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March 13, 2002

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# Acquisition

Pilot Program to Treat Procurements  
of Certain Commercial Services as  
Commercial Items  
(D-2002-061)

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Department of Defense  
Office of the Inspector General

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### **Acronyms**

DCADS	Defense Contract Action Data System
FAR	Federal Acquisition Regulation
FORCSCOM	Forces Command
MEDCOM	Medical Command
TRADOC	Training and Doctrine Command



INSPECTOR GENERAL  
DEPARTMENT OF DEFENSE  
400 ARMY NAVY DRIVE  
ARLINGTON, VIRGINIA 22202-4704

March 13, 2002

**MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR ACQUISITION,  
TECHNOLOGY, AND LOGISTICS**

**SUBJECT: Audit Report on Pilot Program to Treat Procurements of Certain  
Commercial Services as Commercial Items (Report No. D-2002-061)**

We are providing this report for your information and use. No written response to this report was required, and none was received. Therefore, we are publishing this report in its final form.

We appreciate the courtesies extended to the audit staff. For additional information on this report, please contact Mr. Henry F. Kleinknecht at (703) 604-9324 (DSN 664-9324) (hkleinknecht@dodig.osd.mil) or Mr. Kent E. Shaw at (703) 604-9228 (DSN 664-9228) (kshaw@dodig.osd.mil). See Appendix D for the report distribution. The audit team members are listed on the inside back cover

*David K. Steensma*

David K. Steensma  
Acting Assistant Inspector General  
for Auditing

## Office of the Inspector General, DoD

Report No. D-2002-061

March 13, 2002

(Project No. D2001CH-0137.000)

### Pilot Program to Treat Procurements of Certain Commercial Services as Commercial Items

#### Executive Summary

**Introduction.** The National Defense Authorization Act for FY 2000, Public Law 106-65 (the Act), section 814, "Pilot Program for Commercial Services," permits the Secretary of Defense to initiate a pilot program to treat procurements of certain services as commercial items. It covers the following services:

- utilities and housekeeping services,
- education and training services, and
- medical services.

The DoD awarded about \$6.38 billion in contracts for these types of services during FY 2000. The Act requires the Secretary of Defense, after the third full fiscal year of the pilot program, to report on the impact of the pilot program on the prices paid for commercial services covered by the program; the quality and timeliness of services provided; and the extent of competition for the contracts.

**Objectives.** The overall objective of the audit was to review progress on implementation of the pilot program established by the Act. A secondary objective was to review the management control program as it related to the overall objective.

**Results.** Only two DoD Components, the Army and Washington Headquarters Services, are participating in the pilot program. The two participating components were in the program planning stages and had not awarded contracts under the pilot program. As a result of the low participation rate, Congress may not obtain the expected information from the pilot program. For details of the audit results, see the Finding section of the report.

The management controls that we reviewed were effective in that no material management control weakness was identified. See Appendix A for details on the management control program.

**Management Comments.** We provided a draft of this report on January 15, 2002. No written response to this report was required, and none was received. Therefore, we are publishing this report in final form.

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## Background

**FY 2000 Pilot Program for Commercial Services.** The National Defense Authorization Act for FY 2000, Public Law 106-65 (the Act), section 814, “Pilot Program for Commercial Services,” permits the Secretary of Defense to initiate a program to treat procurements of some services as commercial items. It covers the following services:

- utilities and housekeeping services,
- education and training services, and
- medical services.

The Secretary was to establish the period of the pilot program, not to exceed 5 years. The Act requires the Secretary of Defense to submit a report, no later than 90 days after the end of the third full fiscal year of the program, on the impact of the pilot program on the services covered. Specifically, the report must detail:

- prices paid for the services,
- the quality and timeliness of services, and
- the extent of competition for the service contracts.

The Act describes the purpose of the pilot program as a test of the concept of treating certain classes of commercial services as commercial items. Specifically, the program is to generate data for future determinations of whether other classes of services should be treated as commercial items.

Responsibility for implementing the program was delegated to the Under Secretary of Defense for Acquisition, Technology, and Logistics.

**FY 2001 Legislation on Service Contracting.** The FY 2001 National Defense Authorization Act, Public Law 106-398, section 821, “Improvements in Procurement of Services,” expands the possibility of procuring services as commercial items. It establishes a preference for performance-based contracting for services and allows DoD to award any applicable performance-based contract as a commercial item, under Federal Acquisition Regulation (FAR) part 12, “Acquisition of Commercial Items,” if:

- the contract or task order is valued at \$5 million or less;
- the contract or task order sets forth specifically each task to be performed and (1) defines each task in measurable, mission-related terms, (2) identifies specific end products or output, and (3) has a firm fixed price; and
- the source of the services provides similar services contemporaneously to the general public under similar terms and conditions.

The Department has not made any awards under the pilot program. However, during FY 2000, DoD awarded about \$1.14 billion in contracts for the types of services designated in the pilot program as commercial items. This was about

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18 percent of the approximately \$6.38 billion total contracts that DoD awarded for such services during the fiscal year. Detailed information on the value of the contracts awarded for these services is presented in Appendix C.

**Subsequent OSD Memorandum.** The Under Secretary of Defense for Acquisition, Technology, and Logistics issued a memorandum to DoD Components, entitled “Commercial Acquisitions,” on January 5, 2001. The memorandum addresses overcoming obstacles to acquiring commercial items, provides clarification to FAR part 12, and develops specific goals.

