



Logistics Civil Augmentation Program (LOGCAP)
CONTINGENCY SUPPORT PLAN

BASE PLAN to LOGCAP CONTINGENCY SUPPORT PLAN

REFERENCES. See ANNEX N, Appendix 4.

TIME ZONE USED THROUGHOUT THE PLAN. Iraq.

TASK ORGANIZATION. See ANNEX A.

1. **SITUATION.** See Base PLAN.
2. **MISSION.** See Base PLAN.
3. **EXECUTION.** The Base Plan contains BRS Proprietary Data extracted from ANNEX A (Task Organization) and ANNEX R (Rough Order of Magnitude). In accordance with the modified Statement of Work from the U.S. Army Operations Support Command dated 8 Nov 2002, pages containing proprietary data are clearly marked in the footer as follows:
 - a. **BRS Proprietary Data.** In addition to protection under Federal Acquisition Regulation 3.104, this page contains BRS proprietary information. As such, this information may be withheld from the public because disclosure would cause a foreseeable harm to an interest protected by one or more Exemptions of the Freedom of Information Act, 5 USC Section 552. Furthermore, if the SECRET level classification is downgraded, it is requested that any Government entity receiving this information act in accordance with DoD 5400.7-R, and consider this information as being for official use only (FOUO), and mark, handle and store this information so as to prevent unauthorized access.
 - b. Page 15 contains BRS Proprietary Data and are marked accordingly.
4. **SERVICE SUPPORT.** See ANNEX I.
5. **COMMAND AND SIGNAL.**
 - a. **Command.** See Base PLAN, ANNEX A
 - b. **Signal.** See Base PLAN, ANNEX H.

ACKNOWLEDGE:

(b)(6)

BRS PGM, LOGCAP

OFFICIAL:

(b)(6)

BRS D/PGM

Declassified by OUSD Policy on 8 May 08



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Brown & Root Services, in coordination with Army Materiel Command
 Arlington, VA and Rock Island, IL
 4 February 03

Contingency Support Plan (CSP)

Notice: This Plan is consistent with formatting guidance in FM 101-5, dated 31 May 1997.

REFERENCES:

- a. LOGCAP Contract DAAA09-02-D-0007, dated 14 December 2001.
- b. LOGCAP WMSP, dated 1 Oct 2002.
- c. Task Order #0031, Headquarters, U.S. Army Operations Support Command, Modified Statement of Work (SOW) for WMSP dated 8 November 2002.
- d. AR 715-9 Contractors Accompanying the Force.
- e. DA PAM 715-16 Contractor Deployment Guide.
- f. AMC PAM 700-30 Logistics Civil Augmentation Program.
- g. See also ANNEX N (Internal Operating Procedures), Appendix 4 (References).
- h. Revised SOW for 30-day extension, fax dated 20 Dec 02.

TIME ZONE USED THROUGHOUT THE PLAN: Iraq.

TASK ORGANIZATION: Brown & Root Services (BRS) Oil Infrastructure Restoration Team Task Organization Chart is depicted in ANNEX A. Charts outline the BRS site organization for supporting U.S. forces conducting operations in any Area of Responsibility (AOR). See ANNEX A also for personnel, and equipment required to support this effort.

1. SITUATION.

- a. **General.** The LOGCAP Contingency Support Plan (CSP) provides assessment, design engineering, construction and sustainment support to repair/restore the oil infrastructure of Iraq sufficient to restore crude oil production capacities to pre-hostility levels (estimated at 2.4 million barrels a day (MM BPD) until directed, increasing to a production capacity of 3.1 MM BPD).
- b. **Unfriendly Situation.** Refer to the OPORD, current INTSUMs and ANNEX B (Intelligence) for current military, corporate and/or open source information intelligence information.
- c. **Friendly Situation.** Friendly forces will include the U.S. Central Command (CENTCOM) and Coalition Forces which are expected to consist of a task-organized mix of combat, combat support and combat service support elements from the United States and coalition forces and Department of Defense (DOD) and Department of State (DOS) civilians. The preponderance of the force will likely be U.S. personnel. The BRS Oil Infrastructure Restoration Team is considered a member of the CENTCOM FORCE.



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- 1) The term "BRS Oil Infrastructure Restoration Team" used throughout this plan, refers to the entire BRS support effort that will be assembled, task organized and put into action to support the efforts in the EVENT. It includes BRS personnel directly supporting the operation, our primary subcontracting partners and other subcontractors and vendors with whom BRS may enter into relationships on behalf of the customer to accomplish the support mission.
- 2) The term "Team LOGCAP" includes the Army Material Command's Logistics Support Element (AMC-LSE), the Defense Contract Management Agency (DCMA) Contracting Team, the Defense Logistics Agency (DLA), and other Government personnel providing oversight and management of the LOGCAP effort in the AOR.
- 3) The word "EVENT" used throughout this plan pertains to BRS/Team LOGCAP support of Oil Infrastructure Restoration operations in the AOR after receipt of an NTP from the Procuring Contracting Officer (PCO).

