

UNITED STATES HOUSE OF REPRESENTATIVES
COMMITTEE ON GOVERNMENT REFORM — MINORITY STAFF
SPECIAL INVESTIGATIONS DIVISION
JUNE 2006

DOLLARS, NOT SENSE:
GOVERNMENT CONTRACTING
UNDER THE BUSH ADMINISTRATION

PREPARED FOR
REP. HENRY A. WAXMAN

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EXECUTIVE SUMMARY

- Procurement Spending Is Accelerating Rapidly.
- Contract Mismanagement Is Widespread.
- The Costs to the Taxpayer Are Enormous.

Growth in Contracting

- Reliance on Abuse-Prone Contract Types Is Increasing.

- Abuse of Contract Flexibilities Is Common.

- Poor Contract Planning Is a Recurring Problem.

Contract Mismanagement

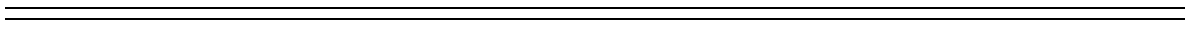
- Award of Noncompetitive Contracts Is Increasing.

- Contract Oversight Is Inadequate.

Cost to the Taxpayer

- Auditor Findings Are Disregarded and Contractor Performance Ignored in Fee Awards.

- Corruption Appears to Be Growing.



INTRODUCTION

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**“The general idea that the business of government is not to provide services, but see to it that [services] are provided, seems self-evident to me.”
-Mitch Daniels, OMB**

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¹ Office of the President of the United States, *The President's Management Agenda Fiscal Year 2002* (online at www.whitehouse.gov/omb/budget/fy2002/mgmt.pdf) (accessed June 5, 2006).

² *Id.*

³ *The Best Deal in Town?*, Government Executive (Aug. 1, 2001).

⁴ *Businesses See Bonanza in Homeland Security*, USA Today (July 11, 2002).

⁵ PBS Frontline, *Truth, War, and Consequences: Interview with Gen. Jay Garner* (July 17, 2003) (online at www.pbs.org/wgbh/pages/frontline/shows/truth/interviews/garner.html).

⁶ *Bush Turns to Big Military Contractors for Border Control*, New York Times (May 18, 2006).

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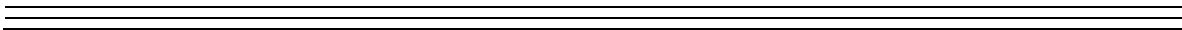
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⁷ Unless noted otherwise, data is given for the fiscal year, not the calendar year.

⁸ Letter from Katherine Schinasi, Managing Director, Acquisition and Sourcing Management, U.S. Government Accountability Office, to Office of Management and Budget Director Joshua B. Bolten (Sept. 27, 2005) (online at www.gao.gov/new.items/d05960r.pdf).

⁹ Letter from William T. Woods, Director, Acquisition and Sourcing Management, U.S. General Accounting Office, to Office of Management and Budget Director Joshua B. Bolten (Dec. 30, 2003) (online at www.gao.gov/new.items/d04295r.pdf).

I. THE GROWTH IN FEDERAL CONTRACTING

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President Bush has said that “limiting the size and scope of government” is one of the “values I hold dear to my heart.” Yet total federal expenditures have increased from \$1.8 trillion to \$2.5 trillion since he has been in office.

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A. Overall Spending

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¹⁰ President Bush, *Remarks at Oak Park High School in Kansas City, Missouri* (June 17, 2002).

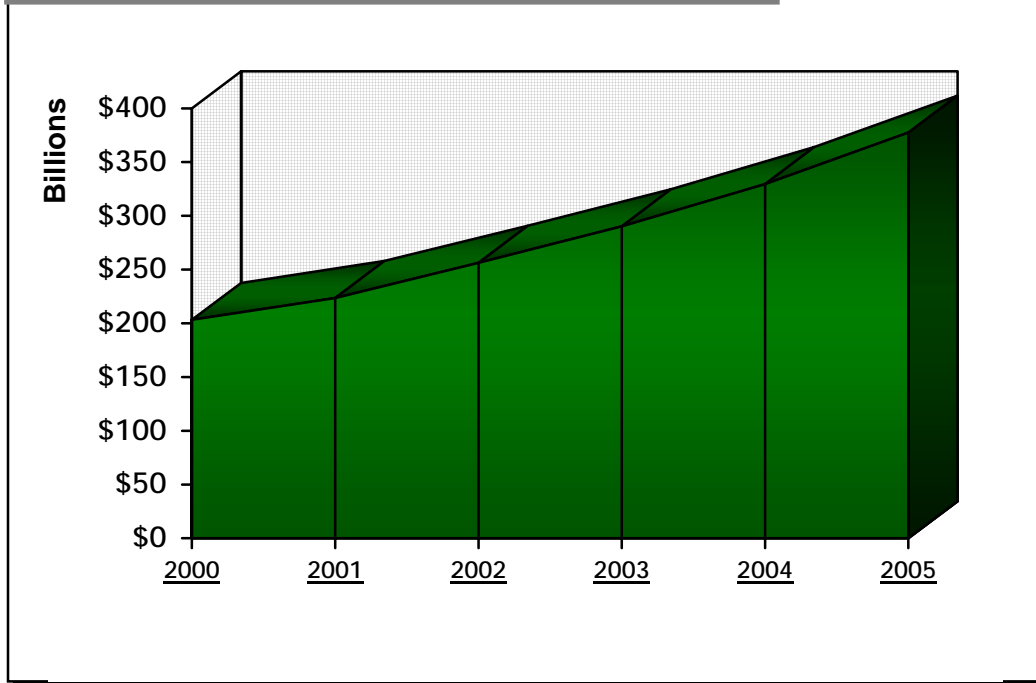
¹¹ President Bush, *Remarks at a Fundraiser for Representative Tom Lantham in Des Moines, Iowa* (Mar. 4, 2002).

¹² Office of Management and Budget, *Budget of the United States Government, Fiscal Year 2007, Historical Tables* (Feb. 2006) (online at www.whitehouse.gov/omb/budget/fy2007/pdf/hist.pdf).

¹³ *Id.*

¹⁴ Unless otherwise noted, data on procurement spending in the report comes from the Eagle Eye Federal Prime Contracts (FPC) database application for FY 1999-FY 2003, FY 2004, and FY 2005 (Preliminary).

FIGURE 1: Overall Federal Contract Spending Has Increased



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¹⁵ U.S. Department of Labor, Bureau of Labor Statistics, *Inflation Calculator* (online at <http://data.bls.gov/cgi-bin/cpicalc.pl>) (accessed May 8, 2006).

¹⁶ U.S. Department of Commerce, Bureau of Economic Analysis, *National Income and Product Accounts Tables* (online at www.bea.gov) (accessed May 8, 2006).

¹⁷ Office of Management and Budget, *Budget of the United States Government, Fiscal Year 2007, Historical Tables* (Feb. 2006) (online at www.whitehouse.gov/omb/budget/fy2007/pdf/hist.pdf).

¹⁸ *Id.*

B. Spending by Department

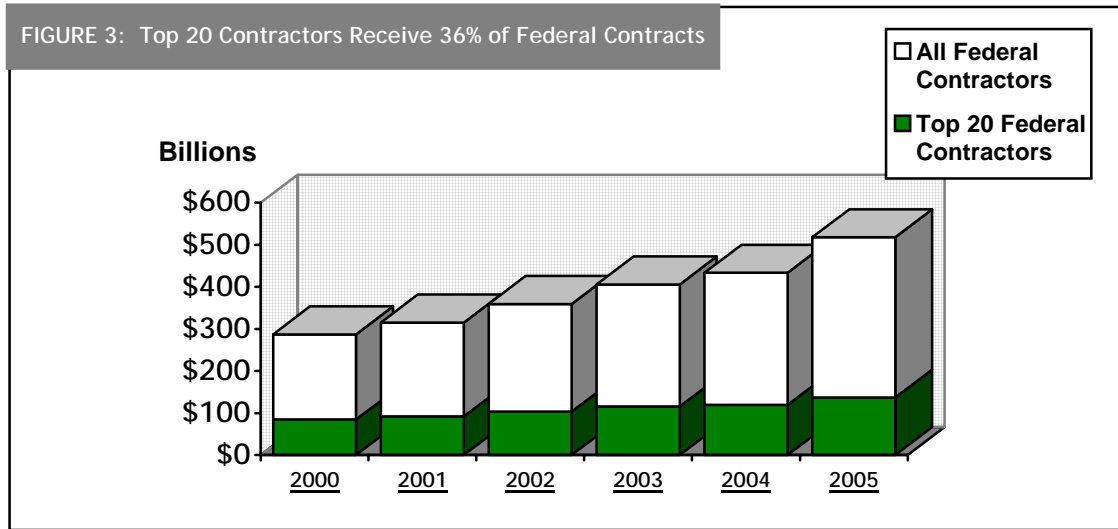
FIGURE 2: Agencies With Contracting Budgets Over \$1 Billion

AGENCY	2000 Con. Budget	2005 Con. Budget	% Increase
DOD	\$133,478,257,000	\$270,028,727,487	102.3%
DOE	\$17,007,176,000	\$22,915,364,474	34.7%
NASA	\$10,913,981,000	\$14,973,687,518	37.2%
GSA	\$11,304,606,921	\$12,826,179,536	13.5%
DHS	0*	\$9,997,384,261	N/A
DVA	\$3,879,842,000	\$8,545,084,495	120.2%
HHS	\$4,058,009,000	\$7,869,029,747	93.9%
STATE	\$1,235,624,600	\$5,337,068,210	331.9%
DOI	\$1,872,241,000	\$4,648,980,436	148.3%
TREAS	\$2,776,720,000	\$3,489,286,298	25.7%
USDA	\$3,674,554,912	\$3,423,054,713	-6.8%
DOJ	\$3,112,283,795	\$3,358,808,945	7.9%
DOC	\$1,792,846,000	\$1,678,182,054	-6.4%
DOL	\$1,294,760,000	\$1,632,453,209	26.1%
DOT	\$1,855,043,000	\$1,316,647,915	-29%
EPA	\$986,854,643	\$1,228,961,996	24.5%
DED	\$896,765,120	\$1,111,157,370	23.9%
HUD	\$1,126,888,644	\$1,014,596,243	-10%

*DHS was formed in 2002

C. Spending by Company

FIGURE 3: Top 20 Contractors Receive 36% of Federal Contracts



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¹⁹ International Monetary Fund, *World Economic Outlook Database, April 2006* (online at www.imf.org/external/pubs/ft/weo/2006/01/data/dbginim.cfm) (accessed May 23, 2006).

²⁰ Office of Management and Budget, *Budget of the United States Government, Fiscal Year 2007, Historical Tables* (Feb. 2006) (online at www.whitehouse.gov/omb/budget/fy2007/pdf/hist.pdf).

II. CONTRACT MISMANAGEMENT

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A. Award of Noncompetitive Contracts

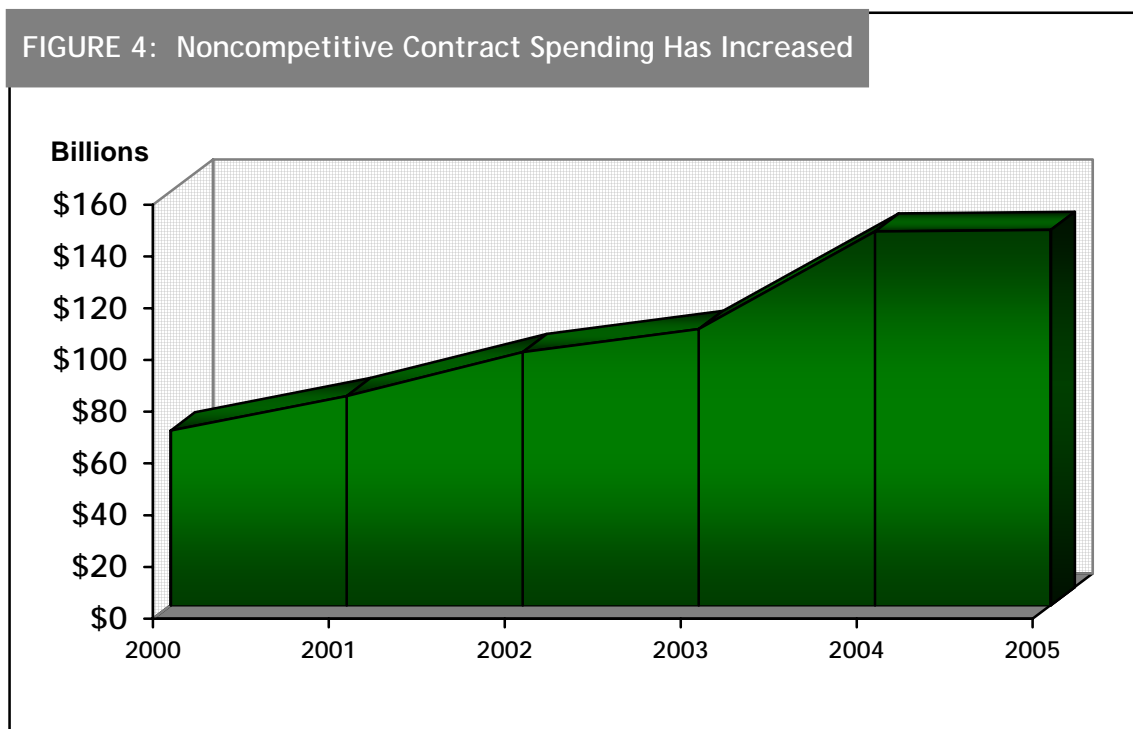
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²¹ 41 U.S.C. § 253(a)(1)(A); Federal Acquisition Regulation (hereinafter "FAR") § 6.1; FAR § 15.3.