- By the end of FY 2005, each Military Department and Defense agency is to double the dollar value of FAR part 12 contract actions awarded in 1999.
- By the end of FY 2005, each Service and Defense agency should try to increase the percentage of FAR part 12 contract actions awarded to 50 percent of all actions awarded.

However, the goal of increasing FAR part 12 actions is to be balanced with the objectives of increasing competition, achieving access to leading edge technologies, and achieving access to non-defense business segments.

## **Objectives**

The overall objective of the audit was to review progress on implementation of the pilot program established by the Act. A secondary objective was to review the management control program as it related to the overall objective. See Appendix A for a discussion of the audit scope and methodology and the review of the management control program. See Appendix B for prior audit coverage related to the audit objectives.

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## **Implementation of the Pilot Program**

Only two DoD Components are participating in the pilot program, and these Components were in the planning stages and had not awarded any contracts under the program. Other Components have not participated in the pilot program because both the legislation itself and the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics presented it as a voluntary option. Additionally, the FAR already permitted procurement of commercial services as commercial items, and Components did not consider the program relevant or useful to their purposes. As a result of the low level of participation, Congress may not obtain the expected information from the pilot program.

### **Presentation to DoD Components**

Neither the legislation nor the implementing guidance to DoD Components mandates participation in the pilot program. Section 814 of the FY 2000 DoD Authorization Act states that the Secretary of Defense may carry out a pilot program to treat procurements of commercial services as commercial items. On May 25, 2000, to implement this legislation, the Under Secretary of Defense for Acquisition, Technology, and Logistics issued a memorandum to DoD Components, "Pilot Program for Commercial Services." The memorandum requests each organization to select and conduct candidate commercial item procurement pilot programs within the stated categories. The memorandum also provides specific guidance on the conduct and reporting of the pilot program. No additional reporting is due from Components until 60 days after the end date of the program--September 30, 2003.

Staff in the Office of the Director for Acquisition Initiatives stated that they verbally presented the pilot program as an initiative in which the Components could participate if they believed it was useful. They further stated that the subsequent section 821 of the FY 2001 Defense Authorization had overtaken the importance of the pilot program. Specifically, section 821, "Improvements in Procurement of Services," better addressed what they perceived as the intent of the program, to increase commercial contracting. The Office of the Director for Acquisition Initiatives was therefore not monitoring the progress of the pilot program.

### **Existing Guidance on Contracting for Services**

Government contracting officers were not previously prohibited from procuring commercial services as commercial items. FAR part 12 is applicable for the acquisition of supplies or services. DoD has not made any awards under the pilot program. However, during FY 2000, DoD awarded about \$1.14 billion in contracts for the designated pilot program services as commercial items. This was about 18 percent of the approximately \$6.38 billion that DoD awarded for such service contracts during the fiscal year.

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## Participation of DoD Components

The Army and Washington Headquarters Services elected to participate in the pilot program. We obtained data from the Defense Contract Action Data System (DCADS) on procurement actions for utilities and housekeeping, medical services, and education and training for FY 2000 and October through May of FY 2001. Based on the FY 2001 data, we contacted or visited Components that had contracted significantly for these types of services, in addition to the two Components actually participating. Detailed results follow.

**Army.** The Assistant Secretary of the Army for Acquisition, Logistics, and Technology implemented the pilot program through a July 3, 2000, memorandum, "Services as Commercial Items Pilot (SCIP) Program." The guidance directs three of its major commands to participate. These are:

- Forces Command (FORSCOM) for utilities and housekeeping,
- Training and Doctrine Command (TRADOC) for education and training, and
- Medical Command (MEDCOM) for medical services.

All three major commands had submitted proposed contracts for the pilot program and some proposed metrics for the final reporting. The general idea is that existing contracts were not awarded commercially and would provide baseline data. The Army would award other contracts commercially for comparison with the baseline data.

We visited FORSCOM headquarters, TRADOC headquarters, and one of the applicable TRADOC contracting activities. We communicated with MEDCOM through video teleconferencing and a conference call. Because none of the replacement contracts had been awarded, we had no results to evaluate. We noted and informed TRADOC staff that one of the proposed TRADOC contracts was not appropriate for the pilot program. The contract was originally awarded commercially and was not going to be replaced with another contract upon expiration. TRADOC staff concurred.

For the MEDCOM contract that was closest to being replaced, it appears that awarding the replacement contract commercially will have little effect on the three measures of the pilot program results--prices paid, quality and timeliness of services, and extent of competition. Therefore, although the contract technically meets the requirements of the pilot program, it may not have been the best choice. We discussed the contract, which procured dental services, with MEDCOM staff and examined the draft solicitation. The current contract is a small business set-aside, and the replacement contract will be awarded to the same Indian tribe as the original contract, only now in a joint venture with a large business. The same joint venture would probably be awarded the contract if it was not considered commercial. Additionally, prices are not to be negotiated in accordance with commercial practice, that is based on dental procedures performed, but based on hourly rates as in the original contract. MEDCOM staff stated that they did not see any significant change because of awarding the contract commercially.

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**Navy.** The Navy has not implemented the program, but Navy staff stated they would discuss implementation at the next quarterly meeting of the Navy Contracting Council.

**Air Force.** Air Force staff stated that they already purchase commercial services as commercial items and that they perceived the pilot program as voluntary.

