ 300,522,163	\$ 168,536,583	\$ 30,448,710	\$ 101,536,871	1,296.2
Idaho	\$ 38,196,080	\$ 35,200,472	\$ 1,817,319	\$ 1,178,289	17.7
Illinois	\$ 291,419,626	\$ 145,420,412	\$ 30,393,607	\$ 115,605,608	1,217.8
Indiana	\$ 189,095,573	\$ 107,008,821	\$ 9,959,555	\$ 72,127,198	700.1
Iowa	\$ 20,932,302	\$ 12,591,532	\$ 3,390,681	\$ 4,950,089	80.1
Kansas	\$ 367,738,208	\$ 170,905,758	\$ 48,368,947	\$ 148,463,503	2,205.6
Kentucky	\$ 545,279,820	\$ 189,710,385	\$ 62,132,853	\$ 293,436,583	4,627.0
Louisiana	\$ 315,630,624	\$ 173,042,693	\$ 27,188,583	\$ 115,399,348	2,445.9
Maine	\$ 9,185,331	\$ 5,886,480	\$ 582,453	\$ 2,716,398	27.1
Maryland	\$ 2,427,231,923	\$ 995,159,200	\$ 506,889,572	\$ 925,183,151	8,057.4
Massachusetts	\$ 385,028,527	\$ 170,188,767	\$ 23,819,563	\$ 191,020,197	1,757.6
Michigan	\$ 758,417,165	\$ 424,490,887	\$ 135,621,668	\$ 198,304,610	2,599.3
Minnesota	\$ 52,483,231	\$ 20,353,209	\$ 6,838,564	\$ 25,291,458	206.3
Mississippi	\$ 112,249,212	\$ 75,349,150	\$ 5,144,454	\$ 31,755,608	541.2
Missouri	\$ 244,627,957	\$ 110,824,733	\$ 38,858,701	\$ 94,944,524	1,745.0
Montana	\$ 8,277,638	\$ 4,384,437	\$ 3,025,221	\$ 867,980	12.8
Nebraska	\$ 8,126,064	\$ 5,780,044	\$ 788,324	\$ 1,557,696	19.5
Nevada	\$ 27,296,819	\$ 18,367,319	\$ 5,218,036	\$ 3,711,463	48.0
New Hampshire	\$ 38,282,606	\$ 25,122,926	\$ 2,124,162	\$ 11,035,518	122.1
New Jersey	\$ 1,527,320,957	\$ 661,172,151	\$ 221,850,228	\$ 644,298,579	4,928.0
New Mexico	\$ 250,818,365	\$ 133,929,569	\$ 29,164,837	\$ 87,723,958	1,150.6
New York	\$ 413,078,281	\$ 178,173,894	\$ 120,585,082	\$ 114,319,306	1,350.9
North Carolina	\$ 711,081,585	\$ 378,316,611	\$ 131,046,695	\$ 201,718,278	3,057.6
North Dakota	\$ 3,183,394	\$ 1,054,462	\$ 446,575	\$ 1,682,357	23.8
Ohio	\$ 618,226,138	\$ 532,964,609	\$ 34,966,607	\$ 50,294,922	503.3
Oklahoma	\$ 330,579,808	\$ 145,483,061	\$ 36,149,516	\$ 148,947,231	2,249.9
Oregon	\$ 178,000,098	\$ 33,690,863	\$ 70,298,210	\$ 74,011,024	948.5
Pennsylvania	\$ 523,849,370	\$ 381,242,494	\$ 46,568,218	\$ 96,038,658	1,056.8
PUERTO RICO	\$ 9,550,219	\$ 4,599,933	\$ 1,923,133	\$ 3,027,152	63.4
Rhode Island	\$ 20,021,520	\$ 16,455,671	\$ 370,024	\$ 3,195,825	36.8
South Carolina	\$ 219,408,568	\$ 128,346,279	\$ 18,079,935	\$ 72,982,353	1,692.4
South Dakota	\$ 7,309,764	\$ 5,019,217	\$ 874,624	\$ 1,415,923	20.6
Tennessee	\$ 119,275,715	\$ 103,265,053	\$ 6,658,455	\$ 9,352,208	130.2
Texas	\$ 2,001,881,867	\$ 1,044,062,374	\$ 200,887,939	\$ 756,931,554	11,399.9
Utah	\$ 333,792,619	\$ 82,719,607	\$ 112,293,730	\$ 138,779,282	1,712.8
Vermont	\$ 12,974,322	\$ 3,526,613	\$ 2,010,397	\$ 7,437,312	62.5
VIRGIN ISLANDS	\$ 1,748,210	\$ 969,272	\$ 156,799	\$ 622,138	6.6
Virginia	\$ 4,661,685,824	\$ 2,105,112,294	\$ 823,124,103	\$ 1,733,449,427	14,586.3
Washington	\$ 454,978,171	\$ 272,326,699	\$ 33,367,507	\$ 149,283,965	2,465.8
West Virginia	\$ 68,801,961	\$ 30,429,962	\$ 12,280,857	\$ 26,091,142	207.8
Wisconsin	\$ 137,394,172	\$ 76,452,120	\$ 18,686,790	\$ 42,255,262	903.8
Wyoming	\$ 1,572,911	\$ 425,171	\$ 129,778	\$ 1,017,962	14.1
Grand Total	\$ 28,952,790,380	\$ 14,320,211,208	\$ 3,936,615,469	\$ 10,695,963,703	120,001.8
* Overhead = Invoices - (Direct Non-Labor + Direct Labor)					