d. **Attachments and Detachments.** N/A

e. **Assumptions.**

- 1) The CSP is executed under the terms and conditions of the LOGCAP III contract.
- 2) BRS will be brought in early into the customer's (COMBATANT COMMANDER/ MACOM/ ASCC) LOGCAP EVENT planning phase, and BRS will be alerted at least 30 days prior to deployment of the assessment teams.
- 3) BRS will receive clearly defined LOGCAP EVENT standards and factors for planning and execution from the customer.
- 4) BRS resources could be inserted into the Time Phased Force Deployment Data (TPFDD), Status of Forces Agreements (SOFA) and other such documents and orders defining the force. It is anticipated that BRS will self-deploy all personnel, equipment and materials required. BRS non-TPFDD flow coordination with the EVENT Forces Staff will ensure flow integration and timely accessibility to air/sea ports of debarkation (APOD/SPOD). In the event that commercial airlines and ground transportation can not get personnel to the EVENT site in a timely manner, BRS will coordinate with the EVENT Force Staff for movement of key personnel and their gear on available MILAIR until commercial air and ground transportation is established.
- 5) BRS LOGCAP EVENT deployment flow will be coordinated as necessary by the customer FORCE with AMC, USTRANSCOM, and Department of State to de-conflict TPFDD schedules and minimize difficulty in flowing LOGCAP personnel into the AOR.
- 6) Transit conditions and security of LOGCAP EVENT Lines of Communication (LOC), Ports of Debarkation/Embarkation (POD/POE), and Main Supply Routes (MSR) will be adequate enough to permit timely Contractor/Force deployment, Reception, Staging and Onward Movement (RSO), and sustainment.
- 7) BRS expects to coordinate Reception, Staging and Onward Movement (RSO) activities of BRS personnel and materials through host country airports (military or civilian) and sea ports



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and over host country ground transportation infrastructure using commercial or host nation resources.

- 8) Adequate operational areas are available at A/S-POD/POEs to ensure required throughput capability for BRS.
 - 9) Customer FORCE will provide all BRS personnel with force protection/physical security to the same level of protection it provides its own Forces throughout the LOGCAP EVENT Operations while the BRS performs service/support operations.
 - 10) Local LOGCAP EVENT site resource requirements - skilled Host Country National (HCN), personnel, equipment, construction materials, supplies, and utilities - may not be available (no existing service, unreliable service, unacceptable quality, or U.S. country team directives). However, production, distribution, and sales activity will involve existing Iraqi personnel and organizations whenever possible, subject to and consistent with guidance from appropriate authorities.
 - 11) BRS Oil Infrastructure Restoration Team is considered a member of the EVENT FORCE for all rights, privileges, courtesies, and protections granted to, negotiated for, and/or required by the U.S. Force (i.e., SOFA, VAT exemption, duties exemptions, non-chargeable services rendered by host nation government, etc.).
 - 12) BRS engineering and construction operations occur primarily during daylight hours, 12 hours per day, seven days per week, except when otherwise noted (i.e., base camp support services).
 - 13) BRS, in coordination with the Government, will be prepared to resource worldwide and use strategic commercial transportation assets to deal with disruptions in the movement flow within the LOGCAP EVENT AOR.
2. **MISSION.** BRS Oil Infrastructure Restoration Team, on order of the Procuring Contract Officer (PCO), provides all the resources required to complete the following:
- a. Assess the condition of, effect repairs to, and maintain effect repairs to, and maintain continuity of, operations of the Iraqi oil infrastructure and all related systems and facilities.
 - b. Place initial priority to affect a quick fix of the oil infrastructure to a safe, manageable, and operational condition.
- Return
- c. 3.1 Ultima to the pre-hostility production level (estimated at 3.124 MM barrels per day (BPD)) of crude oil daily plus the derivative natural gas and refined petroleum products.
 - d. Restore to the pre-hostility production capacity of 3.1 MM BPD plus derivative natural gas and refined petroleum products..
 - e. Execute the plan from Notice to Proceed (NTP) until 90 days after the Government notifies BRS of its intent to compete for the continuity of operations beyond that point. If BRS is not the selected contractor, BRS will continue operations through transition and hand-off to the successor contractor.



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3. EXECUTION.

a. **Concept of Operations.** The CSP for Repair and Continuity of Operations of the Iraqi Oil Infrastructure is the BRS plan to mobilize, deploy, and provide the support required to assess, repair, maintain, and resume and/or continue operations of the oil infrastructure of Iraq. BRS has considered the following scenarios: best case, most probable case, and worst case to the Iraqi oil infrastructure. Production, distribution, and sales activity will involve existing Iraqi personnel and organizations whenever possible, subject to and consistent with guidance from appropriate authorities. BRS will execute the CSP in four distinct phases of operation, as described below. The following infrastructure discussion covers both "production" – i.e., barrels of oil treated and actually flowing from the equipment to the export locations or into the refinery - and "capacity" – i.e., the maximum volume of oil the equipment can process if enough wells are on stream. **Figure 1** illustrates the subsystems in the overall Iraqi crude oil infrastructure.



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Figure 1. BRS' Approach is Tailored to Iraq

- Phase 1.** Continuous planning of the operation starts with a limited NTP for planning, personnel hiring, and initiation of the procurement of critical equipment. The mission of the planning cell will be to continue CSP planning efforts and begin the process to execute. During this phase, the hiring of new personnel or transfer of personnel from other BRS/Kellogg Brown & Root (KBR) projects will begin.
- Phase 2.** NTP/Deployment of the Advance Party starts when NTP is issued by the Principal Contracting Officer (PCO). BRS will begin Engineering and Procurement (E&P) cycle. BRS will deploy an Advance Party within 72 hours after NTP to Kuwait to establish BRS Command and Control and prepare to receive the first elements of the main body. The Advance Party personnel are illustrated in **Figure 2**.

