



# Contractors on the Battlefield

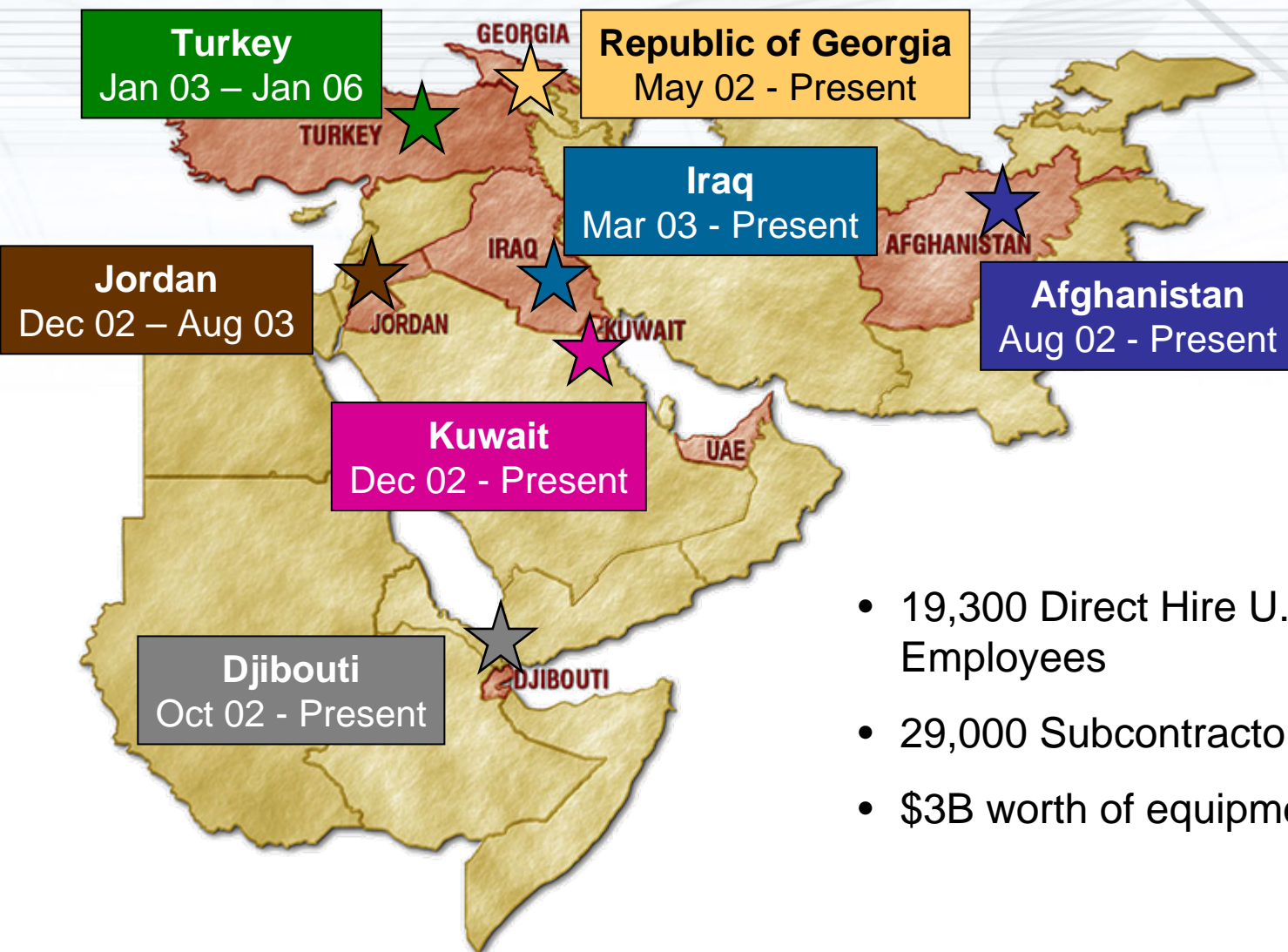
27 February 2007



**KBR**

Government  
and Infrastructure

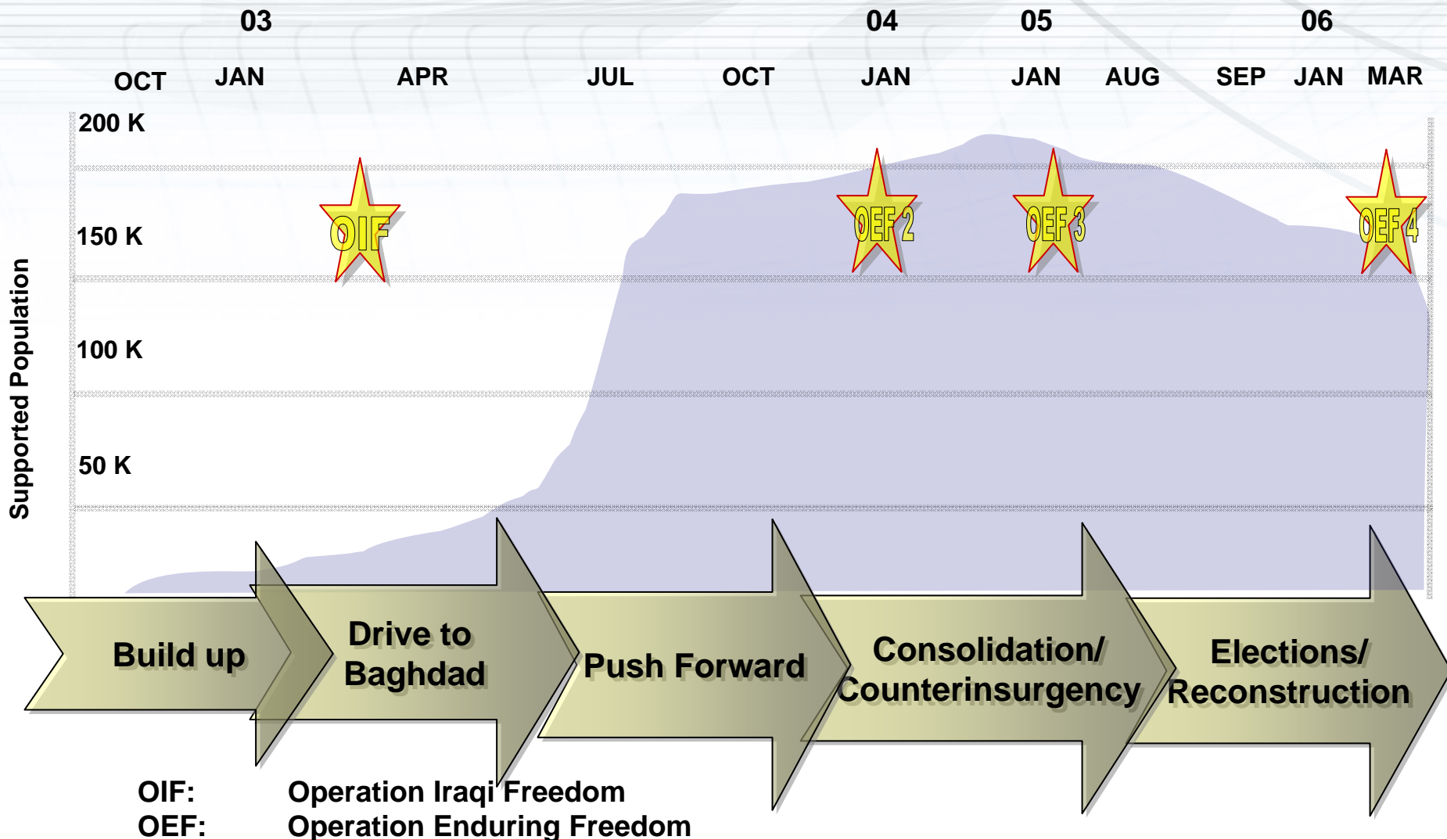
# LOGCAP III in OEF and OIF



- 19,300 Direct Hire U.S. & International Employees
- 29,000 Subcontractor personnel
- \$3B worth of equipment and supplies

# Iraq – Constant Change . . . . As Expected

## Pace and Scope . . . . Unexpected



# Contractor Mobilization

- Recruiting Qualified Personnel
  - Pool of Experienced Personnel
  - Recruiting Efforts
  - Third Country Nationals (Including Former Balkan HCNs)
  - Host Country National Hires
- Processing & Deploying Personnel
  - Medical screening
  - Background check
  - Job-specific training (defensive/evasive driving course, NBC training, etc.)
- Retaining Qualified Personnel
  - Pay
  - R&R
  - Prospect of Continued Work



# LOGCAP III Program Overview – *We Deliver*

DESIGN • CONSTRUCT • OPERATE • MAINTAIN

## BASE CAMP SUPPORT

- Ice
- Fuel
- O&M
- MWR
- DFAC
- HVAC
- Water
- Billeting
- Laundry
- Latrines
- Showers
- Fire Fighting
- Vector Control
- Waste Removal
- Power Generation