Army FY 2011 Inventory of Contracts for Services

Weapon System Support

Weapon System	Invoices	Overhead *	Direct Non-Labor	Direct Labor	Contractor FTEs
Abrams Tank – SEP	\$ 282,856,128	\$ 133,403,682	\$ 40,937,706	\$ 108,514,741	1,647.5752
Adv Quicklook	\$ 1,984,411	\$ -	\$ 496,967	\$ 1,905,754	24.6001
Advanced Field Artillery Tactical Data	\$ 62,164,141	\$ -	\$ 6,583,773	\$ 68,825,556	387.8669
Air Warrior	\$ 9,004,172	\$ 2,091,781	\$ 93,937	\$ 6,818,454	71.8463
Airborne C2 System	\$ 47,303,737	\$ 27,805,651	\$ 8,589,998	\$ 10,908,088	55.4033
Airplane, ABN Recon	\$ 3,507,379	\$ 512,162	\$ 1,016,624	\$ 1,978,592	16.1394
Airplane, Cargo Trans	\$ 6,495,170	\$ 6,372,488	\$ 4,012	\$ 118,670	0.9531
Airplane, Cargo Trans C-26B	\$ 541,999	\$ 482,499	\$ 7,500	\$ 52,000	0.4406
Airplane, Recon	\$ 1,232,475	\$ 647,327	\$ 326,342	\$ 258,805	3.1911
Airplane, Utility	\$ 29,197,686	\$ 6,102,721	\$ 10,885,007	\$ 12,209,958	105.7040
Airplane, Utility Cargo	\$ 6,657,822	\$ 310,445	\$ 380,122	\$ 5,967,255	53.0785
All Source Analysis System-Light	\$ 106,589,110	\$ 69,383,217	\$ 21,072,189	\$ 16,133,704	218.4388
AN/TM-Q41 (Profiler/MMS)	\$ 538,153	\$ 494,041	\$ -	\$ 44,112	0.4875
AN/TTC-61; AN/TTC-59; OM-87T	\$ 16,132,334	\$ 16,624	\$ 3,468,999	\$ 12,646,711	93.7845
AN/VRC-106 (SWLAN)	\$ 30,515,141	\$ 1,587,832	\$ 5,099,757	\$ 23,827,552	137.0671
Apache, AH-64A TADS/PNVIS	\$ 18,675,794	\$ -	\$ 402,739	\$ 23,749,615	163.6264
Apache, AH-64D unique	\$ 807,465,874	\$ 511,431,238	\$ 90,079,373	\$ 205,955,263	1,314.8889
ARL-C,AN/ASQ-214	\$ 2,632,484	\$ -	\$ 486,644	\$ 4,079,055	18.2423
ARL-M,AN/ASQ-223	\$ 12,652,451	\$ 2,065,961	\$ 6,184,764	\$ 4,401,726	35.1451
Armed Scout Helicopter	\$ 29,335,559	\$ 6,201,806	\$ 11,322,668	\$ 11,811,085	175.7031
Army Battle Command system	\$ 183,878,374	\$ 84,950,505	\$ 15,080,699	\$ 83,847,170	634.7754
Artillery Locating Radar (Firefinder)	\$ 13,455,282	\$ 11,431,608	\$ -	\$ 2,023,674	22.3333
Automated Integrated Survey	\$ 171	\$ -	\$ -	\$ 171	0.0019
Battlefield Video Teleconferencing	\$ 843,361	\$ 644,957	\$ 196,449	\$ 1,955	0.0326
Blue Force Tracking Aviation	\$ 2,240,205	\$ 1,508,265	\$ 189,440	\$ 542,500	2.7529
Brigade Subscriber Node (BSN)	\$ 2,720,241	\$ 2,352,732	\$ 276,259	\$ 91,250	1.0374
Buffalo/RG31/Husky/IVMMD	\$ 95,305,382	\$ 2,835,287	\$ 91,149,266	\$ 1,320,829	33.7615
C-23 Sherpa, Fixed Wing Aircraft	\$ 437,386	\$ 103,827	\$ -	\$ 333,559	2.3127