Project Manager (Forward)	
Deputy Project Manager – Operations	
Operations Managers (2)	Business Manager
CENTCOM LNOs (2)	Subcontracts Manager (2)
Security Manager (2)	Technical Service Advisors (6)
Logistics Managers (2)	IT/Communications (6)
Warehouse/Traffic (2)	Buyer/Procurement (2)

Figure 2. BRS Advance Party

Upon arrival at a location specified by CENTCOM, the Advance Party will prepare to receive the main body. These actions include procuring basic accommodations, rations, temporary office space, communications, transportation to move personnel to/from airport of debarkation (APOD) and in and around site locations, establishing commercial operations, and securing additional equipment and supplies. This phase is completed when the Assessment Teams begin deployment.

- Phase 3A.** Assessment/Initial Restoration of Oil Infrastructure starts when the first elements of the main body deploy at NTP + 14 days. Initial flow of the main body will consist of Assessment Teams. During this phase, BRS continues development of its Project Management Team (PMT) supported by engineering, procurement, construction, operations, and other specialists as required. This approach combines a dedicated task force for engineering, procurement, and construction (EPC), planning services, and in-country Assessment Teams. As the Assessment Teams deploy, construction crews and select PMT personnel also arrive in Iraq.



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To support the dynamic operation, BRS planned an aggressive deployment schedule for BRS personnel and the employment of HCNs and Third Country Nationals (TCNs). Our 'worst case' deployment timeline is illustrated in **Figure 3**.

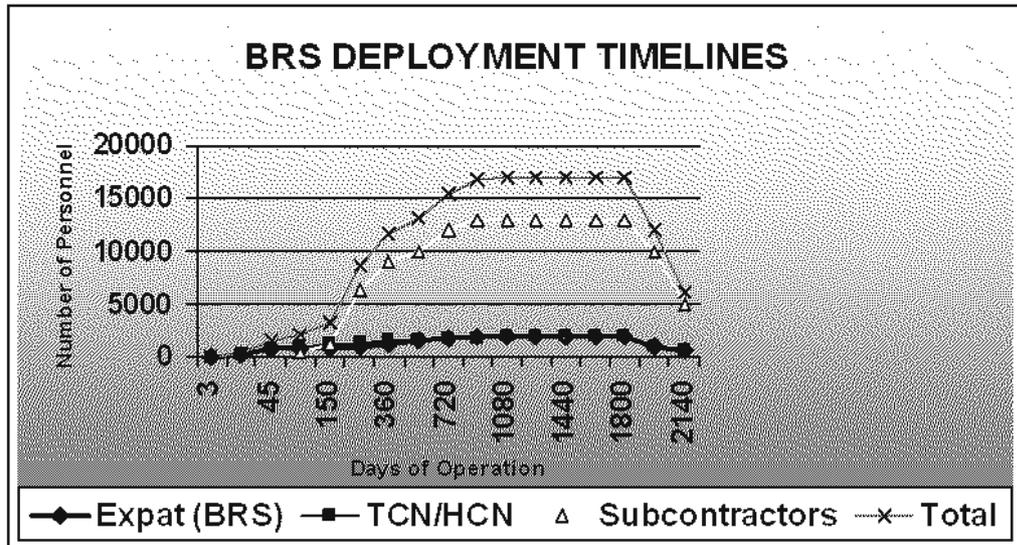


Figure 3. Worst Case Personnel Ramp-Up

Based on CENTCOM guidance, the four southern fields will be available within a week after NTP. The northern fields are estimated to be available 11 weeks after NTP, and the remaining fields (except East Baghdad oil fields) will be available 15 weeks after NTP.

The Assessment Teams are tailored to the appropriate crude oil systems and will follow the above schedule of field availability which will include wells, Gas Oil Separation Plants (GOSPs), flowlines, pipelines/pumping stations, storage terminals, and export facilities. The Assessment Teams will transmit the data to a BRS command center in Iraq. That center will forward the data to the BRS Home Office in Houston, Texas. The project team in Houston will review the data and identify the appropriate course of action. These findings will be reviewed with the Client before any action is taken.

All the necessary experience and capability for firefighting and regaining well control resides either in-house or is accessible through subcontractors. Extensive in-house experience in the management and coordination of firefighting and well control efforts was gained during the Kuwait fires following the Gulf War. This experience includes project management, coordination of personnel and equipment, provision of specialized equipment (such as the abrasive jet cutter for wellhead equipment removal), and pumping services for well control and well kill operations. Additionally, an inventory of well control and firefighting methods specific to Middle East oil operations was developed along with the knowledge of when and how to use these methods.

The general approach to restoring production to pre-hostility levels is to bring wells under control, immediately restore undamaged wells, and then repair/restore damaged wells. Once wells that were out of control or on fire are capped, those wellheads will be repaired, downhole damage will be assessed, and workovers will be performed. In the event of extensive downhole damage, relief wells will be drilled to bring these wells under control, and they will be completed. Concurrently, wells that have little to no damage will be evaluated and turned back to production where possible; wells cannot be brought back to production immediately will be worked-over to restore production.



