Contractor Support for Contingency & Disaster Response

DEFENSE
Fluor Government Group
26 August 2020

Joint Training & Education Day
Tampa Bay SAME Post
MacDill AFB, Florida

FLUOR®
Why Contractors

- Extend responder capabilities (a force multiplier)
- Enhance responsiveness
- Offer alternate sources of supplies and services
- Fill gaps in local, state and national capabilities
- Increase flexibility to quickly increase or decrease capabilities to meet changing requirements
- Present economic advantages
- Allows Incident Commander to focus on core response activities.

NOT A NEW PHENOMENON

Contractors have supported the U.S. military in every major conflict since the Revolutionary War
Fluor Corporation Profile

- One of the world’s largest publicly traded engineering, procurement, fabrication, construction, and maintenance companies
- Designs, builds and maintains capital-efficient facilities for clients on six continents
- Delivers integrated solutions for clients in the energy & chemicals, government, life sciences & advanced manufacturing, infrastructure & power, mining & metals and operations & maintenance market sectors
- Serving more than 4,000 clients in over 60 countries
- Currently performs work on over 1,000 projects in more than 60 specialized industries
- More than 56,000 employees executing projects globally
- More than 100 offices in 36 countries on 6 continents
Global Presence

More than 100 Offices in 36 Countries on 6 Continents
Client Market Portfolio

Energy & Chemicals
- Biofuels
- Carbon Capture
- Chemicals & Petrochemicals
- Gas Processing & Gas Treating
- Gasification, Gas to Liquid (GTL)/Chemicals, & IGCC
- Heavy Oil Upgrading & Oil Sands
- Hydrocarbon Transportation - Pipelines
- Liquefied Natural Gas (LNG)
- Offshore Oil & Gas Production
- Onshore Oil & Gas Production
- Operations & Maintenance
- Petroleum Refining
- Polysilicon
- Sulfur Recovery
- Utilities & Offsites

Infrastructure & Power
- Aviation
- Bridges
- Commercial & Institutional Environmental Compliance
- Heavy Civil
- Offshore Wind Farms
- Operations & Maintenance
- Ports & Marine Terminals
- Public-Private Partnerships
- Rail & Transit
- Renewable Energy
- Thermal Power
- Toll Roads & Highways

Mining & Metals
- Fertilizer
- Metals
- Metals Process Expertise
- Mining
- Mining Process Expertise
- Operations & Maintenance

Life Sciences & Advanced Manufacturing
- Biotechnology
- Carbon-Based Materials
- Consumer Products
- Food & Beverage
- Glass-Based Materials
- Medical Devices
- Operations & Maintenance
- Pharmaceuticals
- Silicon-Based Materials
- Water

Government
- Contingency Operations
- Government Support Services
- Laboratory Management
- National Security
- Nuclear Services
- Secure/Classified Services

Diversified Services
- Asset Life-Cycle Solutions
- Asset Performance Improvement
- New Asset Readiness
- Maintenance
- Operations
- Plant Engineering Services
- Power Services
- Staffing Resources
Fluor Government Group (FGG)

FGG Headquarters

Tom D’Agostino
President
Fluor Government Group

FGG Office
2300 Clarendon Blvd Suite 1110
Arlington, Virginia 22201 USA

FGG Business Lines

Defense
- Delivering core services in both sustained and global contingency environments. Includes the immediate deployment of resources, often in remote and hostile environments.

- Operations & Maintenance
- Logistics Services
- EPC Services
- Life Support Services
- Base Operations Support

Nuclear & Civil
- Delivering environmental and nuclear program management across the U.S., U.K. and Canada, and disaster relief services worldwide.

- Nuclear Security & Operations
- Waste Management
- Disaster Relief Operations
- Nuclear Program Management
- Laboratory Management

Intelligence
- Delivering mission-critical infrastructure and technology platform services to the intelligence community.

- Data Center Management
- Operations & Maintenance
- Technology Platform Services
- SCIF Construction

Customers
- U.S. Army
- U.S. Navy
- U.S. Air Force
- U.S. Department of Homeland Security
- Special Operations Forces
- U.S. Army Corps of Engineers
- U.S. Department of State
- U.S. Department of Energy
- National Nuclear Security Administration
- Federal Emergency Management Agency
- U.K. Nuclear Decommissioning Authority
- Ontario Power Generation
- Government of Canada
- Major U.S. Intelligence Agencies
MISSION

Delivering core services in sustained and global contingency environments. Includes the immediate deployment of resources, often in remote and hostile environments.

- Full-Service EPFCM Capabilities
- Contingency Construction
- Emergency Response & Recovery
- Facility Ops & Maintenance
- Life Support Services

- Logistics Services
- Rapid Deployment
- Infrastructure Support
- Global Execution & Mobilization
LTG Mick Bednarek (USA, Ret.)
Vice President
DEFENSE
Fluor Government Group
Sampling of Contingency and Response Services

- Design & build camp facilities and infrastructure
- Recruit, train and manage workforces
- Food & nutrition services
- Housing
- Utilities (*water, electricity, lighting, solid & liquid waste management, etc.*)
- Facilities/equipment/vehicle O&M
- Roads & grounds maintenance
- Logistics & supply chain management
- Fuel supply & distribution

- Laundry
- Fitness & recreation programs
- Job site transportation
- Firefighting services
- Personal hygiene services (latrines, showers)
- Cleaning services
- Technical assistance for disaster relief and recovery
- Plus dozens of other services as determined by the customer
CONOPS Operational Capabilities

**Rapid Response**
- Experienced Rapid Deployment Team (RDT) on standby
- Boots-on-ground typically within 72 hours
- Ability to immediately transition existing workforce or mobilize a new one