Centralized Technical Support Facility	\$ 251,672	\$ 115,215	\$ 11,363	\$ 125,094	1.8937
Combat Survivor/Evader Locator	\$ 1,058,941	\$ 456,659	\$ -	\$ 602,282	5.6154
Communications Central	\$ 75,856,004	\$ 18,845,308	\$ 7,415,870	\$ 49,594,826	254.0704
Computer System: Digital, AN/TYQ	\$ 44,813,771	\$ 8,911,519	\$ 672,676	\$ 35,229,576	274.5527
Digital Topographic Support System	\$ 4,954,288	\$ 3,145,743	\$ 1,545,764	\$ 262,781	3.5958
Enhanced AN/TPQ-36 Counterfire Target Acquisition Radar	\$ 9,404,059	\$ -	\$ -	\$ 9,404,059	38.6566
Enhanced Position Location Reporting System	\$ 29,773,874	\$ 10,307,792	\$ 4,724,495	\$ 14,741,587	89.4789
Force XXI Battle Command Brigade-and-	\$ 211,335,366	\$ 128,660,669	\$ 8,627,108	\$ 74,047,589	944.6068
Fox (Reconnaissance NBC System)	\$ 30,100,668	\$ 18,620,636	\$ 761,312	\$ 10,718,720	59.0225
Global Command and Control System	\$ 1,767,578	\$ 1,215,076	\$ 325,848	\$ 326,654	2.0958
GPS	\$ 3,093,554	\$ 611,048	\$ 1,625,237	\$ 857,269	4.2280
Ground Data Terminal (GDT)	\$ 17,660	\$ -	\$ 2,472	\$ 15,188	0.0656
Guardrail	\$ 188,101,507	\$ 86,947,504	\$ 74,240,932	\$ 26,913,071	135.6921
Hellfire	\$ 48,066,797	\$ 33,709,995	\$ 214,705	\$ 14,142,097	144.5187
High Mobility Artillery Rocket System	\$ 279,737,340	\$ 225,043,971	\$ 12,068,389	\$ 42,624,979	511.9339
Hunter UAV	\$ 31,305,433	\$ 15,063,461	\$ -	\$ 16,241,972	243.8534
Installation Protection Program	\$ 68,294,853	\$ -	\$ 40,313,655	\$ 33,840,609	397.1676
Integrated Meteorological System	\$ 4,412,939	\$ 2,998,611	\$ 1,187,118	\$ 227,210	3.0469
Javelin	\$ 20,107,984	\$ 1,971,688	\$ 8,070,637	\$ 10,065,659	42.5714
JLENS	\$ 224,223,409	\$ 152,290,915	\$ 1,403,780	\$ 70,528,714	656.6466
Joint Biological Agent Identification	\$ 3,425,074	\$ 2,620,059	\$ -	\$ 805,015	8.4258
Joint Network Node (JNN)	\$ 10,351,121	\$ 1,179,024	\$ 2,441,115	\$ 6,730,982	34.5565
Joint Portal Shield	\$ 391,594	\$ 100,007	\$ 284,988	\$ 6,599	0.0503
JTAGS	\$ 2,025,473	\$ 199,031	\$ 56,736	\$ 1,769,706	6.7107
Kiowa Warrior Helicopter, components	\$ 34,819,389	\$ 28,831,064	\$ 5,361	\$ 5,982,974	78.2716
Kiowa Warrior, OH-58D airframe	\$ 3,941,531	\$ 1,993,760	\$ 387,941	\$ 1,559,819	9.2945
Lightweight Standoff Chemical Agent	\$ 1,147,912	\$ 836,026	\$ -	\$ 311,886	2.9430
LUH	\$ 17,000,534	\$ 7,551,598	\$ 366,676	\$ 9,082,260	99.2941
M-107 Sniper Rifle	\$ 457,410	\$ 306,112	\$ -	\$ 151,298	0.1504
Maneuver Control System	\$ 843,361	\$ 646,213	\$ 196,449	\$ 699	0.0077