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Available geological, reservoir and production data will be analyzed and interpreted to support the well control and restoration operations

Depending on the amount of damage or the condition of the existing facility at assessment, the facility will be

- Used 'as is',
- Repaired, or
- Replaced if damaged beyond repair

If the decision is to repair or replace, the project team will define the appropriate solution. As design progresses, equipment, and materials requirements are defined and delivered to the construction sites. The Construction Management Team (CMT) then executes the construction plan.

The BRS solutions for the construction work during this phase are directed at restoring the Iraqi oil infrastructure after the 'worst case' scenario. The primary objective is to assess, repair/replace, operate and maintain a complete crude oil system. BRS will complete an overall system assessment and repair/replace the infrastructure that produces an operational crude oil system in the least amount of time.

Under the worst case scenario, our process for restoring oil and gas production capabilities includes the following which will be done simultaneously:

Phase 3B. Maturation starts when the Iraqi oil infrastructure is producing at pre-hostility rates (estimated at 2.4 MM BPD) of crude oil. During this phase, EPC efforts continue to repair/replace the Iraqi oil infrastructure to meet the required 3.1 MM BPD capacity.

Phase 4. Hand-off/Redeployment of the operation starts on order from CENTCOM. On order, BRS hands-off the project as directed and redeploys to home station.

- 1) **Assessment Teams** Assessment Team members will be identified, recruited, trained, and placed in a standby at Houston, Texas. Upon the call forward from the Advance Party, these teams will deploy to the Iraqi area of operations.
- 2) Upon arrival in country, the Assessment Teams will be prepared to initiate site visits to previously prioritized sites. The teams will assess the extent of damage and the efforts necessary to reinstate production systems to the 3.1 MM BPD level. Sites to be assessed include reservoirs, wellheads, gathering lines, crude stabilization plants, gas oil separations plants, pipelines, pump stations, crude export facilities, power grids (to provide power to GOSPs and other facilities), gas plants, and refineries. Information, data, photos, and real time video will be transmitted from these teams to functional experts in country and in the Houston support office. **Figure 3** illustrates those disciplines found in a typical oil infrastructure Assessment Team.

Engineering	Construction	Health & Safety
Project Engineer	Construction Manager	HSE Manager
Civil-Structural Engineer	General Superintendent	Medic Specialist
Piping Engineer	Plant Services Manager	
Vessel/Mechanical Engineer	Rigging Superintendent	



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Electrical Engineer	Civil Craft Supervisor
Instrumentation Engineer	Piping Craft Supervisor
	QA/QC Inspector

Figure 3 Typical Assessment Team

Based on CENTCOM guidance, four south fields will be made available within a week after NTP. The north fields are estimated to be available 11 weeks after NTP and the remaining fields (except East Baghdad oilfields) will be available 15 weeks after NTP. The Assessment Teams are tailored to the appropriate crude oil systems and will follow the above schedule of field availability which will include wells, GOSPs, flowlines, pipelines and pumping stations, storage terminals, and export facilities.

The Assessment Teams will transmit the data to a command center in Iraq. That center will forward the data to the BRS Engineering Office in Houston. The project team will review the data and identify the appropriate course of action for each facility. These findings will be reviewed with the Client before proceeding further.

Depending on the amount of damage or the condition of the existing facility at assessment, the facility will be:

- Abandoned,
- Repaired or refurbished as required, or
- Replaced by a new facility.

If the decision is to repair or replace, the project team will define the appropriate solution. Once the design is complete, equipment and materials requirements are defined, and delivered to the construction sites. The construction management team then executes the construction plan as described in Annex F.

As the Assessment Teams are being deployed, construction crews and select Project Management Team (PMT) personnel are also arriving in Iraq to expand the operation and conduct simultaneous operations.

Once deployed, Assessment Team reports will refine the assessment and restorations sites and provide the Houston Support Office with critical information to adjust our priorities.

b. Establishing a Comprehensive Support Network to Augment BRS.

- 1) The BRS Oil Infrastructure Restoration Team's core members - BRS, KBR, and Halliburton – maintain organic logistics base operations and support (BASOPS) in various parts of the world, and they have a comprehensive engineering and construction capability in functional scope and presence. However, because of its distance from CONUS, general state of economic stress, remoteness, and cultural uniqueness, the EVENT AOR likely offers significant challenges to any EVENT support provider.
- 2) The BRS Oil Infrastructure Restoration Team will include selected, pre-qualified subcontractors to meet unique functional or geographic requirements. Maximum effort will be made to employ local/regional sources for needed labor, materials, and services. ANNEX V provides listings of potential subcontractors and vendors. The information contained in this ANNEX will be updated throughout all the phases of this plan (to include the Plan



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Maintenance Phase). The number and identity of potential vendors is dynamic and, during the course of a contingency operation, qualified vendors will change with the local and regional economic and political situation.

