

STATEMENT OF TERRY RANEY
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In Iraq and Afghanistan
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Chairman Thibault and Chairman Shays, and distinguished members of the Commission on Wartime Contracting, thank you for the opportunity to testify before the Commission today. My name is Terry Raney and I am a Senior Vice-President at CACI International. I am the manager of the business group at CACI that provides acquisition management support to the Joint Contracting Command – Iraq and Afghanistan (JCC-I/A). This business group provides acquisition, program management, and scientific, engineering and technical assistance (SETA) support to contracting, acquisition, project and program offices in both the Department of Defense and Federal Civilian Agencies.

I am a retired Air Force Colonel and spent much of my 27 plus year career in the contracting and acquisition workforce as a contracting officer and price analyst at the operational, major systems, plant representative and secretariat levels. I was the Air Force policy member of the Defense Acquisition Regulations Council and also served as the Acting Associate Deputy Assistant Secretary of the Air Force for Contracting. I was also a Department Chair and course director of the Advanced Program Management Course at the Defense Acquisition University and was the Deputy Department Head of the Department of Economics at the U.S. Air Force Academy. I hold a Bachelor and Master of Arts in Economics from Memphis State University and a PhD in Economics from Georgetown University. On behalf of CACI International I look forward to

answering your questions and assisting the Commission in its important work, including identifying improvements to the contingency and expeditionary contracting and program management processes in a wartime environment.

CACI provides professional services and information technology solutions that our customers need to prevail in the defense, intelligence, homeland security, and federal civilian government arenas. We are headquartered in Arlington, VA with approximately 12,800 employees and 120 offices worldwide.

We support our customers through what we call our functional core competencies. These are concentrated areas of expertise and solutions we offer for some of our government's most critical challenges. They include command, control, communication, computer surveillance and reconnaissance services; information and knowledge management; integrated security and intelligence; and program management and SETA support services.

CACI has a very small number of personnel providing support in Iraq and Afghanistan, less than 2% of our entire population. Other than the JCC-I/A contract for acquisition management services, which I will discuss below, CACI has approximately 185 CACI employees providing various types of support to the Department of Defense in Iraq and Afghanistan, including technical support for reconnaissance, sensor and surveillance systems; operational support for improvised explosive device targeting and defeat programs; and linguistic support for document exploitation. None of the contracts this work is being performed under were solicited or awarded by the JCC-I/A.

CACI has been supporting the JCC-I/A and its predecessor organizations since March 2004 with acquisition management support. We are currently on our third

contract, having won all three in full and open competition. We have approximately 50 employees providing acquisition management support to the JCC-I/A government contracting officers and managers. Our personnel provide advisory and assistance support, including helping conduct market research, assisting in the documentation of requirements in a format for solicitations so they are clear and understandable, documenting acquisition strategy options, preparing solicitation documentation, and supporting contract administration and contract closeout.

We understand the need to ensure that our employees providing acquisition management support do not perform inherently governmental functions. Our employees supporting the JCC-I/A are trained that they must avoid even the appearance of being able to commit the government and that they have no authority to make requirements determinations or obligate the government in any way and must always protect all government and third-party proprietary and sensitive information. Our employees are directed to identify and represent themselves as contractor employees at all times and in all communications, including emails and written correspondence. CACI personnel do NOT make contracting decisions and do not operate as pseudo-contracting officers or as contracting officer representatives.

We also fully understand the importance of avoiding actual and potential conflicts of interest in the performance of acquisition management support and in our contract supporting the JCC-I/A we have committed to not bid on any solicitations issued by the JCC-I/A. In addition, the CACI business group supporting the JCC-I/A is firewalled from the other CACI business groups by organizational, physical location and reporting separation.

The commission has specifically asked for our thoughts and observations on how the government can improve its management of contractors in support roles, including how to ensure that contractors do not assume, in performance, roles that are inherently governmental. CACI provides advisory and assistance services and SETA-type support to many different government agencies. There are two keys to ensuring that contractor employees do not cross the line during performance into inherently governmental roles. First, the contractor must have clear internal policies, frequent communications with its employees, concise recurring training for its employees, constant management attention, and open communication with the government customer, including the contracting officer and the contracting officer's representative. Second, we also believe that it is incumbent upon the government to have clear policies, processes, understandings and training for government personnel in this area and to clearly communicate those policies to contractors.

CACI is very proud of the work our dedicated employees are performing in Iraq and Afghanistan in support of the JCC-I/A and the war fighter. Our employees perform their responsibilities in a dangerous and uncertain environment, often at great risk to themselves and substantial sacrifice to their families. We strive at CACI to provide them with the best possible support, with integrity and honesty, to assist them in their support of their customer's mission.

Thank you again for this opportunity to provide and discuss with the Commission our thoughts and observations on how the contingency and expeditionary contracting systems and processes may be improved so that we all can better serve our nation's men and women in uniform. I look forward to answering your questions.