²² See Congressional Research Services, *Iraq Reconstruction: Frequently Asked Questions Concerning the Application of Federal Procurement Statutes* (June 23, 2003); 10 U.S.C. § 2304(c); 40 U.S.C. § 253(c); 48 C.F.R. § 6.302.

FIGURE 4: Noncompetitive Contract Spending Has Increased



²³ 48 C.F.R. § 6.101.

²⁴ 48 C.F.R. § 6.303-6.304.

²⁵ For the purposes of this report, a “noncompetitive” contract is defined as a contract awarded without full and open competition.

Federal regulations require “full and open competition” in awarding contracts. From 2000 to 2005, federal spending on noncompetitive contracts grew by \$77.5 billion to \$145 billion, an increase of 115%.

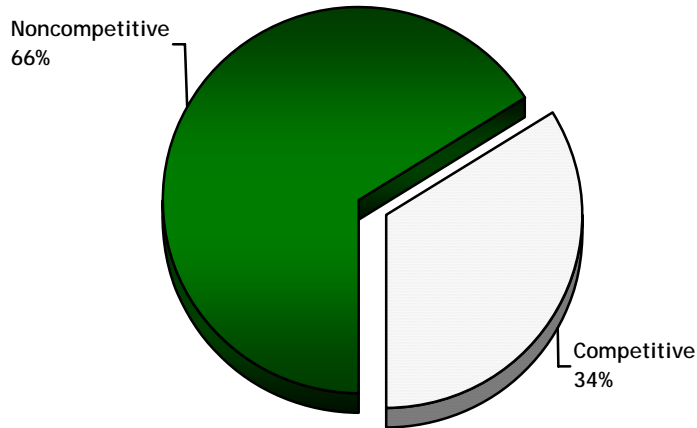
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²⁶ Letter from Reps. Henry A. Waxman and John D. Dingell to Rear Admiral (ret.) David J. Nash, Director, Program Management Office, Coalition Provisional Authority (Dec. 18, 2003) (online at www.house.gov/commerce_democrats/press/nash.12.18.03.pdf).

²⁷ Department of Homeland Security, *FEMA Contracts Awarded in Support of Hurricane Katrina Recovery Efforts* (May 29, 2006).

FIGURE 5: Overall Hurricane Katrina Contracts Awarded by FEMA

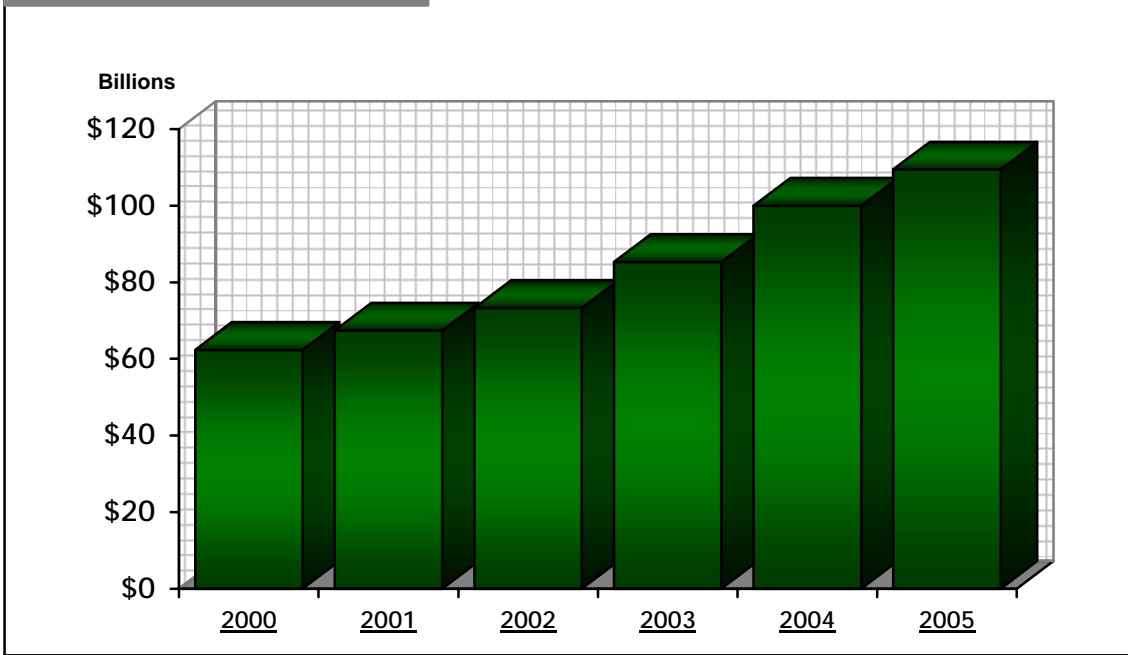


B. Reliance on Abuse-Prone Contract Types

1. COST-PLUS CONTRACTS

²⁸ See, e.g., FAR § 16.103 and FAR § 16.301.

FIGURE 6: Cost Plus Contracts



²⁹ Telephone interview between Brookings Institute Senior Fellow Peter Singer and House Government Reform Committee Minority Staff (June 14, 2006).

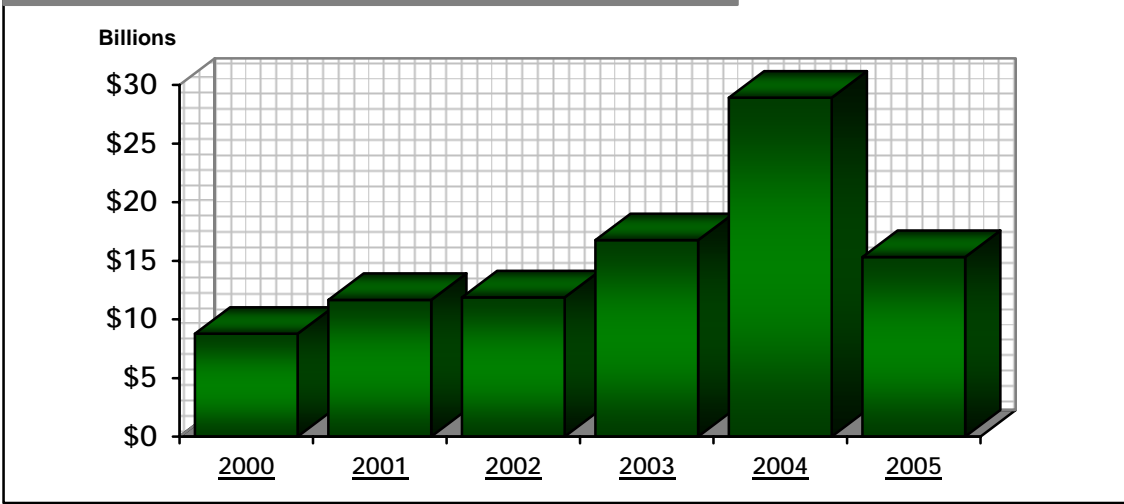
³⁰ In a "cost-plus-award-fee" contract, the contractor's fee may include both a base fee, fixed at the inception of the contract (often as a percentage of the estimated costs), plus an additional fee based on the contractor's compliance with certain criteria set forth in the contract (*e.g.*, quality, timeliness, technical ingenuity, or cost-effective management). See FAR § 16.3-16.4. Under this fee structure, it is possible for a contractor to earn most (or even all) of the award fee even when contract costs balloon, providing no economic incentive to the contractor to limit contract costs. See also Section II.F. *infra*.

FIGURE 7: Agencies With Contracting Budgets Over \$1 Billion		
Contractor	Contract	2005 Value
Halliburton - Kellogg Brown & Root	LOGCAP	\$5,082,435,949
Lockheed Martin	Joint Strike Fighter System	\$3,327,634,511
Boeing	Missile Defense Program	\$2,515,234,778
Lockheed Martin	Sandia National Laboratories	\$2,291,554,411
Humana Military Healthcare Ser.	Managed Health Care for DOD	\$2,171,654,432
United Space Alliance	(NASA)	\$2,041,458,378
Health Net Federal Services	Managed Health Care for DOD	\$1,931,014,988
TriWest Healthcare Alliance	Managed Health Care for DOD	\$1,894,225,281
Calif. Institute of Technology	(NASA)	\$1,369,412,482
Westinghouse Savannah River Co.	Savannah River Site (DOE)	\$1,325,619,805
Northrop Grumman	DD(X) Destroyer	\$1,010,929,188

2. MONOPOLY CONTRACTS

³¹ Army Field Support Command, *Media Obligation Spreadsheet* (Apr. 20, 2006).

³² Minority Staff, Special Investigations Division, House Committee on Government Reform, *Halliburton's Iraq Contracts Now Worth Over \$10 Billion* (Dec. 9, 2004) (online at www.democrats.reform.house.gov/Documents/20050916123931-74182.pdf).

FIGURE 8: Monopoly Contract Spending Has Increased

³³ 48 CFR § 16.504(c) (“[T]he contracting officer must, to the maximum extent practicable, give preference to making multiple awards of indefinite-quantity contracts under a single solicitation for the same or similar supplies or services to two or more sources”).

**“What we did was so
screwed-up that
any other way
would have been
better.”
-Prof. Charles Tiefer**

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3. MIDDLEMEN CONTRACTS

³⁴ Letter from Reps. Henry A. Waxman and John D. Dingell to Rear Admiral (ret.) David J. Nash, Director, Program Management Office, Coalition Provisional Authority (Dec. 18, 2003) (online at www.house.gov/commerce_democrats/press/nash.12.18.03.pdf).

³⁵ Minority Staff, Special Investigations Division, House Committee on Government Reform, *Contracting Abuses Under the Bush Administration* (Sept. 20, 2005) (online at www.democrats.reform.house.gov/Documents/20050920172156-47879.pdf).

³⁶ Telephone interview between University of Baltimore Law School professor Charles Tiefer and House Government Reform Committee Minority Staff (June 8, 2006).

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³⁷ See Letter from Rep. Henry A. Waxman to Brigadier General Jerome Johnson, Commander, U.S. Army Field Support Command (Nov. 30, 2004); Letter from Brigadier General Jerome Johnson, Commander, U.S. Army Field Support Command to Rep. Henry A. Waxman (Dec. 21, 2004).

³⁸ *Contractors in Iraq Make Costs Balloon*, News & Observer (Oct. 24, 2004).

³⁹ See III.C.3, *infra*.

⁴⁰ *Multiple Layers of Contractors Drive Up Cost of Katrina Cleanup*, Washington Post (Mar. 20, 2006).

⁴¹ *U.S. Paying a Premium to Cover Storm-Damaged Roofs*, Knight Ridder (Sept. 29, 2005).

⁴² House Armed Services Committee, Testimony of Kenneth J. Krieg, Under Secretary of Defense, Acquisition, Technology and Logistics, *Hearings on the Defense Logistics Agency's Prime Vendor Program* (Nov. 9, 2005).

C. Abuse of Contract Flexibilities

**“The rules and the way
they were changed
allow you to do almost
anything. People
shouldn’t be shocked.”
- Angela Styles, former
head of procurement in
the Bush White House**

⁴³ House Armed Services Committee, Testimony of Vice Admiral Keith W. Lippert, Director, Defense Logistics Agency, Hearings on the Defense Logistics Agency’s Prime Vendor Program (Nov. 9, 2005) (online at <http://armedservices.house.gov/schedules/11-9-05LippertTestimony.pdf>).