- 3) In the EVENT AOR, the Advance Team will contact potential subcontractors previously identified to verify their suitability and ability to provide the required services. The Advance Team will also search for other local subcontractors who can meet requirements. Maximum use of host and adjacent nation subcontractors is a key element of the BRS philosophy because they offer:
 - a) Knowledge of the Iraq area of operations and its business practices
 - b) Immediate availability
 - c) Established channels to acquire personnel, supplies and equipment
 - d) Services without any major attendant mobilization or transportation lead times and costs
 - e) Services and products which are normally less expensive than imported equivalents
- 4) In those cases where local or regional subcontractors are not acceptable or available (because of capability, cultural or political unacceptability, or cost), the requirement for subcontractor augmentation will be passed to the BRS LOGAP Support Office in Houston in order to tap in to Halliburton's worldwide network of offices and procurement activities, including 35 offices in the EVENT region.

c. Capitalizing on Local, Regional, and Contiguous Area Resource Availability.

- 1) Production, distribution, and sales activity will involve existing Iraqi personnel and organizations whenever possible, subject to and consistent with guidance from appropriate authorities. BRS will notify the PCO/ACO of any shortfalls in obtaining available materiel or resources and coordinate with the PCO/ACO and with the EVENT Force Commander.

NOTE: BRS will become a major competitor for local and regionally available supplies, equipment, facilities, and labor, all of which will likely be in short supply. Under normal circumstances, BRS generated business will have a beneficial impact on local and regional economies. However, imprudent acquisitions could lead to critical shortages for the local population and/or inflation. Those acquisitions will be identified and avoided. Coordination through the Acquisition Review Board (if established) may be required to establish parameters that will avoid an unacceptable impact on the host country. All prudent steps will be taken to ensure that local and regional BRS acquisitions do not negatively affect the Force's ability to accomplish its mission or adversely impact its reputation with the local population.

- 2) To ensure acceptably priced and responsive support for contingency operations, BRS will prioritize acquisition of materiel, equipment, services and facilities in accordance with Government regulations.

d. Establishing an Efficient Command and Control System.



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- 1) The existing BRS LOGCAP Command and Control System will be used during all phases of contingency operations in an AOR. Under this system, the BRS LOGCAP EVENT Project Manager (PM) is the one individual responsible for both planning and EVENT execution. He ensures that all aspects of the CSP are addressed appropriately during deployment and execution of an EVENT.
- 2) Planning for an EVENT will be centralized at BRS offices in Houston and will be accomplished by experienced senior level oil industry engineers and construction personnel, experienced former military and commercial planners familiar with the LOGCAP program. The planning staff may become members of the Advance Team during an EVENT and/or may staff the Emergency Operations Center (EOC) in Houston.
- 3) Local communications at potential operations sites within an AOR are likely to have serious limitations (reliability and availability) for communications. Use of existing, available, and reliable commercial communications is the preferred option and is consistent with Government guidance to use local resources to the extent available. However, BRS will deploy its Advance Team with sufficient communications to operate independently and with an understanding of the pre-EVENT communications limitations in the region. Initial secure communications will be coordinated with and provided by U.S. Army Corps of Engineers, Southwest Division (USACE SWD). BRS is prepared to deploy additional, stand-alone communications equipment when required. A BRS Communications Specialist will coordinate fully with the EVENT Force Communications Officer, as will the PM with the Contracting Officer, on all substantive communications issues and especially before deploying any stand alone ("fly-away") communication packages.
- 4) Ready Access to Full Spectrum of Logistics/Engineering Resources. The BRS vendor database has been updated and contains specific information on contractors unique to the oil industry. This database will be the initial source of information to identify vendors of services and supplies. Information in the BRS MIS database will be augmented by reports from the Advance Team and research of other sources of information. Additional information will include available EVENT Force data and plans, Army Master Data File (AMDF), Department of State (embassy or consulate) listings of in-country business organizations and institutions, local labor unions, and selected trade journals. Sources will be selected using an EVENT-specific priority system developed by BRS and approved by the Government. In establishing an EVENT-specific prioritization of sources, BRS has and will continue to consider numerous factors including:
 - a) Commander's guidance to maximize use of local resources.
 - b) Urgency/priority (numbers of requirements).
 - c) Readiness impacts.
 - d) Nature of the resource.
 - e) Transportation requirements.
 - f) Local or regional availability.
 - g) Funding levels and cost.



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- h) Anticipated length of the operation.
 - i) Security/safety requirements.
- 5) Although EVENT will require a tailored priority system, BRS will use the system outlined above as a baseline for planning purposes and initiation of EVENT support. As the situation within the region stabilizes, priorities within the system will be adjusted to fit the new circumstances.
- e. **Potential Missions.** Although not specified in the Statement of Work (SOW) nor addressed specifically in this plan, the BRS Oil Infrastructure Restoration Team will be prepared to support the following potential missions:
- 1) Restoration services to other parts of the infrastructure.
 - 2) Engineering and construction efforts in refinery and gas production operations.
 - 3) Restoration/upgrade of oil pipeline operations in adjoining countries.
 - 4) Support missions in additions to those specified in the SOW.