**Washington Headquarters Services.** Washington Headquarters Services has identified one contract for the pilot program. The new, commercially awarded replacement contract was to be awarded October 1, 2001. However, subsequent to our visit, award of the contract was delayed until April 1, 2002, in order to revise the work statement to make it performance based. Washington Headquarters Services still plans to use this contract for the pilot program.

**Defense Logistics Agency.** Although the Defense Logistics Agency had developed an implementation plan for the pilot program, the agency did not intend to use the plan or participate in the program. Agency staff stated that they did not perceive the program as providing any new benefit.

**Tri-Care Management Agency.** Agency staff were not aware of the pilot program.

**National Imagery and Mapping Agency.** Agency staff stated that they would not initiate the pilot program unless they were directed to do so. They perceived the program as adding excessive paperwork for no benefit.

**Defense Intelligence Agency.** Agency staff told us that the agency does little contracting in the three areas and that the pilot program does not appear to offer any benefits. They have not implemented the program.

## Summary

Participation in the pilot program was not mandatory, and regulations already permitted DoD Components to procure services as commercial items. Consequently, the level of participation in the pilot program is very low. Because of the low level of participation, Congress may not obtain the desired data on whether other classes of services should be treated as commercial items. Those Components that are participating are only in the early stages of the program, and we have no significant results to report. Because the pilot program is not mandatory, and it is too early to expect results from the participating Components, this report makes no recommendations.

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# Appendix A. Audit Process

## Scope and Methodology

**Work Performed.** We met with staff in the Office of the Director for Acquisition Initiatives to identify participants in the pilot program. We also reviewed DCADS data for FY 2000 and October through May of FY 2001 to determine DoD Components that contracted for the types of services covered in the pilot program. For all four Services and five other DoD Components that have a significant number of contracts, we interviewed procurement managers and other staff concerning the extent of participation in the pilot program, the perceived benefits of participation, or the reasons for non-participation. For the participating Components, the Army and Washington Headquarters Services, we reviewed related plans and guidance and the contracts designated for the program.

**General Accounting Office High-Risk Area.** The General Accounting Office has identified several high-risk areas in the Department of Defense. This report provides coverage of the DoD Contract Management high-risk area.

**Use of Computer-Processed Data.** We relied on computer-processed data contained in DCADS to identify DoD Components that contract for the types of services covered in the pilot program and to determine overall levels of commercial contracting for these types of services. DCADS is maintained by the Directorate for Information, Operations, and Reports, Washington Headquarters Services. Inspector General, DoD, Report No. D-2001-061, "Waivers of Requirement for Contractors to Provide Cost or Pricing Data," February 28, 2001, concludes that the information on cost or pricing data in DCADS was inaccurate and misleading. However, we concluded that the contract numbers, contracting activity codes, and Federal supply codes on the contracts in the computer-processed data were sufficiently accurate to identify the major Components contracting for the types of services covered. We are presenting the figures in Appendix C as background only--they do not affect the conclusions of this audit report.

**Audit Type, Dates, and Standards.** We performed this program audit from July 2001 through November 2001 in accordance with generally accepted government auditing standards.

**Contacts During the Audit.** We visited or contacted individuals and organizations within DoD. Further details are available on request.

## Management Control Program Review

DoD Directive 5010.38, "Management Control (MC) Program," August 26, 1996, and DoD Instruction 5010.40, "Management Control (MC) Program Procedures," August 28, 1996, require DoD organizations to implement a

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comprehensive system of management controls that provides reasonable assurance that programs are operating as intended and to evaluate the adequacy of the controls.

**Scope of the Review of the Management Control Program.** We reviewed the adequacy of DoD, Army, and Washington Headquarters Services controls over the pilot program. Specifically, we reviewed the methods of notifying potential participants of the program and of monitoring progress. Because we did not identify a material weakness, we did not assess management's self-evaluation.

**Adequacy of Management Controls.** Management controls were adequate in that we identified no material management control weaknesses.

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## **Appendix B. Prior Coverage**

### **General Accounting Office**

General Accounting Office (GAO), Report No. NSIAD-99-90, "DOD Pricing of Commercial Items Needs Continued Emphasis," June 1999

General Accounting Office (GAO), Report No. NSIAD-98-81, "Implementation of Key Aspects of the Federal Acquisition Streamlining Act of 1994," March 1998

General Accounting Office (GAO), Report No. NSIAD-96-53, "Military-Commercial Pilot Program Offers Benefits but Faces Challenges," June 1996

### **Inspector General, DoD**

Inspector General, DoD, Report No. D-2001-189, "Multiple Award Contracts for Services," September 30, 2001

Inspector General, DoD, Report No. D-2001-061, "Waivers of Requirement for Contractors to Provide Cost or Pricing Data," February 28, 2001