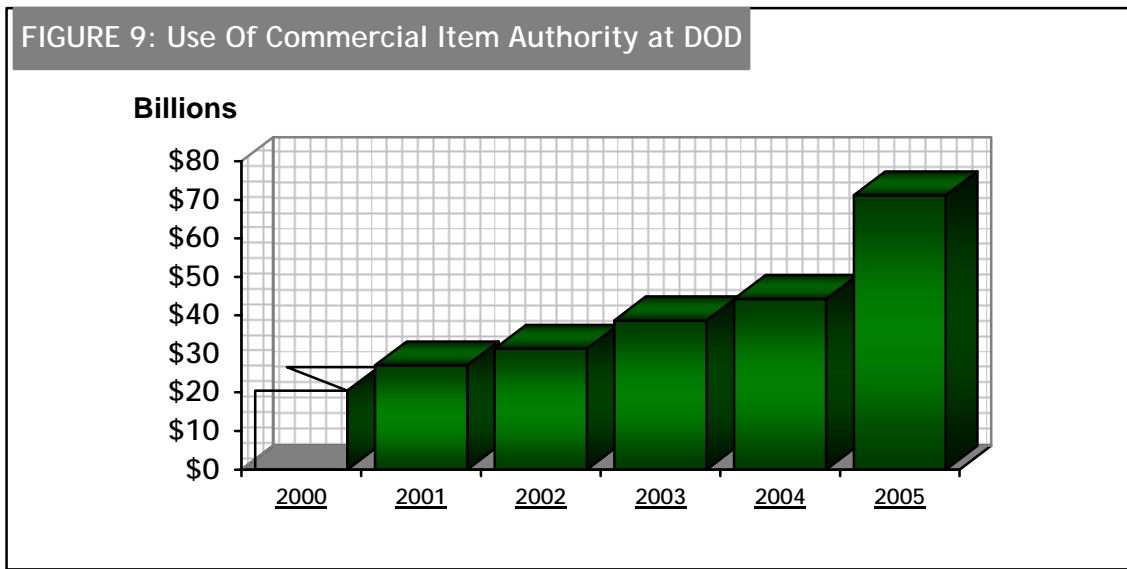
⁴⁴ *Pentagon Food Program Costs Taxpayers*, Knight Ridder (Oct. 23, 2005).

⁴⁵ *Contracts with America*, Mother Jones (May 1, 2004).

1. "COMMERCIAL ITEM" AUTHORITY

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⁴⁶ Federal Acquisition Streamlining Act of 1994, Pub. L. No. 103-355.

⁴⁷ Office of Management and Budget, Office of Federal Procurement Policy, *Emergency Procurement*

Flexibilities: A Framework for Responsive Contracting and
(May 2003) (online at www.whitehouse.gov/omb/procurement)

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2. "OTHER TRANSACTION" AUTHORITY

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⁴⁸ Department of Defense Inspector General, *Acquisition: Contracting for and Performance of the C-130J Aircraft* (July 2004) (D-2004-102).

⁴⁹ *Id.*

⁵⁰ *Id.*

⁵¹ *Rumsfeld Reverses Decision to Cancel a Disputed Plane*, *New York Times* (May 12, 2005).

⁵² 10 U.S.C. § 2371.

⁵³ National Defense Authorization Act for Fiscal Year 1994, Pub. L. 103-160 § 845.

⁵⁴ The Homeland Security Act of 2002, Pub. L. No. 107-296; Energy Policy Act of 2005, Pub. L. No. 109-58. All other agencies with research and development authority can apply to the Office of Management and Budget for "other transaction" authority for contracts related to the "response to or defense against a chemical, biological, nuclear, radiological or terrorist attack." See Services Acquisition Reform Act of 2003, Pub. L. No. 108-136.

⁵⁵ Letter from Department of Defense Deputy Inspector General Robert J. Lieberman to Rep. Tom Davis (Mar. 12, 2002) (online at www.dodig.osd.mil/audit/reports/fy02/02-064.pdf).

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⁵⁶ Senate Committee on the Armed Services, Testimony of Department of Defense Deputy Inspector General Donald Mancuso, *Hearings on Defense Acquisition*, (Apr. 26, 2000) (online at www.dodig.osd.mil/audit/reports/fy00/00-118.pdf).

⁵⁷ Memorandum from Secretary of Defense Donald Rumsfeld to Deputy Secretary of Defense, Secretaries of the Military Departments *et al.*, *Missile Defense Program Direction* (Jan. 2, 2002) (online at www.pogo.org/m/dp/dp-rumsfeld1202memo.pdf).

⁵⁸ U.S. Government Accountability Office, *Defense Acquisitions: Missile Defense Agency Fields Initial Capability but Falls Short of Original Goals* (Mar. 2006) (GAO-06-327).

⁵⁹ U.S. Government Accountability Office, *Defense Acquisitions: Future Combat Systems Challenges and Prospects for Success* (Mar. 16, 2005) (GAO-05-428T).

⁶⁰ U.S. Government Accountability Office, *Defense Acquisition: Business Case and Business Arrangements Key for Future Combat System's Success* (Mar. 1, 2006) (GAO-06-478T).

⁶¹ *Id.*

⁶² *Id.*

3. INTERAGENCY CONTRACTS

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Mishandling of interagency contracts at the Department of Defense has wasted between \$1 billion and \$2 billion over the last five years.

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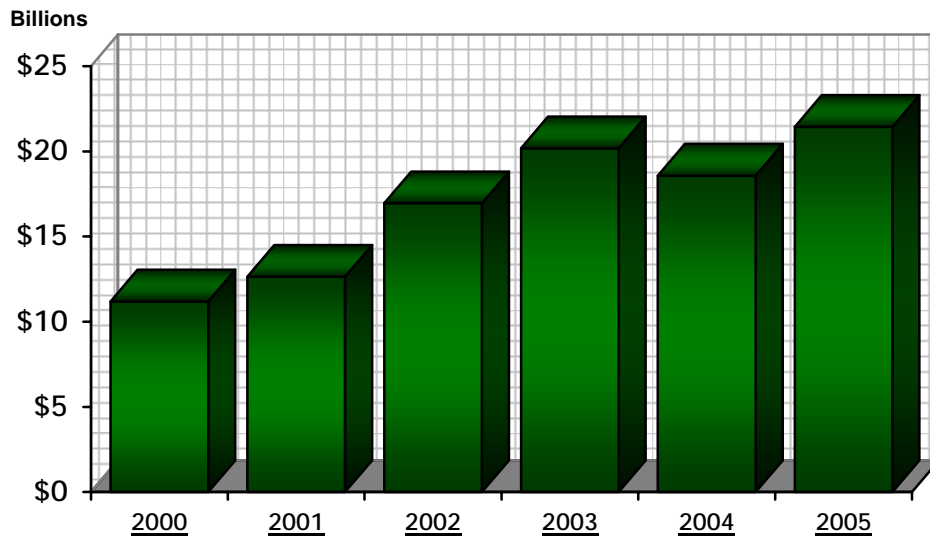
⁶³ U.S. Government Accountability Office, *High-Risk Series: An Update* (Jan. 2005) (GAO-05-207).

⁶⁴ U.S. Government Accountability Office, *GAO's 2005 High-Risk Update* (Feb. 17, 2005) (GAO-05-350T).

⁶⁵ Acquisition Advisory Panel, Interagency Contract Working Group, *Preliminary Working Group Draft* (Feb. 16, 2006) (online at www.acqnet.gov/comp/aap/workinggroups/ICWorkingGroupDraftBackgroundandIssuesCreationandContinuationFindings16Feb06.pdf); U.S. Government Accountability Office, *Interagency Contracting: Franchise Funds Provide Convenience, But Value to DOD is Not Demonstrated* (July 2005) (GAO-05-456).

⁶⁶ Acquisition Advisory Panel, Interagency Contract Working Group, *Preliminary Working Group Draft* (Feb. 16, 2006) (online at www.acqnet.gov/comp/aap/workinggroups/ICWorkingGroupDraftBackgroundandIssuesCreationandContinuationFindings16Feb06.pdf).

FIGURE 10: Federal Supply Schedules Increased 92%



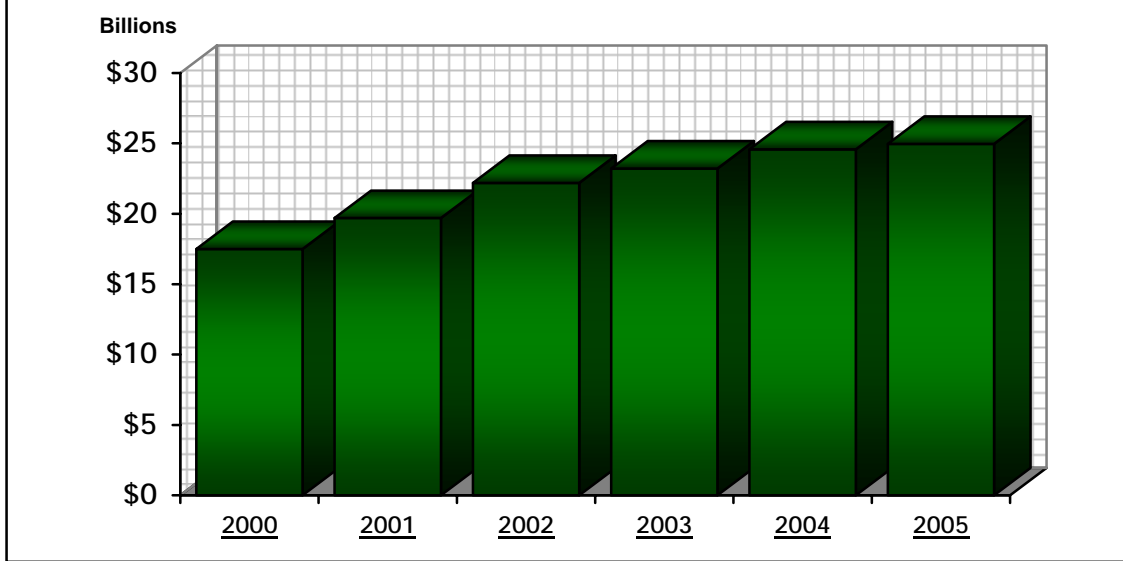
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⁶⁷ U.S. Government Accountability Office, *High-Risk Series: An Update* (Jan. 2005) (GAO-05-207).

⁶⁸ Department of Defense Inspector General, *DoD Purchases Made Through the General Services Administration* (July 29, 2005) (Report No. D-2005-096).

FIGURE 11: GSA Charge Card Transactions



⁷⁴ U.S. General Accounting Office, *Purchase Cards: Increased Management Oversight and Control Could Save Hundreds of Millions of Dollars* (Apr. 28, 2004) (GAO-04-717T).

⁷⁵ General Services Administration, *Charge Card Performance Summary* (online at www.gsa.gov/Portal/gsa/ep/programView.do?pageTypeId=8199&objectId=11490&programPage=%2Fep%2Fprogram%2FgsaDocument.jsp&programId=10137&channelId=-13503) (accessed May 17, 2006).

⁷⁶ *Id.*

⁷⁷ U.S. General Accounting Office, *Purchase Cards: Increased Management Oversight and Control Could Save Hundreds of Millions of Dollars* (Apr. 28, 2004) (GAO-04-717T).

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⁷⁸ *Id.*

⁷⁹ U.S. General Accounting Office, *Purchase Cards: Navy is Vulnerable to Fraud and Abuse but Is Taking Action to Resolve Control Weaknesses* (Sept. 2002) (GAO-02-1041).

⁸⁰ U.S. General Accounting Office, *Government Purchase Cards: Control Weaknesses Expose Agencies to Fraud and Abuse* (May 1, 2002) (GAO-02-676T).

⁸¹ U.S. General Accounting Office, *Purchase Cards: Increased Management Oversight and Control Could Save Hundreds of Millions of Dollars* (Apr. 28, 2004) (GAO-04-717T).

⁸² U.S. General Accounting Office, *Federal Budget: Opportunities for Oversight and Improved Use of Taxpayer Funds* (June 18, 2003) (GAO-03-922T).

⁸³ Katrina Relief Appropriations Bill, Pub. L. No. 109-62.

⁸⁴ Minority Staff, House Committee on Government Reform, *Administration Reverses Government Credit Card Limit Increase* (Oct. 4, 2005) (online at www.democrats.reform.house.gov/story.asp?ID=935).

⁸⁵ President's Council on Integrity and Efficiency, Executive Council on Integrity and Efficiency, *Oversight of Gulf Coast Hurricane Recovery: A Semiannual Report to Congress* (Apr. 30, 2006).

5. ALASKA NATIVE PREFERENCES

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⁸⁶ 43 USC § 1601 *et seq.*

⁸⁷ U.S. Government Accountability Office, *Contract Management: Increased Use of Alaska Native Corporations' Special 8(a) Provisions Calls for Tailored Oversight* (Apr. 2006) (GAO-06-399).

⁸⁸ U.S. General Accounting Office, *Report to the Honorable Ted Stevens, U.S. Senate: Information on Alaska Native Corporations* (Aug. 16, 1983) (GAO/RCED-83-173).

⁸⁹ Consolidated Omnibus Budget Reconciliation Act of 1985, Pub. L. 99-272 § 18015.

