



***Panel on Contractors in the Battle Space:
Policy and Practice***

KBR

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LOGCAP Today

Magnitude

- 100+ task orders
- 50,000+ employees & subcontractors
- Supporting 200,000+ personnel at 70+ sites

Challenges

- Mission's urgent and compelling needs were expected
- Stateside audit standards were not expected
- Change and scope vs. integrated process and teamwork
- Lethal environment resulted in unprecedented casualties
- Inadequate comms across distances and multiple locations
- Lack of integrated planning—SOW-ROM-NTP cycle



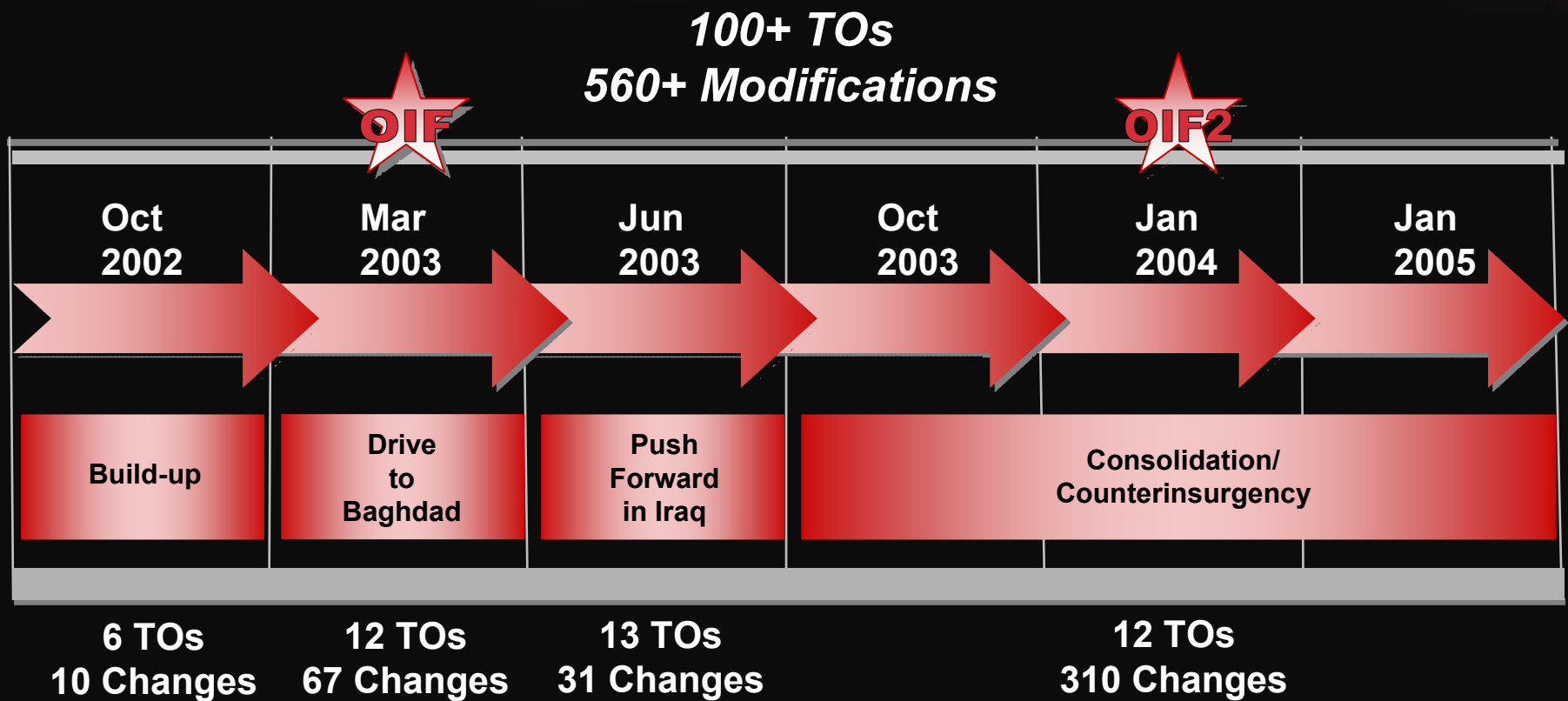
LOGCAP Successes

Since deploying to the Middle East, KBR has:

- Prepared 170 million meals
- Washed 7 million bundles of laundry
- Produced 1.2 billion gallons of potable water
- Transported 330 million gallons of fuel
- Hosted 20 million patrons at MWR facilities
- Logged 50 million miles transporting supplies and equipment for the Army, with 900 trucks on the road on any given day



Constant Change



GAO Report (July 04):

Embed planners and resource Team LOGCAP to manage tempo and change responsibly

Lessons Learned

Creating the conditions for success in multiple theaters

- ✓ Adapt FAR to contingency—use contingency standards
- ✓ Integrate contractor and customer critical tasks (planning, business, force protection) in:
 - Mission Training Plans (MTPs)
 - Program of Instruction (POI)
 - Mission Readiness Exercises (MREs) and Transfer of Authority (TOA)

We Deliver

Despite:

- 60 fatalities & 250+ hostile injuries,
- \$600M to \$1.2B in working capital,
- Daily hostile acts,
- Disallows, withholds, billing cycle disruptions...



No mission failure

No work stoppage

KBR