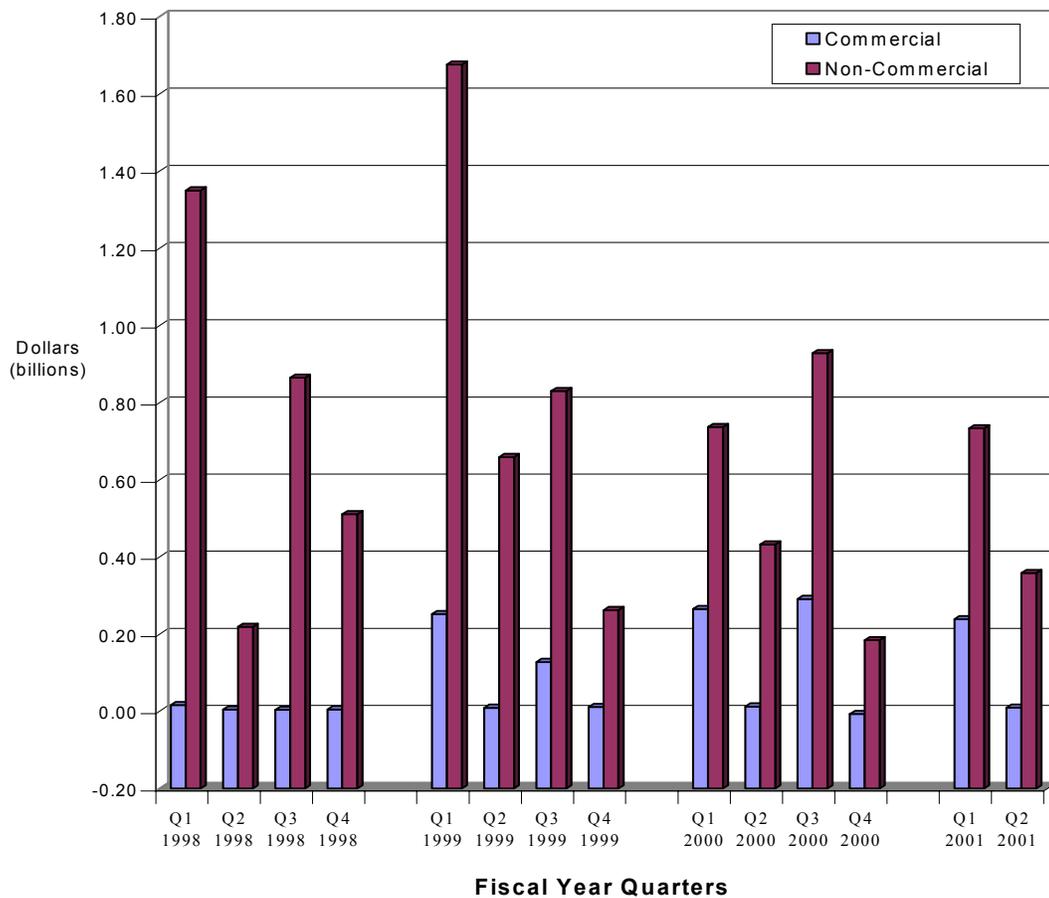
Inspector General, DoD, Report No. D-2000-192, "Results of the Defense Logistics Agency Strategic Supplier Alliance for Catalog Items," September 29, 2000

Inspector General, DoD, Report No. D-2000-180, "Commercial Contract for Total Logistics Support of Aircraft Auxiliary Power Units," August 31, 2000

Inspector General, DoD, Report No. D-2000-098, "Spare Parts and Logistics Support Procured on a Virtual Prime Vendor Contract," June 14, 2000

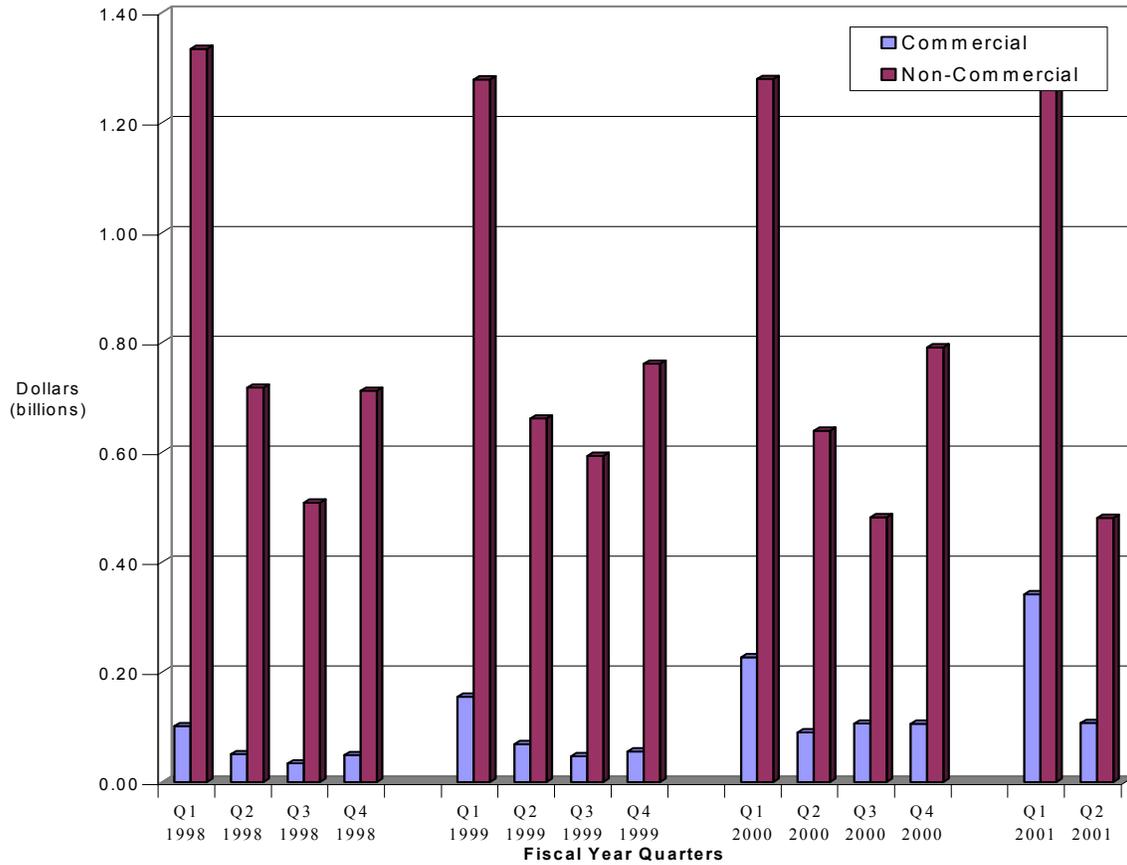
## Appendix C. Data on Contract Actions for Pilot Program Services