MLRS (IPDS Config only)	\$ 517,261	\$ 279,391	\$ 12,775	\$ 225,095	3.0445
Mobile Subscriber Equipment (MSE)	\$ 843,361	\$ 646,142	\$ 196,449	\$ 770	0.0101
Mounted Battle Command On The Move	\$ 111,039	\$ 94,807	\$ 640	\$ 15,592	0.3065
MultiChannel Radios	\$ 695,285	\$ 683,125	\$ -	\$ 12,160	0.0613
NDI Biological Identification	\$ 5,132,036	\$ 426,406	\$ 1,180,720	\$ 3,524,910	34.6806
Network Operations Center - Vehicle	\$ 2,720,241	\$ 2,297,527	\$ 276,259	\$ 146,455	9.7146
Night Vision Goggles	\$ 85,420,195	\$ 306,730	\$ 26,110,864	\$ 59,002,601	292.1035
Non-Intrusive Inspection System	\$ 8,026	\$ 526	\$ 3,000	\$ 4,500	0.0144
Patriot	\$ 541,775,167	\$ 353,530,562	\$ 36,727,930	\$ 151,516,675	1,647.1978
Radio Receiving Set	\$ 8,326	\$ 7,535	\$ -	\$ 791	0.0153
Satellite Communication Set, AN/USC	\$ 10,533,344	\$ 4,666,915	\$ 308,249	\$ 5,558,180	44.8693
Secure Mobile Anti-Jam Reliable	\$ 5,204,807	\$ 2,545,140	\$ 259,449	\$ 2,400,218	18.6762
Sentinel AN/MPQ-64 Radar	\$ 56,766,423	\$ 36,585,517	\$ 5,615,563	\$ 14,565,344	152.7859
Shadow UAV	\$ 178,264,692	\$ 102,704,568	\$ 13,648,092	\$ 61,912,031	779.7495
SINCGARS	\$ 324,059,876	\$ 266,793,598	\$ 14,158,955	\$ 43,107,323	833.8314
Special Purpose Detecting System,	\$ 281,564,493	\$ 249,172,977	\$ 16,722,384	\$ 15,669,132	80.9684
Stryker -Antitank Guided Missile	\$ 2,499,087	\$ 66,384	\$ 2,016,261	\$ 416,442	2.0613
Stryker -Commander's Vehicle	\$ 2,459,397	\$ 1,074,049	\$ -	\$ 1,385,348	9.1274
Stryker -Fire Support Vehicle	\$ 1,298,292	\$ 123,264	\$ -	\$ 1,175,028	3.8994
Stryker -Infantry Carrier Vehicle	\$ 2,372,578,939	\$ 2,090,180,487	\$ 437,616	\$ 281,960,836	4,276.0963
Stryker -Nuclear Bio Chem Recon Veh	\$ 667,634	\$ 616,262	\$ 8,075	\$ 43,297	0.2179
Stryker -Reconnaissance/Scout Vehicle	\$ 453,965	\$ 274,146	\$ 2,858	\$ 176,960	1.3348
Stryker- NBC Reconnaissance Vehicle	\$ 757,893	\$ 123,631	\$ -	\$ 634,262	3.0723
Support Equipment (ACs, Generators)	\$ 77,012,704	\$ 47,928,333	\$ 3,315,699	\$ 25,768,672	592.2610
Tactical Airspace Integration Systems	\$ 11,633,825	\$ 5,134,307	\$ 407,016	\$ 6,092,502	45.4698
Tactical SHF Satellite Terminal	\$ 2,690,763	\$ 1,955,444	\$ -	\$ 735,319	7.7284
TOW Improved Target Acquisition	\$ 3,441,996	\$ 555,472	\$ 656,478	\$ 2,230,046	30.6140
Grand Total	\$ 7,094,562,571	\$ 4,767,755,922	\$ 603,347,183	\$ 1,723,459,465	18,144.1190
* Overhead = Invoice - (Direct Non-Labor + Direct Labor)					