⁹⁰ *Id.*

⁹¹ 13 C.F.R. § 125.6(a). In the case of certain construction contracts, the requirement that Alaska Native Corporations perform 50% of the work can be reduced to 15%. *Id.*

⁹² U.S. Government Accountability Office, *Contract Management: Increased Use of Alaska Native Corporations' Special 8(a) Provisions Calls for Tailored Oversight* (Apr. 2006) (GAO-06-399).

Alaska Native Corporations are eligible to receive sole-source federal contracts of unlimited value. GAO called the provisions an “open checkbook.”

⁹³ U.S. Government Accountability Office, *Increased Use of Alaska Native Corporations’ Special 8(a) Provisions Calls for Tailored Oversight* (Apr. 27, 2006) (GAO-06-399).

⁹⁴ *Id.*

⁹⁵ *Id.*

D. Poor Contract Planning

⁹⁶ *Id.*; *Union Reports Problems at Army Bases*, Washington Post (Sept. 6, 2005); *Security for the Homeland, Made in Alaska*, New York Times (Aug. 12, 2004).

⁹⁷ Letter from Rep. Henry A. Waxman to Vice President Richard B. Cheney (June 10, 2004).

⁹⁸ U.S. Government Accountability Office, *Military Operations: DOD's Extensive Use of Logistics Support Contracts Require Strengthened Oversight*, (July 21, 2004) (GAO-04-854).

⁹⁹ Senate Committee on Armed Services, Testimony of Special Inspector General for Iraq Reconstruction Stuart W. Bowen, Jr., *Hearings on Contracting Issues in Iraq* (Feb. 7, 2006).

The failure “to explicitly consider the need for and management of the contractor community” played a major role in the mismanagement of the Hurricane Katrina relief effort.
-U.S. Government Accountability Office

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¹⁰⁰ U.S. Government Accountability Office, *Agency Management of Contractors Responding to Hurricanes Katrina and Rita* (Mar. 16, 2006) (GAO-06-461R).

¹⁰¹ Statement of U.S. Comptroller General David M. Walker, House Select Bipartisan Committee to Investigate the Preparation for and Response to Hurricane Katrina (Feb. 1, 2006) (GAO-06-365R).

¹⁰² U.S. Government Accountability Office, *Agency Management of Contractors Responding to Hurricanes Katrina and Rita* (Mar. 16, 2006) (GAO-06-461R).

¹⁰³ U.S. Government Accountability Office, *Agency Management of Contractors Responding to Hurricanes Katrina and Rita* (Mar. 2006) (GAO-06-461R).

¹⁰⁴ *Id.*

¹⁰⁵ Department of Homeland Security, Inspector General, *Department of Homeland Security's Procurement and Program Management Operations* (Sept. 2005) (OIG-05-53).

¹⁰⁶ Briefing by Gregory D. Rothwell, Chief Procurement Officer, Department of Homeland Security, to House Government Reform Committee Staff (Sept. 19, 2005).

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E. Inadequate Contract Oversight

¹⁰⁷ Department of Justice Inspector General, *The Federal Bureau of Investigation's Management of the Trilogy Information Technology Modernization Project* (Feb. 2005) (Audit Report 05-07).

¹⁰⁸ Department of Justice Inspector General, *Top Management and Performance Challenges in the Department of Justice — 2005* (online at <http://www.usdoj.gov/oig/challenges/2005.htm>) (accessed May 17, 2006).

¹⁰⁹ Senate Committee on Appropriations, Testimony of FBI Director Robert S. Mueller, III, *Hearings on the FBI's Information Technology Modernization Program, Trilogy* (Feb. 3, 2005).

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-Special Inspector General for Iraq Reconstruction**

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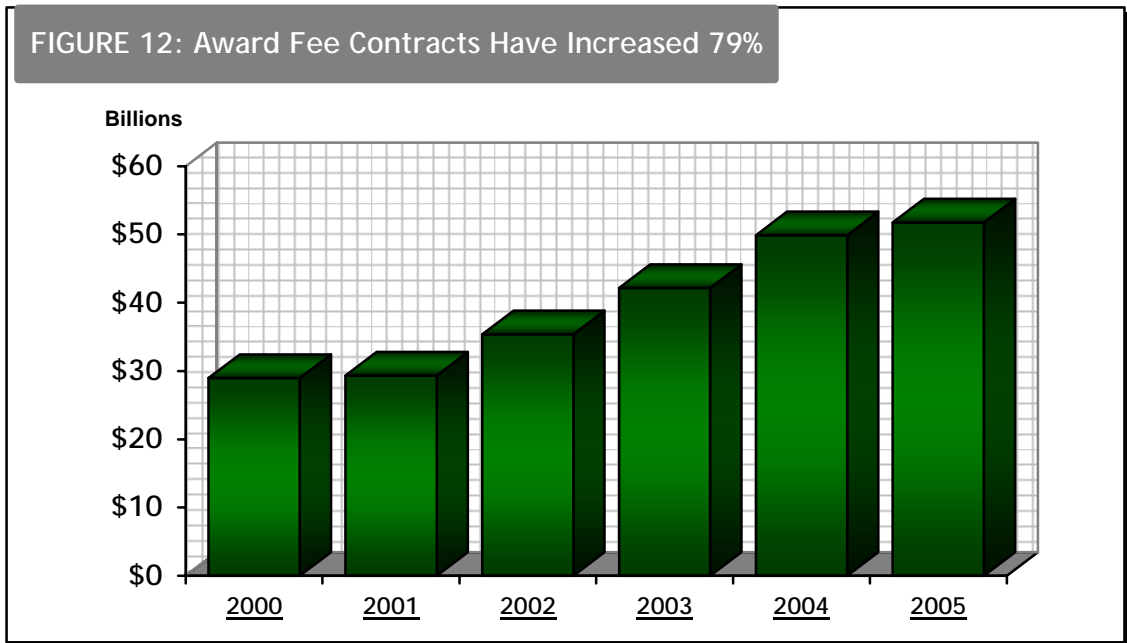
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G. Corruption

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- **Darleen Druyun, former Air Force Principal Deputy Assistant Secretary for Acquisition and Management.**

- **Kevin Marlowe, former chief of acquisitions for the Defense Information Systems Agency.**

- **Col. Tom Spellissy (ret.), Special Operations Command.**

- **Robert Stein, Jr., former comptroller for the Coalition Provisional Authority.**

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III. COSTS TO THE TAXPAYER

“Einstein said insanity is doing the same thing over and over again and expecting a different result. They never learn anything. ... No wonder costs are out of control.”

-Clark Kent Ervin, former Department of Homeland Security Inspector General

A. Wasteful Homeland Security Contracts

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The chief executive of an “event logistics” company — newly formed by two former travel agency employees — received over \$5 million for just nine months of work.

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5. THE CONTRACT FOR BORDER SURVEILLANCE

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-U.S. Government Accountability Office**

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²¹⁴ Department of Homeland Security Inspector General, *Implementation of the United States Visitor and Immigrant Status Indicator Technology Program at Land Border Ports of Entry* (Feb. 2005) (OIG-05-11).

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5. THE CUSTER BATTLES CONTRACTS

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Custer Battles had no experience in the security industry. In fact, the government reportedly “fronted the startup money: \$2 million in cash, stuffed by partner Mike Battles into a duffel bag.”

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²⁵⁶ *Id.*

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C. Wasteful Katrina Contracts

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²⁶⁵ President's Council on Integrity and Efficiency, Executive Council on Integrity and Efficiency, *Oversight of Gulf Coast Hurricane Recovery: A Semiannual Report to Congress* (Apr. 30, 2006).

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²⁷⁰ *Id.*

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²⁷³ House Committee on Government Reform, Testimony of Ashbritt, Inc. President Randall Perkins, *Hearings on Contracting and Hurricane Katrina* (May 4, 2006).

²⁷⁴ House Committee on Government Reform, Testimony of David Machado, Necaise Brothers Construction, *Hearings on Contracting and Hurricane Katrina* (May 4, 2006).

²⁷⁵ Memorandum from Rep. Henry A. Waxman to Democratic Members of the House Government Reform Committee (May 4, 2006) (citing Army Corps of Engineers and Defense Contract Audit Agency documents) (online at www.democrats.reform.house.gov/story.asp?ID=1050).

²⁷⁶ *Id.*

²⁷⁷ *Id.*

²⁷⁸ *Multiple Layers of Contractors Drive Up Cost of Katrina Cleanup*, Washington Post (Mar. 20, 2006).

3. THE CONTRACTS FOR MANUFACTURED HOMES AND TRAILERS

²⁷⁹ *Tiers of Subcontractors Bleed Off Reconstruction Money*, Newhouse News Service (Jan. 9, 2006).

²⁸⁰ President's Council on Integrity and Efficiency, Executive Council on Integrity and Efficiency, *Oversight of Gulf Coast Hurricane Recovery: A Semiannual Report to Congress* (Apr. 30, 2006); Committee on Homeland Security and Governmental Affairs, Testimony of Department of Homeland Security Inspector General Richard L. Skinner, *Hearings on Hurricane Katrina: Waste, Fraud and Abuse Worsen the Disaster* (Feb. 13, 2006).

²⁸¹ Senate Homeland Security and Governmental Affairs Committee, Testimony of DHS Inspector General Richard L. Skinner, *Hearings on Hurricane Katrina: Waste, Fraud and Abuse Worsen the Disaster* (Feb. 13, 2006).

²⁸² *Id.*

²⁸³ President's Council on Integrity and Efficiency, Executive Council on Integrity and Efficiency, *Oversight of Gulf Coast Hurricane Recovery: A Semiannual Report to Congress* (Apr. 30, 2006).

²⁸⁴ *Id.*; *FEMA's Trailer 'Boneyard' Blasted*, The Sun Herald (Dec. 13, 2005) (online at www.sunherald.com/mld/sunherald/13394657.htm).

4. THE CONTRACT WITH CARNIVAL CRUISE LINES

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5. THE CONTRACT FOR BASE CAMPS

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²⁸⁵ Senate Homeland Security and Governmental Affairs Committee, Testimony of Scott Wells, Deputy Federal Coordinating Officer, FEMA, *Hearings on Hurricane Katrina: Perspectives of FEMA's Operations Professionals* (Dec. 8, 2005).

²⁸⁶ The occupancy rates used in this calculation are based on FEMA and Department of Homeland Security reports. See FEMA Weekly Reports (Oct. 13, 2005 through Feb. 28, 2006); Department of Homeland Security, *Management Advisory Report on the Acquisition of Cruise Ships for Hurricane Katrina Evacuees (Report Number GC-HQ-06-11)* (Feb. 16, 2006) (online at www.dhs.gov/interweb/assetlibrary/OIG_GC_HQ_06-11.pdf).

²⁸⁷ Letter from Rep. Henry A. Waxman to Secretary of Homeland Security Michael Chertoff (Oct. 20, 2005).

²⁸⁸ Department of Homeland Security Inspector General, *Clearbrook, LLC Billing Errors Under Contract Number HSF-06-05-F-6232* (Nov. 2005) (GC-LA-06-07).

²⁸⁹ *Payments on Katrina Contract Halted After Billing Questions*, Washington Post (Nov. 17, 2005).

²⁹⁰ Department of Homeland Security Inspector General, *Clearbrook, LLC Billing Errors Under Contract Number HSF-06-05-F-6232* (Nov. 2005) (GC-LA-06-07).

6. THE CONTRACT FOR PORTABLE CLASSROOMS

D. Other Wasteful Contracts

²⁹¹ *Id.*

²⁹² U.S. Government Accountability Office, *Hurricane Katrina: Army Corps of Engineers Contract for Mississippi Classrooms* (May 2006) (GAO-06-454).

²⁹³ U.S. Government Accountability Office, *Hurricanes Katrina and Rita: Contracting for Response and Recovery Efforts* (Nov. 2, 2005) (GAO-06-235T).

²⁹⁴ U.S. Government Accountability Office, *Defense Acquisitions: Assessments of Selected Major Weapons Programs* (Mar. 2006) (GAO-06-391).

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²⁹⁵ U.S. Government Accountability Office, *Defense Acquisitions: Actions Needed to Get Better Results on Weapons Systems Investments* (Apr. 5, 2006) (GAO-06-585T).

²⁹⁶ U.S. Government Accountability Office, *Defense Acquisitions: Assessments of Selected Major Weapons Programs* (Mar. 2006) (GAO-06-391).

²⁹⁷ *Id.*

²⁹⁸ *Id.*

²⁹⁹ Department of Justice Inspector General, *The Federal Bureau of Investigation's Management of the Trilogy Information Technology Modernization Project* (Feb. 2005) (Audit Report 05-07).

³⁰⁰ U.S. Department of Justice Inspector General, *Top Management and Performance Challenges in the Department of Justice — 2005* (online at <http://www.usdoj.gov/oig/challenges/2005.htm>) (accessed May 17, 2006).