## LOGISTICS SUPPORT

- Class I – Rations & Water
- Class II - Individ Equip/Tools/Supplies
- Class III – Fuel (Packaged & Bulk)
- Class IV - Construction Material
- Class V - Ammo
- Class IX - Repair Parts
- Joint Distribution Center
- Forward Re-Distribution Point
- Maintenance Organizational/Direct
- Ice Distribution
- Mail Distribution
- Movement Control
- Maintenance/Recovery
- Material Handling Equipment
- Line Haul (Bulk Fuel/HET/Flatbeds)

CLSS

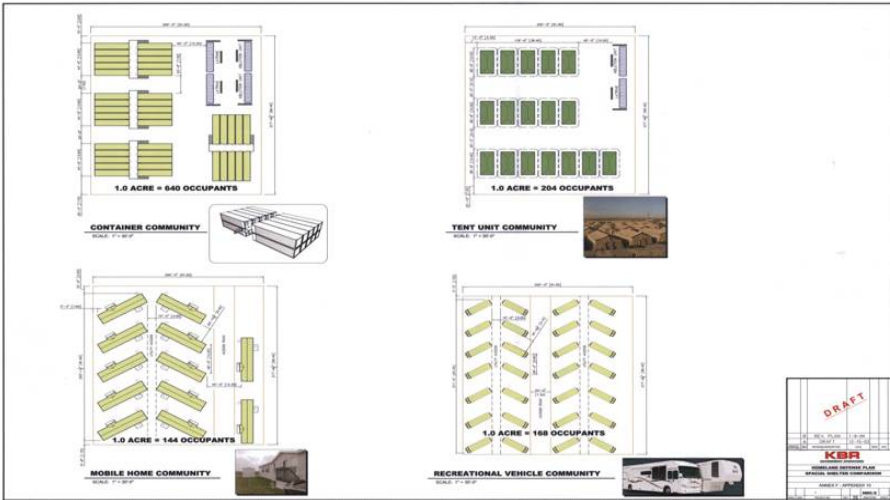
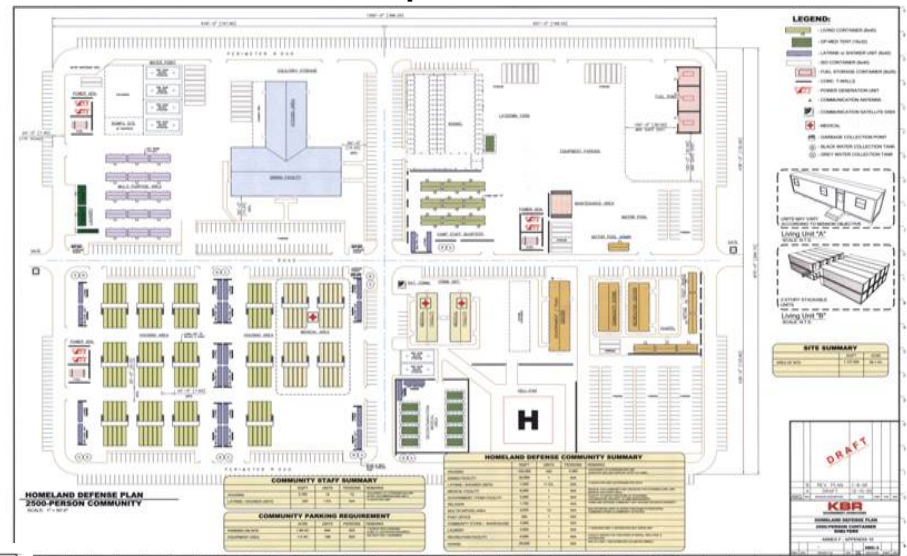
TTM

We Deliver DAILY	Water (Gal)	10 MM	Fuel (Gal)	839,000	Ice (Tons)	429
	Meals	432,000	MWR Patrons	77,000	Laundry (Bags)	33,000
SCOPE	Number of Countries	8	Total KBR Employees	18,000	Boots on Ground	225,000

as of 21 Sep 06

# Life Support – Village Concept

## Sample Site Plan



Available Accommodations

# Operating Environment

## KBR: A Civilian Company in War!

From the beginning of the shooting war on 20 Mar. 2003, Task Order 43 grew from a base of zero through a period of extremely rapid growth to meet the mission