Army FY 2011 Inventory of Contracts for Services

Subcontractor

Country	Invoices	Overhead *	Direct Non-Labor	Direct Labor	Contractor FTEs
Afghanistan				\$ 241,399,573	1,971.98
Argentina				\$ 54,322	0.58
Bahrain				\$ 2,072,214	429.60
Barbados				\$ 19,936	0.25
Belgium				\$ 38,808	0.88
Belize				\$ 36,160	0.38
Belize (British Honduras)				\$ 63,782	0.65
Bolivia				\$ 70,663	1.04
Brazil				\$ 115,669	1.08
Canada				\$ 62,999	0.47
Chile				\$ 93,475	0.92
Columbia				\$ 1,208,410	21.10
Costa Rica				\$ 75,699	0.79
Cuba				\$ 28,023	0.31
Djibouti				\$ 191,865	2.46
Dominican Republic				\$ 93,038	0.95
Ecuador				\$ 109,937	1.40
Egypt				\$ 261,862	3.30
El Salvador				\$ 35,706	0.38
France				\$ 2,562	0.02
Georgia				\$ 5,171	0.05
Germany				\$ 35,462,670	479.12
Greece				\$ 77,946	1.06
Guatemala				\$ 114,461	1.25
Guyana				\$ 50,297	0.66
Haiti				\$ 90,496	0.88
Honduras				\$ 2,302,936	52.29
Iraq				\$ 281,142,952	20,684.12
Israel				\$ 243,025	0.40
Italy				\$ 725,608	9.16
Jamaica				\$ 27,373	0.32
Japan				\$ 3,362,005	97.16
Jordan				\$ 32,108	0.19
Kiribati				\$ 18,252	0.15
Korea				\$ 24,052,468	561.75
Kosovo				\$ 209,372	2.27
Kuwait				\$ 61,014,968	967.14
Kyrgyzstan				\$ 6,815	0.07
Mexico				\$ 179,652	1.75
Netherlands				\$ 3,288	0.03
Nicaragua				\$ 47,993	0.55
Oman				\$ 100,086	0.63
Panama (formerly PN)				\$ 33,048	0.40
Paraguay				\$ 145,387	1.63
Peru				\$ 124,046	1.60
Qatar				\$ 770,526	11.13
Romania				\$ 133,064	3.46
Saudi Arabia				\$ 131,150	1.88
Serbia				\$ 95,970	1.07
Spain				\$ 400	0.00
Suriname				\$ 4,146	0.04
Thailand				\$ 13,380	0.46
The Bahamas				\$ 50,006	0.61
Trinidad & Tobago				\$ 6,718	0.08
United Arabs Emirates				\$ 185,738	3.55
United Kingdom				\$ 11,180	0.08
United States				\$ 1,490,759,968	19,195.09
Uruguay				\$ 47,616	0.50
Venezuela				\$ 3,547	0.04
Grand Total				\$ 2,147,820,535.21	44,521.16

Subcontractors do not report invoiced and direct non-labor dollar amounts. These amounts are reported by the prime contractor for the entire task delivery order.

Army FY 2011 Inventory of Contracts for Services

Small Business

Small Business	Invoices	Overhead *	Direct Non-Labor	Direct Labor	Contractor FTEs
Total	\$ 4,768,750,947	\$ 1,627,441,746	\$ 674,568,101	\$ 2,466,741,099	31,560.64
Overhead = Invoices - (Direct Non-Labor + Direct Labor)					

Inventory Review

The Army has a two-pronged approach to reviewing the activities in the inventory. First, a General Officer or accountable member of the Senior Executive Service from the requiring activity must complete a Services Contract Approval Request (SCAR) form for all service contract requirements prior to the Contracting Officer initiating of any contract for service, or exercise of a service contract option (Army Federal Acquisition Regulation Supplement 5107.503(3)). The approval, which includes a certification statement supported by a series of worksheets, is used by Senior Commanders and HQDA Principals to identify functions that are inherently governmental or closely associated with inherently governmental, and those functions that are inappropriate personal services. The purpose of this pre-award approval process is to ensure that service contracts reflect bona fide requirements that are executed in accordance with statutes and regulations governing inherently governmental functions and personal services. The latest authorized version of the approval form can be found at web-link <http://www.asamra.army.mil/scra/>