³⁰¹ U.S. Government Accountability Office, *Information Technology: FBI Is Building Management Capabilities Essential to Successful System Deployments, but Challenges Remain* (Sept. 14, 2005) (GAO-05-1014T);

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Department of Justice Inspector General, *The Federal Bureau of Investigation's Pre-Acquisition Planning for and Controls Over the Sentinel Case Management System* (Mar. 2006) (Audit Report 06-14).

³⁰² U.S. Government Accountability Office, *NASA: Lack of Disciplined Cost-Estimating Processes Hinders Effective Program Management* (May 2004) (GAO-04-642).

³⁰³ Department of Education Inspector General, *Review of Formation Issues Regarding the Department of Education's Fiscal Year 2003 Contract with Ketchum, Inc. for Media Relations Services* (Apr. 2005) (online at www.ed.gov/about/offices/list/oig/aireports/a19f0007.pdf)

³⁰⁴ Department of Labor Inspector General, *Award and Management of Contracts for Encryption Software Were Significantly Flawed* (Mar. 31, 2005).

³⁰⁵ U.S. Government Accountability Office, *Contract Management: Further Action Needed to Improve Veterans Affairs Acquisition Function* (Oct. 2005) (GAO-06-144).

³⁰⁶ Environmental Protection Agency Inspector General, *EPA Needs to Improve Oversight of Its Information Technology Projects* (Sept. 14, 2005) (Report No. 2005-P-00023).

APPENDIX A: PROBLEM CONTRACTS

Total Number of Contracts: 118
Total Estimated Value: \$745.5 Billion

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- Contractor:** Accenture (and partners).
Department or Agency: Department of Homeland Security.
Estimated Value: \$10 billion.
Contract Description: United States Visitor and Immigrant Status Technology (US-VISIT).
Selected Audit Report(s): Department of Homeland Security Inspector General, [*Implementation of the United States Visitor and Immigrant Status Indicator Technology Program at Land Border Ports of Entry*](#) (Feb. 2005) (OIG-05-11); Department of Homeland Security Inspector General, [*US-VISIT System Security Management Needs Strengthening*](#) (Dec. 2005) (OIG-06-16); U.S. Government Accountability Office, [*Recommendations to Improve Management of Key Border Security Program Need to Be Implemented*](#) (Feb. 2006) (GAO-06-296).
Problem(s) with Contract: Lack of Defined Requirements; Wasteful Spending; Mismanagement.

2. **Contractor:** Aegis Defence Services Ltd.
Department or Agency: Department of Defense.
Estimated Value: \$292 million.
Contract Description: Reconstruction Security Support Services (RSSS) for Reconstruction Activities Through Four Regions of Iraq.
Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Compliance with Contract No. W911S0-04-C-003 Awarded to Aegis Defence Services Limited](#) (Apr. 20, 2005) (Report No. 05-005).
Problem(s) with Contract: Mismanagement.
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3. **Contractor:** Akima Site Operations, LLC.
Department or Agency: Department of Defense.
Estimated Value: \$40 million.
Contract Description: Portable Classrooms for Mississippi Schools.
Selected Audit Report(s): U.S. Government Accountability Office, [Hurricane Katrina: Army Corps of Engineers Contract for Mississippi Classrooms](#) (May 2006) (GAO-06-454); U.S. Government Accountability Office, [Hurricanes Katrina and Rita: Contracting for Response and Recovery Efforts](#) (Nov. 2, 2005) (GAO-06-235T).
Problem(s) with Contract: Wasteful Spending; Lack of Competition.
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4. **Contractor:** Alutiiq Fluor Constructors, LLC.
Department or Agency: State Department.
Estimated Value: \$55 million.
Contract Description: Renovation of Existing Office Buildings.
Selected Audit Report(s): U.S. Government Accountability Office, [Contract Management: Increased Use of Alaska Native Corporations' Special 8\(a\) Provisions Calls for Tailored Oversight](#) (Apr. 2006) (GAO-06-399).
Problem(s) with Contract: Wasteful Spending; Lack of Competition.
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5. **Contractor:** Alutiiq Security and Technology.
Department or Agency: Department of Defense.
Estimated Value: \$480 million.
Contract Description: Security Guards for Army Installations.
Selected Audit Report(s): U.S. Government Accountability Office, [Contract Security Guards: Army's Guard Program Requires Greater Oversight and Reassessment of Acquisition Approach](#) (Apr. 2006) (GAO-06-284).
Problem(s) with Contract: Wasteful Spending; Mismanagement; Lack of Competition.
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6. **Contractor:** Ashbritt.
Department or Agency: Department of Defense.

Estimated Value: \$500 million.

Contract Description: Debris Removal.

Selected Audit Report(s): Army Corps of Engineers and Defense Contract Audit Agency, [Audit Documents](#) (various).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

7. **Contractor:** BAE Systems, Bath Iron Works, Northrop Grumman Ship Systems, Raytheon.

Department or Agency: Department of Defense.

Estimated Value: \$8.1 billion.

Contract Description: DD(X) Destroyer.

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248); U.S. Government Accountability Office, [Defense Acquisitions: Challenges Facing the DD\(X\) Destroyer Program](#) (Sept. 2004) (GAO-04-973).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

8. **Contractor:** BearingPoint.

Department or Agency: Department of Homeland Security.

Estimated Value: \$8.9 million.

Contract Description: Electronically Managing Enterprise Resources for Government Effectiveness and Efficiency (eMerge2).

Selected Audit Report(s): U.S. Government Accountability Office, [Financial Management Systems: DHS Has an Opportunity to Incorporate Best Practices in Modernization Efforts](#) (Mar. 29, 2006) (GAO-06-553T); House Government Reform Committee, [Testimony of Scott Charbo, Chief Information Officer, Department of Homeland Security, and Eugene Schied, Deputy Chief Financial Officer, Department of Homeland Security, Hearings on eMerge2](#) (Mar. 29, 2006).

Problem(s) with Contract: Lack of Defined Requirements; Wasteful Spending; Mismanagement.

9. **Contractor:** Bechtel National, Inc.

Department or Agency: Department of Homeland Security.

Estimated Value: \$100 million.

Contract Description: Manage Temporary Housing for Katrina Evacuees.

Selected Audit Report(s):

Department of Homeland Security Inspector General, [Management Advisory Report on the Major Technical Assistance Contracts](#) (Nov. 2005) (OIG-06-02).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

10. **Contractor:** Bechtel National, Inc.
Department or Agency: Department of Energy.
Estimated Value: \$11 billion.
Contract Description: Hanford Waste Treatment Plant.
Selected Audit Report(s): U.S. Government Accountability Office, [Hanford Waste Treatment Plant: Contractor and DOE Management Problems Have Led to Higher Costs, Construction Delays, and Safety Concerns](#) (Apr. 6, 2006) (GAO-06-602T); U.S. Government Accountability Office, [Department of Energy: Further Actions Are Needed to Strengthen Contract Management for Major Projects](#) (Mar. 2005) (GAO-05-123); U.S. General Accounting Office, [Nuclear Waste: Absence of Key Management Reforms on Hanford's Cleanup Project Adds to Challenges of Achieving Cost and Schedule Goals](#) (June 2004) (GAO-04-611).
Problem(s) with Contract: Mismanagement; Wasteful Spending.

11. **Contractor:** Bell-Boeing JPO.
Department or Agency: Department of Defense.
Estimated Value: \$48.9 billion.
Contract Description: V-22 Osprey.
Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).
Problem(s) with Contract: Wasteful Spending.

12. **Contractor:** Boeing.
Department or Agency: Department of Defense.
Estimated Value: \$5.6 billion.
Contract Description: Airborne Laser (Missile Defense).
Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391).
Problem(s) with Contract: Wasteful Spending; Mismanagement.

13. **Contractor:** Boeing.
Department or Agency: Department of Defense.
Estimated Value: \$127.5 billion.
Contract Description: Future Combat Systems.
Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Major Weapon Systems Continue to Experience Cost and Schedule Problems under DOD's Revised Policy](#) (Apr. 2006) (GAO-06-368); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004)

(GAO-04-248).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

14. **Contractor:** Boeing.

Department or Agency: Department of Defense.

Estimated Value: \$29.2 billion.

Contract Description: Ground-Based Midcourse Defense (Missile Defense).

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

15. **Contractor:** Boeing.

Department or Agency: Department of Defense.

Estimated Value: \$16.2 billion.

Contract Description: Joint Tactical Radio System Cluster 1.

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Major Weapon Systems Continue to Experience Cost and Schedule Problems under DOD's Revised Policy](#) (Apr. 2006) (GAO-06-368); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

16. **Contractor:** Boeing.

Department or Agency: Department of Defense.

Estimated Value: \$23.5 billion.

Contract Description: Boeing KC-767A Tanker Lease Program.

Selected Audit Report(s): Department of Defense Inspector General, [Management Accountability Review of the Boeing KC-767A Tanker Program](#) (May 13, 2005) (Report No. OIG-2004-171).

Problem(s) with Contract: Wasteful Spending; Mismanagement; Lack of Competition; Corruption.

17. **Contractor:** Boeing Launch Services, Lockheed Martin Space Systems.

Department or Agency: Department of Defense.

Estimated Value: \$28 billion.

Contract Description: Evolved Expendable Launch Vehicle-Atlas V, Delta IV.

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-

06-391); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

18. **Contractor:** Boeing Service Company.

Department or Agency: Department of Homeland Security.

Estimated Value: \$1.2 billion.

Contract Description: Installation and Maintenance of Baggage Screening Machines.

Selected Audit Report(s): Department of Homeland Security Inspector General, [Evaluation of TSA's Contract for the Installation and Maintenance of Explosive Detection Equipment at United States Airports](#) (Sept. 2004) (OIG-04-44).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

19. **Contractor:** Boeing, Lockheed Martin.

Department or Agency: Department of Defense.

Estimated Value: \$6.6 billion.

Contract Description: Navstar Global Positioning System II Modernized Space/OCS.

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

20. **Contractor:** CACI International, Inc.

Department or Agency: Department of Defense, Department of Interior.

Estimated Value: \$66 million.

Contract Description: Interrogators and Translators for Abu Ghraib Prison.

Selected Audit Report(s): U.S. Government Accountability Office, [Interagency Contracting: Problems with DOD's and Interior's Orders to Support Military Operations](#) (Apr. 2005) (GAO-05-201).

Problem(s) with Contract: Mismanagement; Lack of Competition.

21. **Contractor:** Carnival Cruise Lines.

Department or Agency: Department of Homeland Security.

Estimated Value: \$82.7 million.

Contract Description: Cruise Ship Housing for Katrina Evacuees (Ecstasy).

Selected Audit Report(s): Naval Audit Service, [Chartered Cruise Ships](#) (Feb. 2006) (Audit Report N2006-0015); Department of Homeland Security Inspector General, [Management Advisory Report on the Acquisition of Cruise Ships for Hurricane Katrina Evacuees](#) (Feb. 2006) (Report No. GC-HQ-06-11).

Problem(s) with Contract: Wasteful Spending.

22. Contractor: Carnival Cruise Lines.
Department or Agency: Department of Homeland Security.
Estimated Value: \$62.2 million.
Contract Description: Cruise Ship Housing for Katrina Evacuees (Holiday).
Selected Audit Report(s): Naval Audit Service, [Chartered Cruise Ships](#) (Feb. 2006) (Audit Report N2006-0015); Department of Homeland Security Inspector General, [Management Advisory Report on the Acquisition of Cruise Ships for Hurricane Katrina Evacuees](#) (Feb. 2006) (Report No. GC-HQ-06-11).
Problem(s) with Contract: Wasteful Spending.

23. Contractor: Carnival Cruise Lines.
Department or Agency: Department of Homeland Security.
Estimated Value: \$91.1 million.
Contract Description: Cruise Ship Housing for Katrina Evacuees (Sensation).
Selected Audit Report(s): Naval Audit Service, [Chartered Cruise Ships](#) (Feb. 2006) (Audit Report N2006-0015); Department of Homeland Security Inspector General, [Management Advisory Report on the Acquisition of Cruise Ships for Hurricane Katrina Evacuees](#) (Feb. 2006) (Report No. GC-HQ-06-11).
Problem(s) with Contract: Wasteful Spending.

24. Contractor: Ceres Environmental Services.
Department or Agency: Department of Defense.
Estimated Value: \$500 million.
Contract Description: Debris Removal.
Selected Audit Report(s): Army Corps of Engineers and Defense Contract Audit Agency, [Audit Documents](#) (various).
Problem(s) with Contract: Wasteful Spending; Mismanagement.