**Figure C-1. Medical Services-Total Dollar Amount for Contracts Awarded Commercially Compared to Total Overall Dollar Amount for all Contracts Including Those Awarded Commercially<sup>1</sup>**



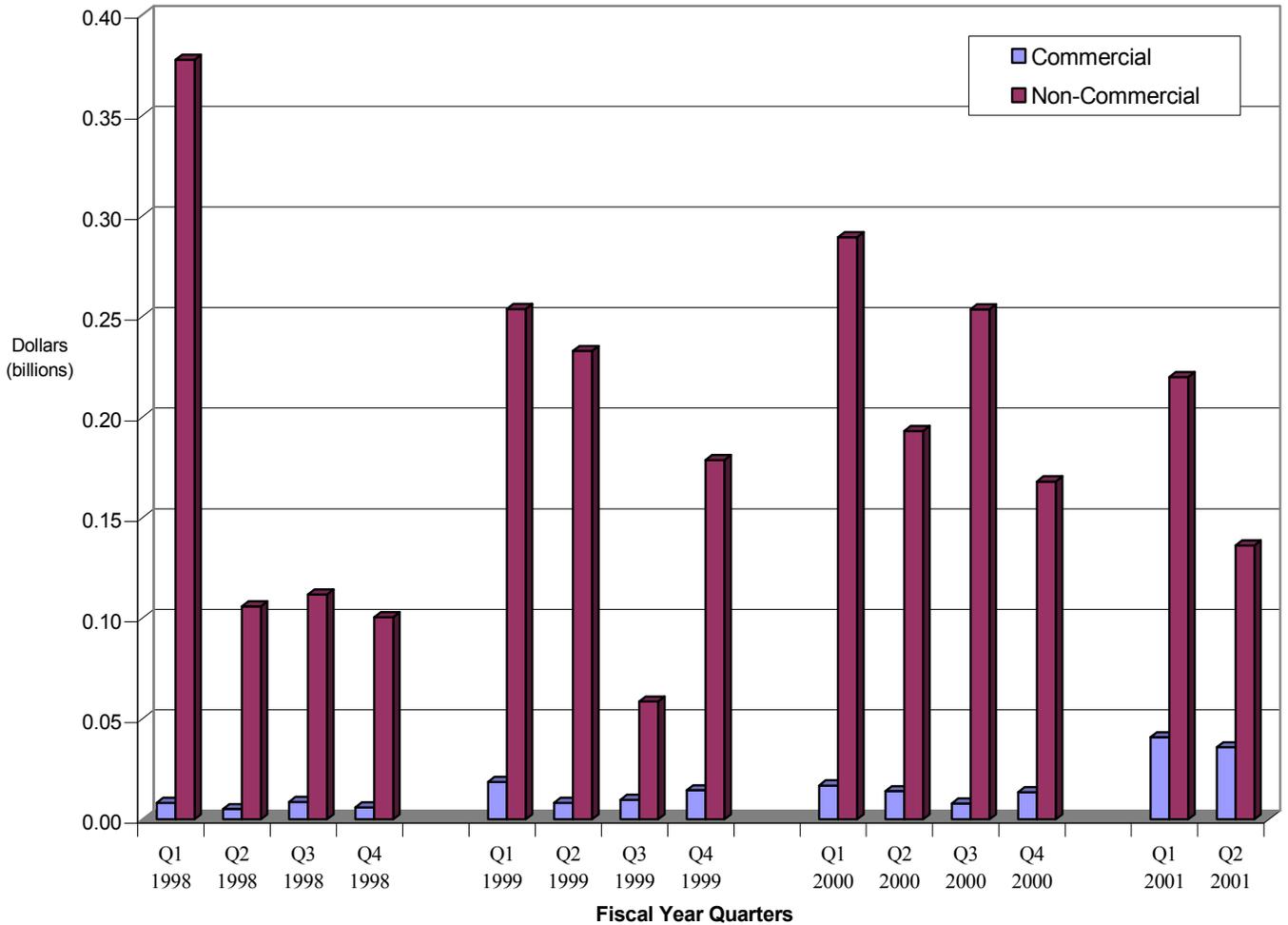
<sup>1</sup>Source: DCADS. Information is unaudited and is presented as background only. Accuracy of the data does not affect the conclusions of this report.

**Figure C-2. Utilities and Housekeeping-Total Dollar Amount for Contracts Awarded Commercially Compared to Total Overall Dollar Amount for all Contracts Including Those Awarded Commercially<sup>2</sup>**



<sup>2</sup>Source: DCADS. Information is unaudited and is presented as background only. Accuracy of the data does not affect the conclusions of this report.