Second, the Army has instituted a Panel for Documentation of Contractors (PDC) to fulfill the statutory requirement to identify inherently governmental functions, closely associated with inherently governmental functions, ensure that personal services contracts are entered into under proper statutory authority, and to evaluate whether sufficient organic capacity exists to oversee the contracted workforce as required by Title 10 United States Code section 2330a and 2383. The elements of section 2383 that we evaluate with the aid of the inventory and additional information provided by commands in our PDC process established by the Secretary of the Army on July 10, 2009 are as follows: 1) the span of control and sufficiency of the number of contracting officer representatives; 2) the capacity of the organic workforce to make informed and independent judgments of the work performed; 3) the impact of tiers of sub-contractors; and 4) the potential for organizational conflicts of interests when looking holistically at the work provided by contractors to an organization. Our review is within the framework of "Total Force Management," the Title 10 and Department of Defense term for multi-sector workforce planning and considers not just the appropriate mix between civilian employees and contractors but also evaluates the military, civilian and contractor mix. Our review evaluates contracted work both by individual contract and task order on a pre-award basis, through the use of the SCAR, but also on a

Army FY 2011 Inventory of Contracts for Services

functional basis in the post award review conducted by the PDC. The risk of inherently governmental contractor performance of closely associated with inherently governmental functions is more visible in the post-award review required by section 2330a because statements of work can be written to avoid expressly mentioning inherently governmental work. However, the realities of actual contract performance may be another matter when one holistically evaluates all the contracts performing a function in support of an organization. We are working to improve compliance with what we find in the course of these reviews.

Guidance for the submission and review of the fiscal year 2011 inventory of contracts for services from the Under Secretary of Defense for Acquisition, Technology, and Logistics and Under Secretary of Defense for Personnel and Readiness requires a complete review, within 90 days of submission, of the contractor inventory. The review must include at minimum 50% of all contracts, task orders, delivery orders, or interagency acquisition agreements listed in the Army inventory for a fiscal year 2011. To the maximum extent possible, priority is to be given to contracts previously not reviewed, or those that may present a higher risk of inappropriate performance. Thus far, the on-going review has been of contract services in the generating force of the Army, and has not included contract services for other contingency operations (OCO) in the operating force. Results of the review, to date, are listed in the following table.

Panel for Documentation of Contractors (PDC) Results

	Manpower Mix Criteria (MMC) Description.	Contractor Man-year Equivalent (CME)	Contract Service Projection
E	Inherently Governmental Function	941.0	\$ 217,213,808.97
H	Closely Associated with Inherently Governmental Function	44,775.4	\$ 8,585,790,600.71
H2	Unauthorized Personal Service	851.0	\$ 150,952,533.68
H3	Critical Function	2,955.0	\$ 709,657,633.04
Q	Divest Function	153.0	\$ 29,230,396.92
X	Appropriate to Contract	51,622.0	\$ 9,373,453,719.28
X4	Authorized Personal Service	2,517.0	\$ 284,081,023.28
[]	Pending Review of New or Changed Service	11,049.5	\$ 2,248,475,060.47
	Total	114,863.9	\$ 21,598,854,776.34
Includes only Generating Force services; does not include contract services for (OCO) other contingency operations.			

The contractor inventory has not yet been fully used in the budget and acquisition processes, as it has been primarily used by the Manpower community in its Total Force Management reviews to identify inherently governmental, closely associated with inherently

Army FY 2011 Inventory of Contracts for Services

governmental, critical functions and authorized and unauthorized personal services contracted functions. The budget exhibits submitted since the President's Budget for Fiscal Year 2012 pursuant to section 235 have not been based on the contractor inventory or review process. After Title 10 United States Code section 235 was enacted, the PDC started working with Army commands to project their future contract services requirements based on the contractor inventory review. Deputy Assistant Secretary of the Army (Procurement) service portfolio managers are using PDC contract service projections to ensure that dollar obligations for contract services are within the limits set forth in section 808 of the FY 2012 NDAA. The following table lists contract services that are subject to reduction pursuant to section 808.