4. SERVICE SUPPORT. See ANNEX I.

- a. **Contingency Workforce.** BRS will identify a "contingency workforce," comprised of semi-skilled and unskilled laborers, to support the BRS operations. BRS will use HCN employees to the maximum extent possible. This workforce will be self-sufficient and will include supervisors, drivers/operators, sustainment structure, and other functions, as required. The first intent is to staff these positions from the down-sizing after camp construction is completed. This serves two purposes: one, identify those who BRS would want to rehire for "be prepared" build-up missions, and two, keep from losing trained/qualified people by employing them to fill similar roles. As the BRS staff processes applications for employment, they will identify personnel to fill these contingency positions. If sufficient numbers of trained workers are not available, BRS Recruiters will hire TCNs or expatriates. On major construction projects-and LOGCAP deployments-BRS will select brokers and agencies in the respective region to be included as "alert-ready" elements of the personnel planning database.
- b. **Transportation & Movements.** See also Appendix 2 (Transportation) to Annex I (Service Support). BRS will provide, as required, the equipment, supplies, personnel, and management necessary to plan, organize, facilitate, direct, control, and perform transportation support for EVENT operations. The Transportation and Movements Branch sections will conduct close and continuous coordination with U.S. military transportation and movement operations to ensure successful execution of BRS Reception, Staging, Onward Movement, and Integration (RSO&I) operations, as well as sustainment and retrograde operations at Iraq locations. Functions include:
 - 1) Movement Control.
 - 2) BRS Arrival and Departure Airfield Control Group (A/DACG) Operations.
 - 3) Port and Terminal Operations.
 - 4) Surface Operations (to include Line Haul and Cargo Transfer Operations).



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- 5) Installation Transportation Functions.
 - 6) Motor Pool Operations.
 - 7) Patient Movement Services (as required)
- c. **Security.** See ANNEX Q.
- d. **Mobilization.**
- 1) **Definition.** Mobilization in support of the CSP encompasses BRS actions taken prior to issuance of an NTP, and continues until all deployment actions are completed.
 - 2) **Continuous Planning.** During the mobilization phase, mission requirements are analyzed; resources are identified and shortfalls satisfied; mobilization sequences established; transportation priorities set; and internal operating procedures developed and rehearsed. The following are key BRS pre-mobilization activities:
 - a) Identification and Preparation for Overseas Movement of EVENT Contractor Advance Team and BRS Phase-In Team personnel.
 - b) Continued development of the personnel resource database, targeting those skills potentially required for EVENT execution.
 - c) Equipping a fly-away package and the identification of pre-positioned equipment by location.
 - d) Complete screening of Government contingency operations (CONOPS) stocks to identify those items of equipment potentially required for an EVENT location.
 - e) Conduct of a 72- hour mobilization plan and timetable including lists of personnel, equipment, and life support items.
 - f) Establishing an EVENT Operations Center (EOC) in Houston.
 - 3) **Actions at Warning Order.** Upon receipt of a Warning Order, planning activities shift in focus from generic planning to the specified and implied requirements of the NTP. Key actions include telephonic recall of the LOGCAP Operations Center staff, notification of the LOGCAP Advance Team and the other members of the BRS LOGCAP staff, and the immediate initiation of mobilization activities.
 - 4) **Immediate Actions.** Planning functions during the first 72 hours focus on:
 - a) Adaptation of the CSP to the specified and implied requirements of the NTP.
 - b) Tailoring of the LOGCAP organization and workforce to fit NTP and location requirements efficiently and cost-effectively.
 - c) Contacting pre-selected subcontractors and assessing availability and pricing.
 - d) Coordinating with Halliburton-KBR Regional Offices for support and assessing conditions in and around the EVENT location.



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- e) Developing and presenting the EVENT ROM to AMC and the appropriate COMBATANT COMMANDER or ASCC/MACOM within 24-hours
 - f) Alerting BRS support staff and personnel recruiting centers of deployment requirements
 - g) Identifying equipment requirements and sources
 - h) Arranging transportation for the Advance Team and fly-away package
 - i) Identifying a life support and initial sustainment support package for the EVENT Advance Team and BRS Phase-In Team
 - j) Arranging transportation of equipment/material to the EVENT Site
- 5) **Deployment Phase** Deployment of the Advance Team signals the conclusion of the Planning Phase of mobilization and the onset of the Deployment Phase
- 6) **Deployment** The Advance Team will arrive in the Iraq area of operations within 72 hours of receipt of the NTP

e **Advance Team Organization** Upon receipt of an NTP for execution of the LOGCAP Contingency Support Plan, BRS will transition from planning to execution. Pre-planned adjustments will be made to operations and priorities at the BRS LOGCAP Support Office in Houston. The office will focus on the Deployment Phase of the CSP and, as required, will establish a 24-hour CSP Operations Center (EOC) to serve as the nerve center for all CSP activities and communication with the BRS Advance Team. The Advance Team, as illustrated in **Figure 4**, will deploy within 72 hours of NTP.

Project Manager (Forward)	
Deputy Project Manager – Operations	
Operations Managers (2)	Business Manager
CENTCOM LNOs (2)	Subcontracts Manager (2)
Security Manager (2)	Technical Service Advisors (6)
Logistics Managers (2)	IT/Communications (6)
Warehouse (2)	Buyer/Procurement (2)

Figure 4. Advance Team Members

- 1) **Advance Team Leader** A pre-designated BRS Advance Team Leader will bring together the BRS Advance Team and begin the process of deploying and establishing operations at the in country site. The BRS Advance Team Leader will serve as the PM-Forward. The PM will direct the efforts of the Houston based activities until the main body deploys. The Advance Team, tailored to meet the mission requirements in the Task Order, will provide an initial operating capability at the site and will come from the planning cells and other corporate offices based on their technical expertise. The Advance Party will consist of the personnel shown in Figure 6.
- f **Initial Actions at Objective** Once the BRS Advance Team arrives at the regional location, it will