25. Contractor: CH2M Hill Constructors, Inc.
Department or Agency: Department of Homeland Security.
Estimated Value: \$100 million.
Contract Description: Manage Temporary Housing for Katrina Evacuees.
Selected Audit Report(s): Department of Homeland Security Inspector General, [Management Advisory Report on the Major Technical Assistance Contracts](#) (Nov. 2005) (OIG-06-02).
Problem(s) with Contract: Mismanagement; Wasteful Spending.

26. Contractor: CH2M Hill Hanford Group.
Department or Agency: Department of Energy.
Estimated Value: \$40 million.

Contract Description: Transuranic Mixed Tank Waste at Hanford Site.

Selected Audit Report(s): Department of Energy Inspector General, [Management Controls over the Hanford Site Transuranic Mixed Tank Waste](#) (Nov. 2005) (OAS-M-06-01).

Problem(s) with Contract: Mismanagement.

27. **Contractor:** Chenega Integrated Systems.

Department or Agency: Department of Defense.

Estimated Value: \$480 million.

Contract Description: Security Guards for Army Installations.

Selected Audit Report(s): U.S. Government Accountability Office, [Contract Security Guards: Army's Guard Program Requires Greater Oversight and Reassessment of Acquisition Approach](#) (Apr. 2006) (GAO-06-284).

Problem(s) with Contract: Wasteful Spending; Mismanagement; Lack of Competition.

28. **Contractor:** Clearbrook, LLC.

Department or Agency: Department of Homeland Security.

Estimated Value: \$80 million.

Contract Description: Food and Lodging at Base Camps for Hurricane Katrina.

Selected Audit Report(s): Department of Homeland Security Inspector General, [Clearbrook, LLC Billing Errors Under Contract Number HSFE-06-05-F-6232](#) (Nov. 2005).

Problem(s) with Contract: Lack of Defined Requirements; Wasteful Spending; Mismanagement.

29. **Contractor:** Computer Sciences Corp., Science Applications International Corp.

Department or Agency: Department of Justice, General Services Administration.

Estimated Value: \$537 million.

Contract Description: Trilogy.

Selected Audit Report(s): U.S. Government Accountability Office, [Federal Bureau of Investigation: Weak Controls over Trilogy Project Led to Payment of Questionable Contractor Costs and Missing Assets](#) (Feb. 2006) (GAO-06-306); Department of Justice Inspector General, [The Federal Bureau of Investigation's Management of the Trilogy Information Technology Modernization Project](#) (Feb. 2005) (05-07).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

30. **Contractor:** Custer Battles.

Department or Agency: Department of Defense.

Estimated Value: \$24.8 million.

Contract Description: National Currency Exchange/Iraqi Banknote Exchange.

Selected Audit Report(s): Coalition Provisional Authority Inspector General, [Coalition Provisional Authority's Contracting Processes Leading Up To and Including Contract Award](#) (Report No. 04-013) (July 27, 2004).

Problem(s) with Contract: Lack of Defined Requirements; Wasteful Spending; Mismanagement; Corruption.

31. **Contractor:** Environmental Chemical Corp.

Department or Agency: Department of Defense.

Estimated Value: \$500 million.

Contract Description: Debris Removal.

Selected Audit Report(s): Army Corps of Engineers and Defense Contract Audit Agency, [Audit Documents](#) (various).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

32. **Contractor:** Environmental Chemical Corp.

Department or Agency: Department of Defense.

Estimated Value: \$29.2 million.

Contract Description: Repair and Renovate Schools, Iraqi Ministry of Environment.

Selected Audit Report(s): Coalition Provisional Authority Inspector General, [Task Orders Awarded by the Air Force Center for Environmental Excellence in Support of the Coalition Provisional Authority](#) (July 28, 2004) (Report No. 04-004).

Problem(s) with Contract: Mismanagement.

33. **Contractor:** Fluor Enterprises, Inc.

Department or Agency: Department of Homeland Security.

Estimated Value: \$100 million.

Contract Description: Manage Temporary Housing for Katrina Evacuees.

Selected Audit Report(s): Department of Homeland Security Inspector General, [Management Advisory Report on the Major Technical Assistance Contracts](#) (Nov. 2005) (OIG-06-02).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

34. **Contractor:** Fluor Fernald, Inc.

Department or Agency: Department of Energy.

Estimated Value: \$4.5 billion.

Contract Description: Fernald Closure Project.

Selected Audit Report(s):

U.S. Government Accountability Office, [Department of Energy: Further Actions Are Needed to Strengthen Contract Management for Major Projects](#) (Mar. 2005) (GAO-05-123); Department of Energy Inspector General, [Closure of the Fernald Environmental Management Project](#) (June 2002) (DOE/IG-0555).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

35. Contractor: Fluor Hanford, Inc.

Department or Agency: Department of Energy.

Estimated Value: \$1.8 billion.

Contract Description: Spent Nuclear Fuels Stabilization and Disposition at Hanford Site.

Selected Audit Report(s): U.S. Government Accountability Office, [Department of Energy: Further Actions Are Needed to Strengthen Contract Management for Major Projects](#) (Mar. 2005) (GAO-05-123); Department of Energy Inspector General, [Sludge Removal Operations at the Hanford Site's K Basins](#) (Sept. 2005) (DOE/IG-0698).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

36. Contractor: Fluor Intercontinental, Inc.

Department or Agency: Department of Defense.

Estimated Value: \$102.5 million.

Contract Description: Repair and Restore the Iraqi Electrical Infrastructure.

Selected Audit Report(s): U.S. Government Accountability Office, [Rebuilding Iraq: Fiscal Year 2003 Contract Award Procedures and Management Challenges](#) (June 2004) (GAO-04-605).

Problem(s) with Contract: Mismanagement; Lack of Competition.

37. Contractor: General Dynamics.

Department or Agency: Department of Defense.

Estimated Value: \$11.1 billion.

Contract Description: Expeditionary Fighting Vehicle.

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Major Weapon Systems Continue to Experience Cost and Schedule Problems under DOD's Revised Policy](#) (Apr. 2006) (GAO-06-368); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

38. Contractor: International American Products, Worldwide.

Department or Agency: Department of Homeland Security, Department of Defense.

Estimated Value: \$100 million.

Contract Description: Emergency Ice.

Selected Audit Report(s): President's Council on Integrity and Efficiency, Executive Council on Integrity and Efficiency, [Oversight of Gulf Coast Hurricane Recovery: A](#)

[90-Day Progress Report to Congress](#) (Dec. 30, 2005); U.S. Government Accountability Office, [Hurricane Katrina: Better Plans and Exercises Needed to Guide the Military's Response to Catastrophic Natural Disasters](#) (May 2006) (GAO-06-643).

Problem(s) with Contract: Mismanagement.

39. **Contractor:** Halliburton/KBR.

Department or Agency: Department of Defense.

Estimated Value: \$1.2 billion.

Contract Description: Restore Iraqi Oil 2 - Southern Iraq.

Selected Audit Report(s): DCAA, [RIO 2 Delinquencies](#) (Dec. 2004); DCAA, [RIO 2 Review](#) (Nov. 22, 2004); Special Inspector General for Iraq Reconstruction, [Attestation Engagement Concerning the Award of Non-Competitive Contract DACA63-03-D-0005 to Kellogg, Brown, and Root Services, Inc.](#) (Sept. 30, 2005).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

40. **Contractor:** Halliburton/KBR.

Department or Agency: Department of Defense.

Estimated Value: \$14.8 billion.

Contract Description: Iraq Work Under Logistics Civil Augmentation Program (LOGCAP).

Selected Audit Report(s): U.S. Government Accountability Office, [Military Operations: DOD's Extensive Use of Logistics Support Contracts Requires Strengthened Oversight](#) (July 2004) (GAO-04-854); Army Audit Agency, [Logistics Civil Augmentation Program in Kuwait: U.S. Army Field Support Command](#) (Nov. 24, 2004) (Audit Report A-2005-0043-ALE); U.S. Government Accountability Office, [Rebuilding Iraq: Fiscal Year 2003 Contract Award Procedures and Management Challenges](#) (June 2004) (GAO-04-605).

Problem(s) with Contract: Wasteful Spending; Mismanagement; Lack of Competition.

41. **Contractor:** Halliburton/KBR.

Department or Agency: Department of Defense.

Estimated Value: \$2.4 billion.

Contract Description: Restore Iraqi Oil.

Selected Audit Report(s): DCAA, [Report on Audit of Proposal for Restore Iraqi Oil Task Order No. 6](#) (Audit Report No. 3311-2004K21000028) (Sept. 16, 2004); DCAA, [Report on Audit of the Additional Funding Proposal for RIO I Task Order No. 04](#) (Audit Report No. 3311-2004K17900086) (Sept. 3, 2004); U.S. Government Accountability Office, [Rebuilding Iraq: Fiscal Year 2003 Contract Award Procedures and Management Challenges](#) (June 2004) (GAO-04-605).

Problem(s) with Contract: Wasteful Spending; Mismanagement; Lack of Competition.

42. **Contractor:** L-3 Communications.
Department or Agency: Department of Homeland Security.
Estimated Value: \$429 million.
Contract Description: Integrated Surveillance Intelligence System (ISIS).
Selected Audit Report(s): Department of Homeland Security Inspector General, [A Review of Remote Surveillance Technology Along U.S. Land Borders](#) (Dec. 2005) (OIG-06-15); U.S. Government Accountability Office, [Border Security: Key Unresolved Issues Justify Reevaluation of Border Surveillance Technology Program](#) (Feb. 2006) (GAO-06-295).
Problem(s) with Contract: Wasteful Spending; Mismanagement.
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43. **Contractor:** L-3 Communications.
Department or Agency: Department of Defense.
Estimated Value: \$49 million.
Contract Description: Army Data Link System.
Selected Audit Report(s): U.S. Government Accountability Office, [DOD Contract Payments: Management Action Needed to Reduce Billions in Adjustments to Contract Payment Records](#) (Aug. 2003) (GAO-03-727).
Problem(s) with Contract: Wasteful Spending; Mismanagement.
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44. **Contractor:** Landstar Express America Inc.
Department or Agency: Department of Transportation.
Estimated Value: \$136.9 million.
Contract Description: Bus Transportation Services.
Selected Audit Report(s): President's Council on Integrity and Efficiency, Executive Council on Integrity and Efficiency, [Oversight of Gulf Coast Hurricane Recovery: A 90-Day Progress Report to Congress](#) (Dec. 30, 2005); Department of Transportation Inspector General, [Internal Controls Over The Emergency Disaster Relief Transportation Services Contract](#) (Jan. 20, 2006).
Problem(s) with Contract: Wasteful Spending; Mismanagement.
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45. **Contractor:** Lipsey Mountain Spring Water Co.
Department or Agency: Department of Homeland Security, Department of Defense.
Estimated Value: \$74.5 million.
Contract Description: Emergency Water.
Selected Audit Report(s): President's Council on Integrity and Efficiency, Executive Council on Integrity and Efficiency, [Oversight of Gulf Coast Hurricane Recovery: A 90-Day Progress Report to Congress](#) (Dec. 30, 2005); U.S. Government Accountability Office, [Hurricane Katrina: Better Plans and Exercises Needed to Guide the Military's Response to Catastrophic Natural Disasters](#) (May 2006) (GAO-06-643).

Problem(s) with Contract: Mismanagement.

46. **Contractor:** Lockheed Martin.

Department or Agency: Department of Defense.

Estimated Value: \$4 billion.

Contract Description: Aerial Common Sensor.

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Major Weapon Systems Continue to Experience Cost and Schedule Problems under DOD's Revised Policy](#) (Apr. 2006) (GAO-06-368).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

47. **Contractor:** Lockheed Martin.

Department or Agency: Department of Defense.

Estimated Value: \$861 million.

Contract Description: C-5 Avionics Modernization Program (C-5 AMP).

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

48. **Contractor:** Lockheed Martin.

Department or Agency: Department of Defense.

Estimated Value: \$6.2 billion.

Contract Description: Advanced Extremely High Frequency (AEHF) Satellite.

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

49. **Contractor:** Lockheed Martin.

Department or Agency: Department of Defense.

Estimated Value: \$9.5 billion.

Contract Description: C-5 Reliability Enhancement and Reengining Program.

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

50. **Contractor:** Lockheed Martin.
Department or Agency: Department of Defense.
Estimated Value: \$65.4 billion.
Contract Description: F-22A Raptor.
Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).
Problem(s) with Contract: Wasteful Spending; Mismanagement.

51. **Contractor:** Lockheed Martin.
Department or Agency: Department of Defense.
Estimated Value: \$206.3 billion.
Contract Description: Joint Strike Fighter.
Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Major Weapon Systems Continue to Experience Cost and Schedule Problems under DOD's Revised Policy](#) (Apr. 2006) (GAO-06-368); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).
Problem(s) with Contract: Wasteful Spending; Mismanagement.

52. **Contractor:** Lockheed Martin.
Department or Agency: Department of Defense.
Estimated Value: \$10.2 billion.
Contract Description: Space Based Infrared System High.
Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).
Problem(s) with Contract: Wasteful Spending; Mismanagement.