Contractor Man-year Equivalents (CMEs) Subject to Reduction Pursuant NDAA 12 SEC 808				
	CMEs Performing Inherently Governmental Functions (IG)	CMEs Performing Functions Closely Associated w/ IG Functions	CMEs Performing Unauthorized Personal Services	Projected Dollars
Army National Guard Bureau	15	145	33	\$ 26,586,460.24
Headquarters, Department of the Army	26	1,254	-	\$ 321,976,101.16
Army Commands				
US Army Forces Command	54	3,128	4	\$ 614,697,027.12
US Army Materiel Command	25	8,385	150	\$ 2,268,738,443.35
US Army Training & Doctrine Command	-	8,986	-	\$ 1,365,472,852.08
Army Service Component Commands				
US Army Cyber Command	-	128	-	\$ 29,559,696.47
US Army Central Command	-	604	-	\$ 145,172,608.00
US Army North	-	70	-	\$ 13,258,500.50
US Army South	-	-	-	\$ -
US Army Europe	-	664	-	\$ 28,857,453.28
US Army Pacific	10	105	-	\$ 20,323,717.75
Eighth US Army	-	13	-	\$ 3,518,509.41
US Army Special Operations Command	-	422	-	\$ 283,423,656.88
US Army Space and Missile Defense Command	-	574	1	\$ 121,239,083.50
US Army Africa	-	-	-	\$ -
Direct Reporting Units				
US Army Network Enterprise Technology Command	-	7	66	\$ 18,297,467.52
US Army Medical Command	-	186	202	\$ 90,441,488.16
US Army Intelligence and Security Command	-	-	-	\$ -
US Army Criminal Investigation Division Command	-	506	7	\$ 132,617,388.41
US Army Corps of Engineers	-	584	4	\$ 130,721,672.76
US Army Military District of Washington	-	-	-	\$ -
Army Test and Evaluation Command	355	744	94	\$ 142,850,128.71
US Army Reserve Command	-	846	2	\$ 432,063,182.56
US Army Acquisition Support Center	456	1,873	51	\$ 615,046,276.99
Installation Management Command	-	13,505	237	\$ 1,887,210,853.24
US Army Accessions Command	-	1,930	-	\$ 249,553,538.74
US Military Academy	-	116	-	\$ 12,330,836.52
	941.0	44,775.4	851.0	\$ 8,953,956,943.36

On February 1, 2011, the Secretary of the Army suspended all unencumbered in-sourcing positions and reserved to himself the approval of all in-sourcing actions. Subsequent in-sourcing guidance dated February 10, 2012 extended the suspension and the reservation of

Army FY 2011 Inventory of Contracts for Services

in-sourcing approval to the SECARMY. The SECARMY guidance further stipulates that any in-sourcing action approved prior to February 1, 2011, that had at least one unencumbered position as of February 1, 2011, and which has not been previously submitted for SECARMY approval, will be submitted for action within 90 days. In addition, within 90 days, a package must be submitted to in-source currently contracted functions determined to be inherently governmental or unauthorized personal services (as identified in the Panel for Documentation of Contractors process). A failure to submit the requisite packages within the set period will render remaining contracted functions subject to divestiture. Funding for remaining contracted functions may be withdrawn by Assistant Secretary of the Army (Financial Management and Comptroller) with enforcement by the Assistant Secretary of the Army (Acquisition, Logistics and Technology). The following table lists the number of positions in-sourced prior to and after the February 1, 2011 suspension.

	Positions In-sourced Prior to 1 FEB 2011 Suspension	Positions In-sourced After 1 FEB 2011 Suspension	Statutory Requirement for Contract Performance	Statutory Requirement for In-sourcing
Inherently Governmental Function	1,143		Must not contract	Special Consideration
Closely Associated with Inherently Governmental Function	5,754	739	Minimize contract performance	Special Consideration
Unauthorized Personal Service	0		Must not contract	Special Consideration
Critical Function	0		Assess Risk	Special Consideration
Appropriate to Contract	839		Appropriate to Contract	Cost Savings based on DTM
Authorized Personal Service	0		Appropriate to Contract	Cost Savings based on DTM
Total	7,736	739		