Panel on Contractors in the Battle Space: Policy and Practice

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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
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

100+ TOs
560+ Modifications

Oct 2002
Mar 2003
Jun 2003
Oct 2003
Jan 2004
Jan 2005

Build-up
Drive to Baghdad
Push Forward in Iraq
Consolidation/Counterinsurgency

6 TOs
12 TOs
13 TOs
12 TOs

10 Changes
67 Changes
31 Changes
310 Changes

GAO Report (July 04):
Embed planners and resource Team LOGCAP to manage tempo and change responsibly
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