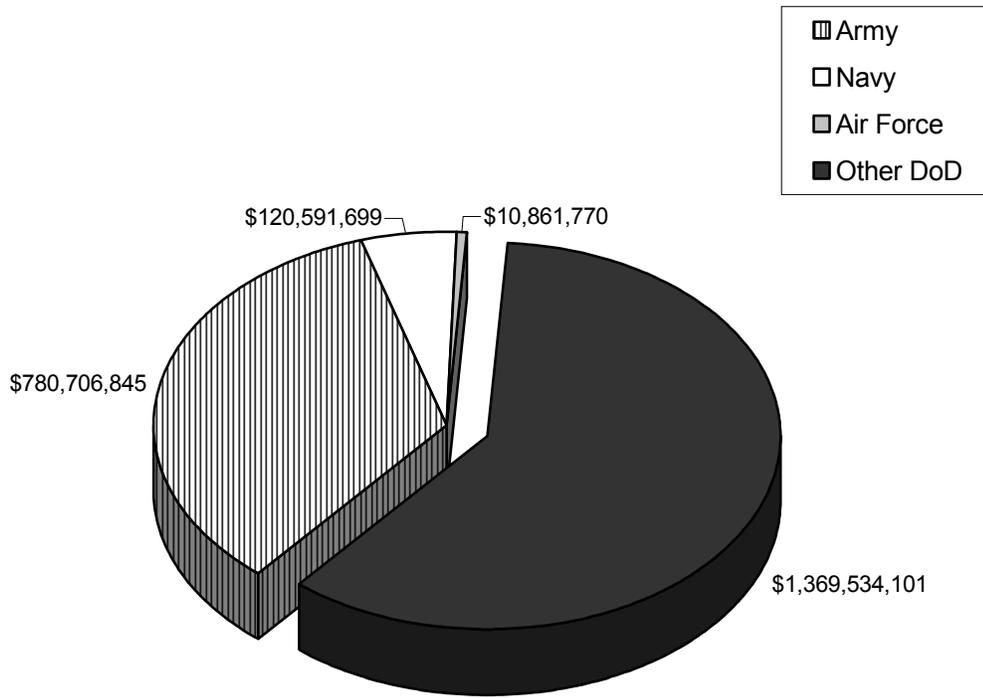
**Figure C-3. Training and Education-Total Dollar Amount for Contracts Awarded Commercially Compared to Total Overall Dollar Amount for all Contracts Including Those Awarded Commercially<sup>3</sup>**



<sup>3</sup>Source: DCADS. Information is unaudited and is presented as background only. Accuracy of the data does not affect the conclusions of this report.

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**Figure C-4. Medical Services-Total Contracting Dollars Awarded for FY 2000<sup>4</sup>**

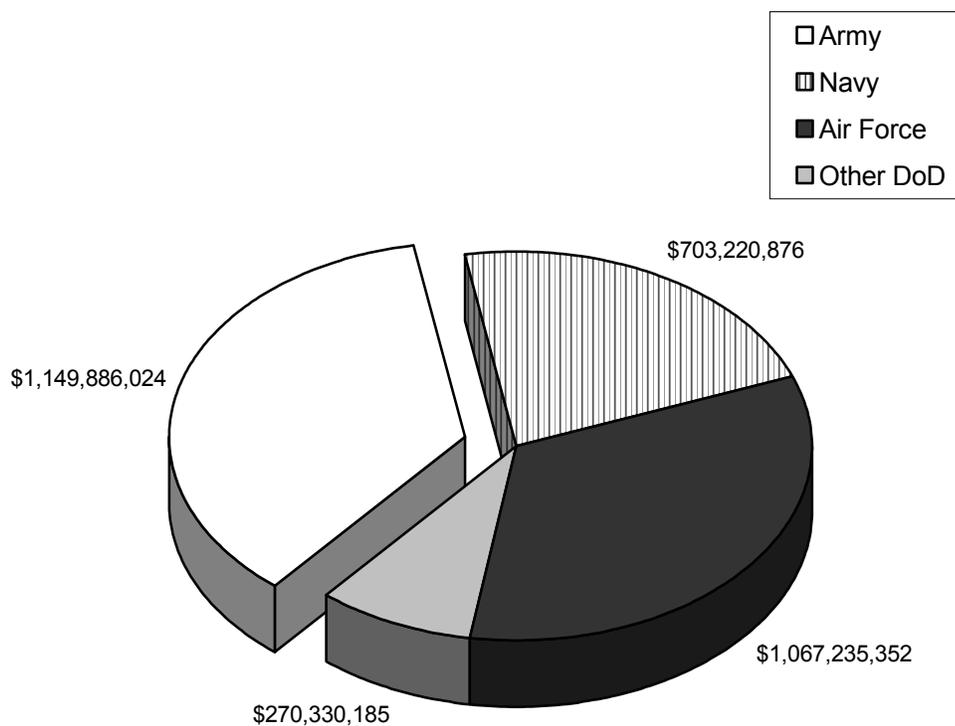


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<sup>4</sup>Source: DCADS. Information is unaudited and is presented as background only. Accuracy of the data does not affect the conclusions of this report.