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- 1) Establish contact and begin direct coordination with the CENTCOM staff, U.S. Government representatives, and local officials, as appropriate.
 - 2) Establish assured communications with the BRS Houston Support Office.
 - 3) Evaluate the situation, local conditions and identify/confirm resources, facilities and services which can be acquired locally/quickly.
 - 4) Begin to build the in-country BRS Oil Infrastructure Restoration Team organization and infrastructure.
 - 5) Execute any pre-existing Subcontracting, Construction, and/or Support Plans.
 - 6) Begin hiring laborers and acquiring facilities, supplies and equipment.
 - 7) Establish an Operations Center
 - 8) Identify those critical areas of concern for the Assessment Teams
 - 9) Working with the Client, prioritize the Assessment Teams initial site visits
- g. **“Call Forward.”** Call forward priority is to the BRS Assessment Teams. The BRS Advance Team will call forward the Assessment Team(s) as the tactical situation permits. Following an intense training program at the LOGCAP Support Office in Houston, Texas, the team(s) will arrive in country ready to deploy forward and perform assessments at the prioritized assessment sites.
- 1) The BRS Advance Team will call forward the Phase-In Team, to: assist in the installation of personnel, accounting and administrative systems; set up communications networks; execute contracts; and hire HCN and Third Country National (TCN) employees. As soon as the Phase-In Team members complete their specific tasks, they would depart the Iraq area of operations. The call forward of the Main Body will then be executed at the discretion of the Advance Team Leader.
- h. **BRS Phase-In Team.** The PM will identify technical experts from corporate headquarters who may deploy to conduct administrative actions such as hiring the HCN/TCN workforce; installing financial, reporting, and property control systems; and acquiring (purchase or lease) local resources. This deployment group is called the Phase-In Team. As Phase-In Team members accomplish their specified functions, they may depart the EVENT Site.
- i. **Main Body.** The BRS Main Body will be phased into the Iraq area of operations at the direction of the Advance Team Leader. For this operation the Advanced Team Leader is the Deputy Program Manager for Operations. Once the Main Body closes at the EVENT site, the Advance Team Leader will resume those functions. BRS offices in Houston will serve as the mobilization point for BRS personnel mobilized within CONUS. If needed, additional or alternate mobilization sites will be designated.
- j. **Transportation to EVENT Site.** Employees will be transported to the EVENT location in by commercial air or charter air.



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- k. **Aborted Mobilizations.** Should BRS receive an order to abort a mobilization, employees at the mobilization site will be returned to their home locations. Those personnel in-transit will be turned around en route if possible (through coordination with military and/or commercial air carriers), while those personnel already at the EVENT site will be returned as directed by the PM. Equipment not shipped to the EVENT location will be stopped at the source. Equipment in transit or on-site at the location will be returned to the source in the same manner as personnel.
- l. **Working Conditions.** Initial working and living conditions for the supported Force and BRS may range from primitive to satisfactory. As site development proceeds, the infrastructure will be improved to the PCO/ACO designated baseline. Standards of acceptability for the supported Force and BRS will be identical.
- m. **Demobilization.**
- 1) **Demobilization Tenets.** Redeployment and demobilization of BRS will be conducted literally in the reverse of mobilization and deployment. BRS will conduct a "phase-out" of contractor and subcontractor personnel in increments in order to maintain support functions. Our demobilization plan will adhere to the following tenets:
 - a) Demobilization will occur only at the direction of the Client. Demobilization will not interfere with Force redeployment.
 - 2) **Completion.** Demobilization is not complete until three conditions are met:
 - a) All personnel have returned to their point of mobilization.
 - b) All equipment and material have been accounted for and disposed of (retrograded, destroyed, left in place, or sold) in consonance with Client guidance.
 - c) All environmental damage has been repaired in accordance with instructions from the PCO/ACO.
 - 3) **Demobilization Personnel Status.** During demobilization, BRS members will be returned to a pre-EVENT posture, and will be prepared to mobilize again as appropriate.
 - 4) **Demobilization Planning Tenets.** Demobilization planning will ensure redeployment and demobilization actions are synchronized with the priorities and schedules of the supported Force. Our approach to demobilization involves three distinct responsibilities:
 - a) Support the redeployment of personnel and equipment.