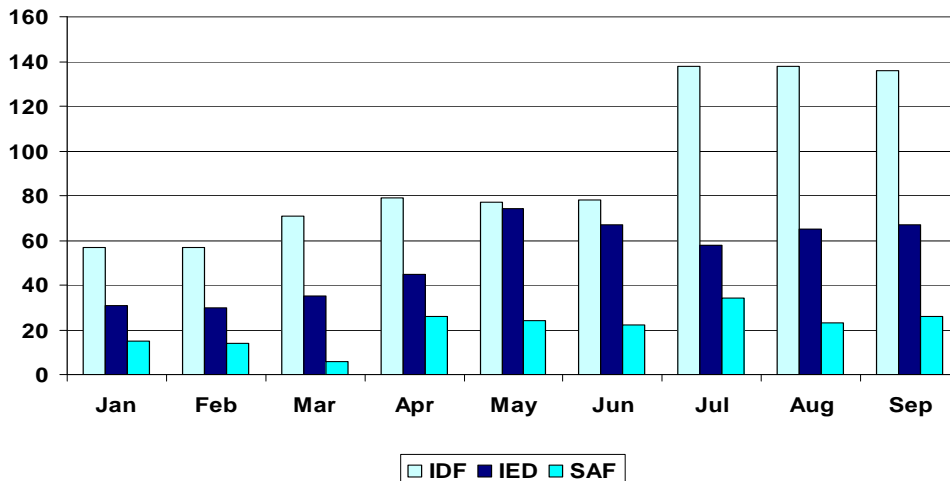


**Continually Escalating Environment -- Small Arms Fire, Rocket Attacks, Mortars and Improvised Explosive Devices and Extremes of Climate, Brutal Road Conditions & Rock Throwing**

# Force Protection...Hostile Environment

- The enemy has options to impact our mission
- Since beginning of project
  - **68 Killed in Action**
  - **524 Wounded in action**
- Period from 01 Jan – 30 Sep 06
  - **400+ Improvised Explosive Devices**
  - **800+ Indirect Fire**
  - **200+ Small Arms Fire**

**Contractors on the battlefield is not just a phrase ... it is a reality!**





# Force Protection – Camp D4 Falcon

## Enemy Mortar Rounds Ignite Ammo Storage Dump



- 10 Oct 2006 - 120 KBR Personnel
- Located 10 miles south of Green Zone
- 3 Mortar attacks on camp

**No KBR or Military casualties**

# Multi-national Force – Iraq (Baghdad Sites)

## KBR Continues Operations In A Combat Environment Without A Single Mission Failure



Rocket Attack BIAP Laundry



Hard Car  
after IED



War Eagle Mortar Attack

### How difficult is it to maintain a schedule in Baghdad?

- D1A Hope/War Eagle received 314 mortar and 7 rockets in one month with 103 in one day
- One Expat Subcontractor was kidnapped and 12 HCN subs were killed during the construction of the War Eagle DFAC
- **Every day during the POP an indirect fire attack was directed at one or more of the sites on this project**

# Local Nationals and the Iraq Mission – Economic Zones



- Create a 'safe' area where the HN labor force is more efficiently utilized
- Build an area which houses an industrial type zone which utilizes local labor in manufacturing, servicing and/or training
- Create a work force that may be later screened for work 'inside' the wire
- Keep construction costs low by
  - Allowing the HCNs to build infrastructure
  - Use hasty type structures which use salvage and harvested raw materials as much as possible

# Contractors on the Battlefield

## Congressional Budget Office Study (October 2005)

Billions of 2005 Dollars

20 Year Total

LOGCAP Contractor Support

\$41.4

Total Army Costs

\$93.0

Difference in Total Cost

\$51.6

# The Future -- Integrated Team



**Back up**

**KBR**

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**Government  
and Infrastructure**

# Theater Transportation Mission

## Convoy Commander Position – The Backbone of TTM

KBR initiative to improve command and control over each convoy

### Convoy Commanders:

- Capitalize on ‘ATTITUDE’
- Increase responsibility
- Enhance communications
- Provide ‘field’ leadership
- Facilitate ‘TEAM’ building
- Key element of stability
- Many with previous military experience
- Trusted by soldiers
- After action agents

Many now serve within other KBR functions



**“An Essential Element of Success”!!!**

# Defense of Freedom Medal

- Support ASC in presentation of Defense of Freedom Medals to wounded KBR employees and families of deceased KBR employees
- Provide KBR senior leadership opportunity to thank employees and their families for their service
- 47 awards presented on 09 February 2007 – Houston
- 31 awards presented on 17 March 2006 – Houston
- 8 awards presented in January 2006 – Iraq
- 1 award presented in May 2006 – Iraq
- 8 awards presented in July 2006 – Iraq
- *38 nominations submitted pending approval*