53. **Contractor:** Lockheed Martin.
Department or Agency: Department of Defense.
Estimated Value: \$2.6 billion.
Contract Description: C-130J Aircraft.
Selected Audit Report(s): Department of Defense Inspector General, [Acquisition – Contracting for and Performance of the C-130J Aircraft](#) (July 23, 2004) (D-2004-102).
Problem(s) with Contract: Wasteful Spending; Mismanagement; Lack of Competition.

54. **Contractor:** Lockheed Martin.
Department or Agency: Department of Justice.
Estimated Value: \$305 million.
Contract Description: Sentinel.
Selected Audit Report(s): U.S. Government Accountability Office, [Information Technology: FBI is Building Management Capabilities Essential to Successful System Deployments, but Challenges Remain](#) (Sept. 14, 2005) (GAO-05-1014T); Department of Justice Inspector General, [The Federal Bureau of Investigation's Pre-Acquisition Planning for and Controls Over the Sentinel Case Management System](#) (Mar. 2006) (06-14).
Problem(s) with Contract: Mismanagement.
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55. **Contractor:** Lockheed Martin Integrated Systems.
Department or Agency: Department of Defense.
Estimated Value: \$359 million.
Contract Description: F-6 Mission Training Center Simulator Services.
Selected Audit Report(s): Department of Defense Inspector General, [Acquisition: Procurement Procedures Used for F-16 Mission Training Center Simulator Services](#) (Mar. 24, 2006).
Problem(s) with Contract: Wasteful Spending; Mismanagement; Lack of Competition.
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56. **Contractor:** Lockheed Martin Northrop Grumman Joint Venture.
Department or Agency: Department of Homeland Security.
Estimated Value: \$17 billion.
Contract Description: Deepwater.
Selected Audit Report(s): U.S. Government Accountability Office, [Department of Homeland Security: Financial Management Challenges](#) (Jul. 8, 2004) (GAO-04-945T).
Problem(s) with Contract: Wasteful Spending; Mismanagement.
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57. **Contractor:** Lockheed Martin Vought Systems Corporation.
Department or Agency: Department of Defense.
Estimated Value: \$565 million.
Contract Description: Army Tactical Missile System.
Selected Audit Report(s): U.S. Government Accountability Office, [DOD Contract Payments: Management Action Needed to Reduce Billions in Adjustments to Contract Payment Records](#) (Aug. 2003) (GAO-03-727).
Problem(s) with Contract: Wasteful Spending; Mismanagement.
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58. **Contractor:** Lockheed Martin, Raytheon.

Department or Agency: Department of Defense.

Estimated Value: \$8.5 billion.

Contract Description: Aegis Ballistic Missile Defense (Aegis BMD).

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

59. **Contractor:** Meganet.

Department or Agency: Department of Labor.

Estimated Value: \$3.8 million.

Contract Description: Encryption Software and Services.

Selected Audit Report(s): Department of Labor Inspector General, [Award and Management of Contracts for Encryption Software Were Significantly Flawed](#) (Mar. 31, 2005) (Report No. 05-05-005-07-720).

Problem(s) with Contract: Wasteful Spending; Mismanagement; Lack of Competition.

60. **Contractor:** Multiple Contractors.

Department or Agency: Department of Homeland Security.

Estimated Value: \$915 million.

Contract Description: Manufactured/Modular Homes for Katrina and Rita Evacuees.

Selected Audit Report(s): Department of Homeland Security Inspector General, [Mobile Homes and Modular Homes at Hope and Red River](#) (Feb. 2006) (Report No. GC-HQ-06-12); Department of Homeland Security Inspector General, [Oversight of Gulf Coast Hurricane Recovery, A Semiannual Report to Congress](#) (Apr. 30, 2006); Senate Committee on Homeland Security and Governmental Affairs, [Testimony of Department of Homeland Security Inspector General Richard L. Skinner](#) (Feb. 13, 2006).

Problem(s) with Contract: Lack of Defined Requirements; Wasteful Spending; Mismanagement.

61. **Contractor:** Multiple Contractors.

Department or Agency: Department of Homeland Security.

Estimated Value: \$1.7 billion.

Contract Description: Travel Trailers for Katrina Evacuees.

Selected Audit Report(s): Department of Homeland Security Inspector General, [Oversight of Gulf Coast Hurricane Recovery, A Semiannual Report to Congress](#) (Apr. 30, 2006); Senate Committee on Homeland Security and Governmental Affairs, [Testimony of Department of Homeland Security Inspector General Richard L. Skinner](#) (Feb. 13, 2006).

Problem(s) with Contract: Wasteful Spending; Mismanagement; Lack of Competition.

62. Contractor: NCS Pearson, Inc.

Department or Agency: Department of Homeland Security.

Estimated Value: \$741 million.

Contract Description: Test and Hire Passenger Screeners for Airports.

Selected Audit Report(s): Department of Homeland Security Inspector General, [Review of the Transportation Security Administration's Management Controls Over the Screener Recruitment Program](#) (Dec. 2005) (OIG-06-18).

Problem(s) with Contract: Lack of Defined Requirements; Wasteful Spending; Mismanagement.

63. Contractor: Northrop Grumman.

Department or Agency: Department of Defense.

Estimated Value: \$30 billion.

Contract Description: Future Aircraft Carrier CVN-21.

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

64. Contractor: Northrop Grumman.

Department or Agency: Department of Defense.

Estimated Value: \$6.4 billion.

Contract Description: Global Hawk Unmanned Aircraft System.

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Major Weapon Systems Continue to Experience Cost and Schedule Problems under DOD's Revised Policy](#) (Apr. 2006) (GAO-06-368); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

65. Contractor: Northrop Grumman.

Department or Agency: Department of Defense.

Estimated Value: \$4.6 billion.

Contract Description: Space Tracking and Surveillance System.

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions:](#)

[Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

66. **Contractor:** Northrop Grumman.

Department or Agency: Department of Defense, National Aeronautics and Space Administration, National Oceanic and Atmospheric Administration.

Estimated Value: \$8 billion.

Contract Description: National Polar-Orbiting Operational Environmental Satellite System (NPOESS).

Selected Audit Report(s): U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Selected Major Weapon Programs](#) (Mar. 2006) (GAO-06-391); U.S. Government Accountability Office, [Defense Acquisitions: Assessments of Major Weapon Programs](#) (Mar. 2004) (GAO-04-248).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

67. **Contractor:** Parsons Delaware Inc.

Department or Agency: Department of Defense.

Estimated Value: \$500 million.

Contract Description: Build and Renovate Hospitals, Clinics, and Housing.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of the Primary Healthcare Centers Construction Projects](#) (Apr. 29, 2006) (Report No. SIGIR-06-011); DCAA, *Report on Audit of Proposal for Al Alwaiya Children's Hospital, No. 02132-2004N27000007* (Oct. 19, 2004); DCAA, *Report on Application of Agreed-Upon Procedures of Proposal for Programmatic Support Services, No. 2131-2005N28000003* (Dec. 21, 2004); DCAA, *Report on Agreed-Upon Procedures for Subcontract Proposal for Renovation and Modernization of Al Ramadi Gynecology, Obstetrics and Children's Hospital, No. 2131-2005N28000012* (Dec. 21, 2004).

Problem(s) with Contract: Wasteful Spending; Mismanagement; Lack of Competition.

68. **Contractor:** Parsons Iraq Joint Venture.

Department or Agency: Department of Defense.

Estimated Value: \$800 million.

Contract Description: Restore Iraqi Oil 2 - Northern Iraq.

Selected Audit Report(s): DCAA, *Report on Audit of Contractor's Billing System Internal Controls, No. 3521-2004V11010001* (Mar. 31, 2005).

Problem(s) with Contract: Wasteful Spending.

69. **Contractor:** Perini Corporation.

Department or Agency: Department of Defense.

Estimated Value: \$66.6 million.

Contract Description: Repair and Restore the Iraqi Electrical Infrastructure.

Selected Audit Report(s): U.S Government Accountability Office, [Rebuilding Iraq: Fiscal Year 2003 Contract Award Procedures and Management Challenges](#) (June 2004) (GAO-04-605).

Problem(s) with Contract: Mismanagement; Lack of Competition.

70. **Contractor:** Phillips and Jordan.

Department or Agency: Department of Defense.

Estimated Value: \$500 million.

Contract Description: Debris Removal.

Selected Audit Report(s): Army Corps of Engineers and Defense Contract Audit Agency, [Audit Documents](#) (various).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

71. **Contractor:** Russian and Eastern European Partnership, Inc. d/b/a Operational Support Services.

Department or Agency: Department of Defense.

Estimated Value: \$10.7 million.

Contract Description: Bilingual-Bicultural Advisor.

Selected Audit Report(s): U.S. Government Accountability Office, [WorldWide Language Resources, Inc.: SOS International Ltd.](#) (Nov. 14, 2005) (B-296984).

Problem(s) with Contract: Mismanagement; Lack of Competition.

72. **Contractor:** Russian and Eastern European Partnership, Inc. d/b/a Operational Support Services.

Department or Agency: Department of Defense.

Estimated Value: \$35.5 million.

Contract Description: Bilingual-Bicultural Advisor.

Selected Audit Report(s): U.S. Government Accountability Office, [WorldWide Language Resources, Inc.: SOS International Ltd.](#) (Nov. 14, 2005) (B-296984).

Problem(s) with Contract: Mismanagement; Lack of Competition.

73. **Contractor:** Science Applications International Corp.

Department or Agency: Department of Defense.

Estimated Value: \$82.4 million.

Contract Description: Establish an Iraqi Media Capability, Including Print, Television, and Radio.

Selected Audit Report(s): U.S Government Accountability Office, [Rebuilding Iraq: Fiscal Year 2003 Contract Award Procedures and Management Challenges](#) (June 2004) (GAO-04-605).

Problem(s) with Contract: Mismanagement.

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- 74. Contractor:** Science Applications International Corp.
Department or Agency: Department of Defense.
Estimated Value: \$24.8 million.
Contract Description: Recruit and Provide Logistical Support for Subject Matter Experts to Assist the Iraqi Reconstruction and Development Council.
Selected Audit Report(s): U.S Government Accountability Office, [Rebuilding Iraq: Fiscal Year 2003 Contract Award Procedures and Management Challenges](#) (June 2004) (GAO-04-605).
Problem(s) with Contract: Mismanagement.
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- 75. Contractor:** Scotia Prince Cruise Line.
Department or Agency: Department of Homeland Security.
Estimated Value: \$13 million.
Contract Description: Cruise Ship Housing for Katrina Evacuees.
Selected Audit Report(s): Naval Audit Service, [Chartered Cruise Ships](#) (Feb. 2006) (Audit Report N2006-0015); Department of Homeland Security Inspector General, [Management Advisory Report on the Acquisition of Cruise Ships for Hurricane Katrina Evacuees](#) (Feb. 2006) (Report No. GC-HQ-06-11).
Problem(s) with Contract: Wasteful Spending.
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- 76. Contractor:** Shaw Environmental, Inc.
Department or Agency: Department of Homeland Security.
Estimated Value: \$100 million.
Contract Description: Manage Temporary Housing for Katrina Evacuees.
Selected Audit Report(s): Department of Homeland Security Inspector General, [Management Advisory Report on the Major Technical Assistance Contracts](#) (Nov. 2005) (OIG-06-02).
Problem(s) with Contract: Mismanagement; Wasteful Spending.
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- 77. Contractor:** Systems Research and Application Corp., Northrop Grumman.
Department or Agency: State Department.
Estimated Value: \$82 million.
Contract Description: GSA-FEDSIM Millenia Contract.
Selected Audit Report(s): Department of State Inspector General, *Independent Accountant's Report on the Application of Agreed-Upon Procedures Relating to Bureau of Information Resource Management Enterprise Network Management Office GSA-FEDSIM Millenia Contract Task Order GS-T004AJM049* (Mar. 2006) (Report No. AUD/PP-06-08).
Problem(s) with Contract: Wasteful Spending; Mismanagement.

78. Contractor: Systems and Electronics, Inc.
Department or Agency: Department of Defense.
Estimated Value: \$158 million.
Contract Description: 60K Tunner Cargo Loader Logistics Support.
Selected Audit Report(s): Department of Defense Inspector General, [Acquisition: Air Force Procurement of 60K Tunner Cargo Loader Contractor Logistics Support](#) (Mar. 3, 2006).
Problem(s) with Contract: Wasteful Spending; Mismanagement; Lack of Competition.

79. Contractor: Tetra Tech FW, Inc.
Department or Agency: Department of Defense.
Estimated Value: \$5.5 million.
Contract Description: Renovate Iraqi Ministry of Trade Building.
Selected Audit Report(s): Coalition Provisional Authority Inspector General, [Task Orders Awarded by the Air Force Center for Environmental Excellence in Support of the Coalition Provisional Authority](#) (July 28, 2004) (Report No. 04-004).
Problem(s) with Contract: Mismanagement.