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**Figure C-5. Utilities and Housekeeping-Total Contracting Dollars Awarded for FY 2000<sup>5</sup>**

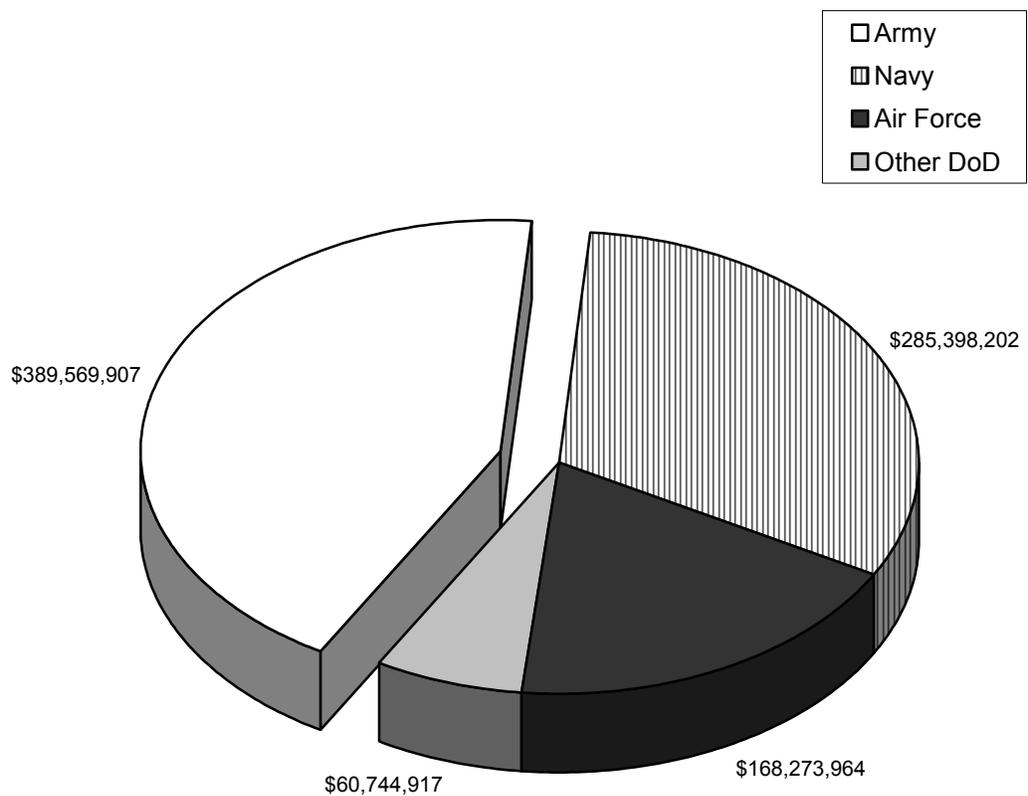


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<sup>5</sup>Source: DCADS. Information is unaudited and is presented as background only. Accuracy of the data does not affect the conclusions of this report.

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**Figure C-6. Training and Education-Total Contracting Dollars Awarded for FY 2000<sup>6</sup>**



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<sup>6</sup>Source: DCADS. Information is unaudited and is presented as background only. Accuracy of the data does not affect the conclusions of this report.

**Table C-1. Federal Supply Codes for Medicial Services-Contract Actions  
Awarded FY 2000<sup>7</sup>**

FSC Code	Type of Service	Awarded Commercially	Not Awarded Commercially	Total
Q101	Dependent Medicare Services	\$ 752,077	\$ 200,211	\$ 952,288
Q201	General Health Care Services	505,718,035	1,361,846,174	1,867,564,209
Q301	Laboratory Testing Services	9,480,745	8,221,508	17,702,253
Q401	Nursing Services	8,046,745	25,591,639	33,638,384
Q402	Nursing Home Care Contracts	151,080	0	151,080
Q403	Evaluation and Screening	71,762	182,761	254,523
Q501	Anesthesiology Services	1,120,747	585,368	1,706,115
Q502	Cardio-Vascular Services	-18,640	731,940	713,300
Q503	Dentistry Services	950,105	43,824,319	44,774,424
Q504	Dermatology Services	0	79,456	79,456
Q505	Gastroenterology Services	220,488	0	220,488
Q507	Gynecology	1,657,122	2,081,142	3,738,264
Q508	Hematology Services	28,500	0	28,500
Q509	Internal Medicine Services	661,275	1,075,382	1,736,657
Q510	Neurology Services	255,670	0	255,670
Q511	Ophthalmology Services	45,032	132,696	177,728
Q512	Optometry Services	210,206	37,440	247,646
Q513	Orthopedic Services	58,750	640,303	699,053
Q514	Otolaryngology Services	812,542	0	812,542
Q515	Pathology Services	270,431	2,407,666	2,678,097
Q516	Pediatric Services	284,410	9,821,634	10,106,044
Q517	Pharmacology Services	2,740,743	4,486,606	7,227,349
Q518	Physical Medicine and Rehabilitation Services	781,101	1,187,589	1,968,690
Q519	Psychiatry Services	1,446,464	856,450	2,302,914
Q521	Pulmonary Services	259,400	0	259,400
Q522	Radiology Services	1,253,225	9,517,453	10,770,678
Q523	Surgery Services	276,180	929,251	1,205,431
Q525	Urology Services	495,720	0	495,720
Q526	Medical/Psychiatric Consulation Services	1,396,100	0	1,396,100
Q527	Nuclear Medicine	0	532,232	532,232
Q999	Other Medical Services	21,463,964	245,835,216	267,299,180
<b>Total Awarded</b>		<b>\$ 560,889,979</b>	<b>\$1,720,804,436</b>	<b>\$ 2,281,694,415</b>

<sup>7</sup>Source: DCADS. Information is unaudited and is presented as background only. Accuracy of the data does not affect the conclusions of this report.