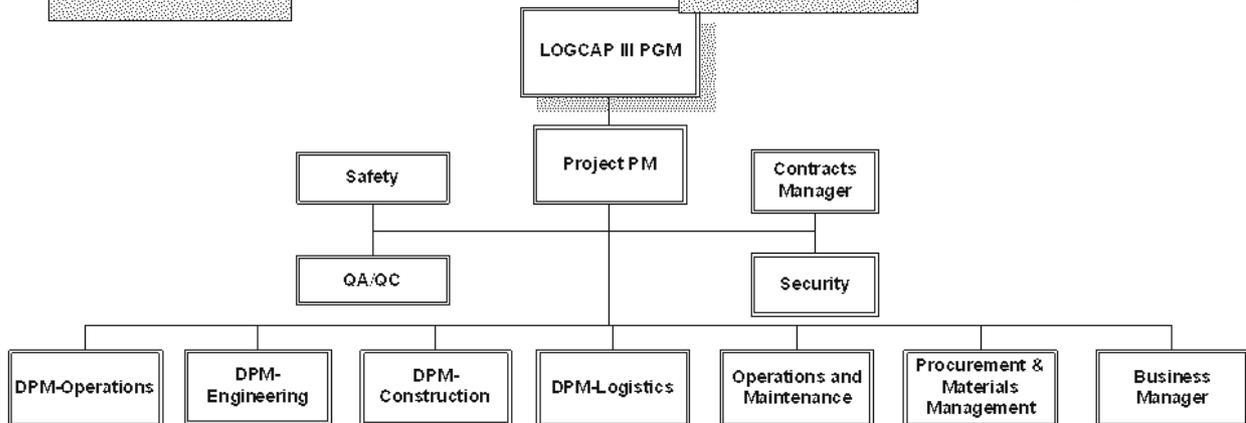


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- b) Accomplish ongoing retrograde actions.
- c) Complete retrograde Phase-out tasks and all demobilization tasks.
- n. **Security Measures for Sensitive and Classified Material (OPSEC).** See ANNEX Q.

5. COMMAND AND SIGNAL.

- a. **Command.** Responsibilities for planning and executing the CSP LOGCAP support are shared among several agencies and organizations lie with the BRS LOGCAP Program Manager (PGM), (b)(6) and will be executed through the (b)(6) and his CSP pPM, as



illustrated in Figure 5 Leadership.

Figure 5 Organization Chart

- 1) **Reporting Chain.** The BRS LOGCAP Project General Manager (PGM) has overall responsibility for EVENT execution. The PGM is supported by the BRS EVENT PM (PM) who reports directly to the BRS LOGCAP PGM in Houston, Texas.
- 2) **EVENT Reporting Responsibilities.** In the EVENT area, BRS is under the contractual control of the EVENT Commander. The EVENT Commander exercises that control through the PCO-designated ACO or COR, who advises the commander on all issues relating to the LOGCAP contract and contractor. The on-scene AMC representative may act as a COR and, along with input from the BRS PM, will assist the EVENT Forces staff in translating requirements into SOWs and communicating with the AMC LOGCAP Program Office and the PCO. The BRS PM, key managers, and supervisors will issue work instructions to the workforce. BRS personnel will have no authority over any military personnel.
- 3) **Reports.**
 - a) **Daily Situation Reporting (SITREP).** BRS will provide daily SITREPs in electronic format (e-mail/FTP) to the PMO LOGCAP, PCO, ACO, the EVENT Commander, and others as directed. These reports will state areas of concern, updated schedules, or other information needed to identify work progress. A summary of all VIP visits and/or



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briefings, supply and maintenance actions, and any other significant activities impacting current or future operations of the equipment can be elements of this report:

- (1) Project Status - Actions Completed, Actions Scheduled (estimated completion date)
 - (2) Critical Shortages (personnel, equipment, materials, supplies)
 - (3) Action Items
 - (4) Casualties
 - (5) Summary
- 4) **Briefings, Minutes and Trip Reports.** BRS will electronically provide (by e-mail/FTP) to the PCO a copy of all briefings given by the contractor. Slides and items prepared by the contractor will be approved by the PCO/ACO prior to presentation. Minutes of meetings, conferences or trip reports related to the SOW will be forwarded to the PCO/ACO within seven calendar days of completing the meeting, conference or trip. The minutes or trip reports will be in sufficient detail to identify dates, locations, points of contact, attendees, directions received, areas of concern, and items of interest identified at the meeting or on the trip.
- 5) **Cost Reporting/Review.** See Annex F, Appendix 1 (Project Controls).
- 6) **Progress Reviews.** BRS will provide progress and performance reviews on a monthly basis. These reviews will be conducted on site, by the contractor and the ACO/PCO and will be attended by AMC personnel (if present) and representatives of the EVENT Force. Results of the reviews will be presented to the EVENT Chief of Staff or designated officer.
- 7) **Additional Reports.** The BRS PM Office can provide the following reports to the PM, AMC:
- a) EVENT Lessons-Learned (every 60 days).
 - b) EVENT After-Action Report (30 Days after conclusion of each EVENT).
 - c) Internal Statistics Reports. BRS internal reports are maintained by the functional organizations and by the Business Manager. Routine functions require manual activity and transaction logs, e.g., fuel usage reports, are normally not entered into BRS' computer systems.

ACKNOWLEDGE

(b)(6)

BRS PGM, LOGCAP



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OFFICIAL:

(b)(6) BRS D/PGM

ANNEX A (Task Organization)
ANNEX B (Intelligence)
ANNEX C (Support Operations Overlays)
ANNEX D-E Omitted
ANNEX F (Engineering & Construction Services)
ANNEX G (Marketing & Distribution)
ANNEX H (Communications & Information Management)
ANNEX I (Service Support)
ANNEX J-M Omitted
ANNEX N (Internal Operating Procedures)
ANNEX O-P Omitted
ANNEX Q (Operations & Physical Security)
ANNEX R (Rough Order of Magnitude (ROM))
ANNEX S -T Omitted
ANNEX U (Public Affairs/Corporate Media Relations)
ANNEX V (Vendor Database)
ANNEX W (Work Breakdown Structure and Project Schedule)
ANNEX X (Index & Glossary)
ANNEX Y-Z Omitted