80. Contractor: TKC Communications, LLC.
Department or Agency: Department of Defense.
Estimated Value: \$100 million.
Contract Description: Leasing and Management of Commercial Property and Construction Oversight.
Selected Audit Report(s): U.S. Government Accountability Office, [Contract Management: Increased Use of Alaska Native Corporations' Special 8\(a\) Provisions Calls for Tailored Oversight](#) (Apr. 2006) (GAO-06-399).
Problem(s) with Contract: Wasteful Spending; Lack of Competition.

81. Contractor: Toltest.
Department or Agency: Department of Defense.
Estimated Value: \$7.6 million.
Contract Description: Pump Stations at Karbala and Mandilee.
Selected Audit Report(s): Coalition Provisional Authority Inspector General, [Task Orders Awarded by the Air Force Center for Environmental Excellence in Support of the Coalition Provisional Authority](#) (July 28, 2004) (Report No. 04-004).
Problem(s) with Contract: Mismanagement.

82. Contractor: Unisys.
Department or Agency: Department of Homeland Security.
Estimated Value: \$1 billion.

Contract Description: Airport Telecommunications.

Selected Audit Report(s): Department of Homeland Security Inspector General, [Transportation Security Administration's Information Technology Managed Services Contract](#) (Feb. 2006) (OIG-06-23).

Problem(s) with Contract: Lack of Defined Requirements; Wasteful Spending; Mismanagement.

83. Contractor: Washington Group International.

Department or Agency: Department of Defense.

Estimated Value: \$218.3 million.

Contract Description: Restore Iraqi Electricity.

Selected Audit Report(s): U.S. Government Accountability Office, [Rebuilding Iraq: Fiscal Year 2003 Contract Award Procedures and Management Challenges](#) (June 2004) (GAO-04-605); DCAA, *Report on Audit of Reconstruction of Iraqi Electrical, No. 4261-2004W21000001* (Dec. 12, 2003).

Problem(s) with Contract: Wasteful Spending.

84. Contractor: Westinghouse Savannah River, Bechtel Savannah River.

Department or Agency: Department of Energy.

Estimated Value: \$500 million.

Contract Description: Tritium Extraction Facility at Savannah River Site.

Selected Audit Report(s): U.S. Government Accountability Office, [Department of Energy: Further Actions Are Needed to Strengthen Contract Management for Major Projects](#) (Mar. 2005) (GAO-05-123).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

85. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$663 thousand.

Contract Description: Al Hillah General Hospital.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of Rapid Regional Response Program Contracts in South-Central Iraq](#) (Jan. 23, 2006) (Report No. SIGIR-05-023).

Problem(s) with Contract: Mismanagement.

86. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$108 thousand.

Contract Description: Al Hillah Olympic Swimming Pool Pumps.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of Rapid Regional Response Program Contracts in South-Central](#)

[Iraq](#) (Jan. 23, 2006) (Report No. SIGIR-05-023).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

87. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$28 thousand.

Contract Description: Building Improvements for the Meshkahab Council Building.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of Rapid Regional Response Program Contracts in South-Central Iraq](#) (Jan. 23, 2006) (Report No. SIGIR-05-023).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

88. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$86 thousand.

Contract Description: Renovation of the Tribal Democracy Center in Karbala.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of Rapid Regional Response Program Contracts in South-Central Iraq](#) (Jan. 23, 2006) (Report No. SIGIR-05-023).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

89. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$47 thousand.

Contract Description: Upgrade the Police Department Facilities in Hillah.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of Rapid Regional Response Program Contracts in South-Central Iraq](#) (Jan. 23, 2006) (Report No. SIGIR-05-023).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

90. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$32 thousand.

Contract Description: Upgrades and Repairs at the Al Mahawel Fire Department.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of Rapid Regional Response Program Contracts in South-Central Iraq](#) (Jan. 23, 2006) (Report No. SIGIR-05-023).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

91. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$420 thousand.

Contract Description: Two Armored Vehicles.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of Rapid Regional Response Program Contracts in South-Central Iraq](#) (Jan. 23, 2006) (Report No. SIGIR-05-023).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

92. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$99 thousand.

Contract Description: Site Preparation for Water Treatment Compacting Unit.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of Rapid Regional Response Program Contracts in South-Central Iraq](#) (Jan. 23, 2006) (Report No. SIGIR-05-023).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

93. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$41 thousand.

Contract Description: Rebuild Al Nasser School.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of Rapid Regional Response Program Contracts in South-Central Iraq](#) (Jan. 23, 2006) (Report No. SIGIR-05-023).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

94. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$120 thousand.

Contract Description: Convoy Security Force.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of Rapid Regional Response Program Contracts in South-Central Iraq](#) (Jan. 23, 2006) (Report No. SIGIR-05-023).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

95. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$14 thousand.

Contract Description: Oversight in Original Contract Specifications.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of Rapid Regional Response Program Contracts in South-Central Iraq](#) (Jan. 23, 2006) (Report No. SIGIR-05-023).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

96. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$128 thousand.

Contract Description: Road Paving in Grait Kabaza in Kharat.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of Rapid Regional Response Program Contracts in South-Central Iraq](#) (Jan. 23, 2006) (Report No. SIGIR-05-023).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

97. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: Not Provided.

Contract Description: Extended Cab Pickup Trucks for Border Police.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Coalition Provisional Authority's Contracting Processes Leading Up to and Including Contract Award](#) (July 27, 2004) (Report No. 04-013).

Problem(s) with Contract: Mismanagement; Lack of Competition.

98. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$188 thousand.

Contract Description: Double Cab Trucks for Maysan Police.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Coalition Provisional Authority's Contracting Processes Leading Up to and Including Contract Award](#) (July 27, 2004) (Report No. 04-013).

Problem(s) with Contract: Mismanagement.

99. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$561 thousand.

Contract Description: DABV01-03-M-0003.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Iraqi Armed Forces Seized Assets Fund: Review of Contracts and Financial Documents](#) (Apr. 28, 2006) (Report No. SIGIR-06-015); Special Inspector General for Iraq Reconstruction, [Review of the Multi-National Security Transition Command-Iraq Reconciliation of the Iraq Armed Forces Seized Assets Fund](#) (Apr. 28, 2006) (Report No. SIGIR-06-010).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

100. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$581 thousand.

Contract Description: APFCRP40420001.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Iraqi Armed Forces Seized Assets Fund: Review of Contracts and Financial Documents](#) (Apr. 28, 2006) (Report No. SIGIR-06-015).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

101. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$6.2 million.

Contract Description: DABV01-03-M-0034.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Iraqi Armed Forces Seized Assets Fund: Review of Contracts and Financial Documents](#) (Apr. 28, 2006) (Report No. SIGIR-06-015); Special Inspector General for Iraq Reconstruction, [Review of the Multi-National Security Transition Command-Iraq Reconciliation of the Iraq Armed Forces Seized Assets Fund](#) (Apr. 28, 2006) (Report No. SIGIR-06-010).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

102. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$4.8 million.

Contract Description: DABV01-04-C3075.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Iraqi Armed Forces Seized Assets Fund: Review of Contracts and Financial Documents](#) (Apr. 28, 2006) (Report No. SIGIR-06-015); Special Inspector General for Iraq Reconstruction, [Review of the Multi-National Security Transition Command-Iraq Reconciliation of the Iraq Armed Forces Seized Assets Fund](#) (Apr. 28, 2006) (Report No. SIGIR-06-010).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

103. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$9 million.

Contract Description: DABV01-03-C-0034.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Review of the Multi-National Security Transition Command-Iraq Reconciliation of the Iraq Armed Forces Seized Assets Fund](#) (Apr. 28, 2006) (Report No. SIGIR-06-010).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

104. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$1 million.

Contract Description: DABV01-03-D0002.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Review of the Multi-National Security Transition Command-Iraq Reconciliation of the Iraq Armed Forces Seized Assets Fund](#) (Apr. 28, 2006) (Report No. SIGIR-06-010).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

105. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$2.4 million.

Contract Description: DABV01-04-D-0001.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Review of the Multi-National Security Transition Command-Iraq Reconciliation of the Iraq Armed Forces Seized Assets Fund](#) (Apr. 28, 2006) (Report No. SIGIR-06-010).

Problem(s) with Contract: Wasteful Spending; Mismanagement.

106. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$5.7 million.

Contract Description: Renovate Police Academy.

Selected Audit Report(s): Coalition Provisional Authority Inspector General, [Task Orders Awarded by the Air Force Center for Environmental Excellence in Support of the Coalition Provisional Authority](#) (July 28, 2004) (Report No. 04-004).

Problem(s) with Contract: Mismanagement.

107. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$12 million.

Contract Description: Renovate Baghdad Airport.

Selected Audit Report(s): Coalition Provisional Authority Inspector General, [Task Orders Awarded by the Air Force Center for Environmental Excellence in Support of the Coalition Provisional Authority](#) (July 28, 2004) (Report No. 04-004).

Problem(s) with Contract: Mismanagement.

108. **Contractor:** Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$4.5 million.

Contract Description: Renovate Logistics/Police Academy at Erbil and Zahko.

Selected Audit Report(s): Coalition Provisional Authority Inspector General, [Task Orders Awarded by the Air Force Center for Environmental Excellence in Support](#)

[of the Coalition Provisional Authority](#) (July 28, 2004) (Report No. 04-004).

Problem(s) with Contract: Mismanagement.

109. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$25.8 million.

Contract Description: Construct Bridges at Al Madeen, al Sharquat, and Burbriz.

Selected Audit Report(s): Coalition Provisional Authority Inspector General, [Task Orders Awarded by the Air Force Center for Environmental Excellence in Support of the Coalition Provisional Authority](#) (July 28, 2004) (Report No. 04-004).

Problem(s) with Contract: Mismanagement.

110. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$131 thousand.

Contract Description: Jasrah Pedestrian Bridge.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of Rapid Regional Response Program Contracts in South-Central Iraq](#) (Jan. 23, 2006) (Report No. SIGIR-05-023).

Problem(s) with Contract: Mismanagement; Wasteful Spending.

111. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$125.4 million.

Contract Description: Erbil Water Treatment Plant.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Controls Over Equipment Acquired by Security Contractors](#) (Sept. 9, 2005) (Report No. SIGIR-O5-013).

Problem(s) with Contract: Mismanagement.

112. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$3.6 million.

Contract Description: Security for Governorate and Regional Teams.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Controls Over Equipment Acquired by Security Contractors](#) (Sept. 9, 2005) (Report No. SIGIR-O5-013).

Problem(s) with Contract: Mismanagement.

113. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$3.6 million.

Contract Description: Personal Security Detail for Senior Adviser to the Minister of Interior.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Controls Over Equipment Acquired by Security Contractors](#) (Sept. 9, 2005) (Report No. SIGIR-O5-013).

Problem(s) with Contract: Mismanagement.

114. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$172.4 million.

Contract Description: Nasiriyah Water Construction Project.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Controls Over Equipment Acquired by Security Contractors](#) (Sept. 9, 2005) (Report No. SIGIR-O5-013).

Problem(s) with Contract: Mismanagement.

115. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$69 million.

Contract Description: Construct Sixty Primary Health Centers in Southern Iraq.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Controls Over Equipment Acquired by Security Contractors](#) (Sept. 9, 2005) (Report No. SIGIR-O5-013).

Problem(s) with Contract: Mismanagement.

116. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$945 thousand.

Contract Description: Provide Seven Armored Mercedes Benz Vehicles.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Acquisition of Armored Vehicles Purchased Through Contract W914NS-05-M-1189](#) (Oct. 21, 2005) (Report No. SIGIR-2005-14).

Problem(s) with Contract: Wasteful Spending; Mismanagement; Lack of Competition.

117. Contractor: Not Released.

Department or Agency: Department of Defense.

Estimated Value: \$5.3 million.

Contract Description: Establish and Operate Babylon Police Academy.

Selected Audit Report(s): Special Inspector General for Iraq Reconstruction, [Management of the Contracts and Grants Used To Construct and Operate the](#)

[Babylon Police Academy](#) (Oct. 26, 2005) (Report No. SIGIR-05-016).

Problem(s) with Contract: Lack of Defined Requirements; Wasteful Spending; Mismanagement; Lack of Competition.

118. Contractor: Not Released.

Department or Agency: Department of Homeland Security.

Estimated Value: \$19 million.

Contract Description: Transportation Security Operations Center.

Selected Audit Report(s): Department of Homeland Security Inspector General, [Irregularities in the Development of the Transportation Security Operations Center](#) (March 2005) (OIG-05-18).

Problem(s) with Contract: Wasteful Spending; Mismanagement.