**Table C-2. Federal Supply Codes for Utilities and Housekeeping-Contract Actions Awarded FY 2000<sup>8</sup>**

FSC Code	Type of Service	Awarded Commercially	Not Awarded Commercially	Total
S111	Gas Services	\$ 5,694,736	\$ 103,130,410	\$ 108,825,146
S112	Electric Services	12,470,252	678,413,423	690,883,675
S113	Telephone and/or Communications Services	71,756,711	139,609,389	211,366,100
S114	Water Services	4,312,390	94,180,363	98,492,753
S119	Other Utilities	8,724,885	157,251,082	165,975,967
S201	Custodial-Janitorial Services	118,610,047	222,068,440	340,678,487
S202	Fire Protection Services	1,988,202	6,044,797	8,032,999
S203	Food Services	99,369,187	185,714,592	285,083,779
S204	Fueling and Other Petroleum Excluding Storage	368,000	14,845,103	15,213,103
S205	Trash/Garbage Collection Svcs- Incl Port San Svcs	30,738,963	77,783,899	108,522,862
S206	Guard Services	21,347,533	75,464,153	96,811,686
S207	Insect and Rodent Control	1,195,802	4,715,626	5,911,428
S208	Landscaping/Groundskeeping Services	52,295,283	91,383,552	143,678,835
S209	Laundry and Dry Cleaning	21,195,516	26,120,493	47,316,009
S211	Surveillance Services	609,347	5,089,025	5,698,372
S212	Solid Fuel Handling Services	137,613	1,088,704	1,226,317
S214	Carpet Laying and Cleaning Services	2,431,567	1,870,926	4,302,493
S215	Warehousing and Storage	3,846,110	43,168,456	47,014,566
S216	Facilities Operations Support	37,381,647	444,739,624	482,121,271
S217	Interior Landscaping	0	20,414	20,414
S218	Snow Removal/Salt Services	1,321,577	886,562	2,208,139
S222	Waste Treatment and Storage	1,751,838	13,545,245	15,297,083
S299	Other Housekeeping Services	31,285,555	274,705,398	305,990,953
<b>Total Awarded</b>		<b>\$ 528,832,761</b>	<b>\$ 2,661,839,676</b>	<b>\$ 3,190,672,437</b>

<sup>8</sup>Source: DCADS. Information is unaudited and is presented as background only. Accuracy of the data does not affect the conclusions of this report.

**Table C-3. Federal Supply Codes for Training and Education-Contract Actions Awarded FY 2000<sup>9</sup>**

FSC Code	Type of Service	Awarded Commercially	Not Awarded Commercially	Total
U001	Lectures for Training	\$ 1,337,140	\$ 12,829,707	\$ 14,166,847
U002	Personnel Testing	176,924	4,210,232	4,387,156
U003	Reserve Training (Military)	350,475	3,241,918	3,592,393
U004	Scientific and Management Education	154,477	6,104,617	6,259,094
U005	Tuition, Registration, and Membership Fees	5,868,432	107,493,593	113,362,025
U006	Vocational/Technical	8,332,868	54,723,822	63,056,690
U008	Training/Curriculum Development	2,892,071	70,072,414	72,964,485
U009	Education Services	18,347,286	167,136,263	185,483,549
U010	Certification and Accreditation for Educational Institutions	615,994	566,159	1,182,153
U011	AIDS Training	223,850	0	223,850
U012	ADP Software, Equipment, and Tele Training	3,629,249	3,218,083	6,847,332
U099	Other Education and Training Services	10,468,223	421,993,193	432,461,416
<b>Total Awarded</b>		<b>\$ 52,396,989</b>	<b>\$ 851,590,001</b>	<b>\$ 903,986,990</b>

<sup>9</sup>Source: Defense Contract Action Data System (DCADS). Information is unaudited and is presented as background only. Accuracy of the data does not affect the conclusions of this report.

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## **Appendix D. Report Distribution**

### **Office of the Secretary of Defense**

Under Secretary of Defense for Acquisition, Technology, and Logistics  
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Under Secretary of Defense (Comptroller)  
Deputy Chief Financial Officer  
Deputy Comptroller (Program/Budget)

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Assistant Secretary of the Army for Acquisition, Logistics, and Technology  
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Commander, Forces Command  
Commander, US Army Medical Command  
Auditor General, Department of the Army

### **Department of the Navy**

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Auditor General, Department of the Navy

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Assistant Secretary of the Air Force (Financial Management and Comptroller)  
Auditor General, Department of the Air Force

### **Other Defense Organizations**

Director, Defense Contract Audit Agency  
Director, Defense Information Systems Agency  
Director, Defense Intelligence Agency  
Director, Defense Logistics Agency  
Director, Defense Systems Management College  
Director, National Imagery and Mapping Agency  
Director, National Security Agency  
Director, Tricare Management Activity  
Director, Washington Headquarters Services

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## **Non-Defense Federal Organizations and Individuals**

Office of Management and Budget

## **Congressional Committees and Subcommittees, Chairman and Ranking Minority Member**

Senate Committee on Appropriations

Senate Subcommittee on Defense, Committee on Appropriations

Senate Committee on Armed Services

Senate Committee on Governmental Affairs

House Committee on Appropriations

House Subcommittee on Defense, Committee on Appropriations

House Committee on Armed Services

House Committee on Government Reform

House Subcommittee on Government Efficiency, Financial Management, and Intergovernmental Relations, Committee on Government Reform

House Subcommittee on National Security, Veterans Affairs, and International Relations, Committee on Government Reform

House Subcommittee on Technology and Procurement Policy, Committee on Government Reform

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