**Scalable Solutions**
- Services, support, and personnel are tailored to meet customer requirements from expeditionary environments to sustained operations
- Solutions reflect evolving requirements

**Consistently Quick to Respond**
- Deployed 20 logisticians and planners to Louisiana 24 hours before Hurricane Katrina made landfall; had more than 1,000 employees in place within 4 weeks
- On the ground in Liberia within 72 hours to begin Ebola relief efforts; had a workforce of nearly 1,000 in place within weeks
- Arrived in Puerto Rico within 24 hours of NTP; mobilized and demobilized a workforce of 3,300 in a span of 6 months to help restore power after Hurricane Maria

**Prepared for a Range of Services**

<table>
<thead>
<tr>
<th>FACILITIES</th>
<th>Expeditionary Services</th>
<th>Sustained Operations</th>
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<tr>
<td>Tents</td>
<td>Design-Build</td>
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<td>Field Rations</td>
<td>Dining Facility</td>
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<td>Bottled</td>
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<td>Spot Generator</td>
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<td>Trenches</td>
<td>Treatment Plant</td>
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</table>
CONOPS maintains a 24/7 Operations Center in Greenville, South Carolina staffed with experienced operations planners.

- Provides operational planning and support
- Maintains personnel accountability for global projects
- Monitors global events
- Supports crisis management action team (CMAT)
- Maintains project information and performance metrics
- Produces maps, imagery, and other GIS products
- Manages contract deliverable reports (CDRLs)
Training & Deployment Centers

Fluor maintains US Army certified training and deployment centers in Greenville, South Carolina and Dubai, UAE modeled after an Army CONUS Replacement Center (CRC)

CRC Services
- Fit for Duty medical/dental exams & vaccinations
- Background checks / security clearances
- Government documents (Letters of Authorization, Common Access Cards, travel visas, work permits, etc.)
- Theater-specific US Government required training
- Fluor required training
- Travel/deployment services
- Personnel in-processing
- Other client-customized requirements

CRC In-A-Box (CRC-IAB)
- Mobile CRC that deploys abroad to hire, train, and deploy foreign nationals in their country of origin
- Provides a significant cost savings
- Reduces mobilization timeline
Global Supply Chain Operation

- Existing portfolio of over 13,000 service providers and suppliers worldwide
- Extensive global projects enhance purchasing and logistics power and drive volume-leveraged pricing
- Focuses on procuring supplies, equipment, and services as close as possible to point of consumption to reduce transportation costs and transit times
- Approved business systems for subcontracts, property, materials management, logistics, and procurement
- Supply systems are integrated with accounting and project control systems
- Comply with export trade requirements
- Routinely exceed small business goals
- Experienced staff manages process and facilitates tracking and expediting
Contingency Operations

Worldwide Projects

U.S. Army LOGCAP IV Task Order 0005
Afghanistan

U.S. Army LOGCAP IV Task Order 0014
Africa

U.S. Army LOGCAP IV Task Order 0015
Soto Cano AB, Honduras

U.S. Air Force AFCAP
Ascension Island, St Helena

U.S. Army MRX and PTF
Germany

FEMA Public Assistance
United States and Puerto Rico
Established in 1985 to use contractors to provide base life support, logistics, engineering, construction, and related services to US Army

Indefinite Delivery/Indefinite Quantity contract administered by Army Contracting Command under Army Sustainment Command

First three LOGCAP contracts were Single Award; became a Multiple Award Task Order Contract (MATOC) in 2008 with LOGCAP IV

In July 2009, Fluor was awarded LOGCAP IV Task Order 5 to provide services at 63 sites throughout Northern Afghanistan

LOGCAP V Presumed Awardees (Under Protest): KBR (EUCOM, NORTHCOM, Afghanistan); Vectrus (CENTCOM, INDOPACOM); Fluor (AFRICOM); PAE-Parsons (SOUTHCOM)

LOGCAP IV service providers aligned by combatant commands (COCOMs) to enhance responsiveness and synchronize operational planning

Fluor assigned AFRICOM & SOUTHCOM; shares CENTCOM
Project Description

Fluor presently provides a wide range of base life support, logistics, construction, and operations & maintenance (O&M) services for approximately 10,000 troops at 11 sites in support of NATO’s Resolute Support (RS) mission in Afghanistan.

At peak (2012), Fluor’s team of 26,000 personnel provided LOGCAP services on 76 sites throughout Northern Afghanistan.

Sites & Staff (as of 1 April 2019)

- Camp Stevenson
- Bagram AB
- Dahlke
- Lightning
- Gamberi
- Farthy
- Kabul Capital Region
- Resolute Support
- NKC
- Taylor
- Morehead
- Duskin

SITES 11
STAFF 5,086
A Typical Day in Afghanistan

- 73,000 meals served at 16 dining facilities
- 3,600 bags of laundry cleaned
- 1.1M gallons of water provided
- 1.5M gallons of waste water processed
- 900 dumpsters of solid waste processed
- 3,378 buildings managed
- 1,700 scheduled service orders
- 500K gallons of fuel issued
- 1,000 power generation systems
- 2,200 vehicles maintained
- 12,000 billeting spaces managed
- 550,000 lbs. of cargo moved
AFCAP Provides world wide military and civil support to satisfy requirements for any U.S. Federal Government agency, NATO, and multi-national forces.

Military and Civil Support includes: Services; Construction/ Facilities; Logistics Support; Commodities

Indefinite Delivery/Indefinite Quantity (ID/IQ) contract administered by Air Force Installation Contracting Center (AFICC)

**Client:** Air Force Civil Engineer Center (AFCEC)

First two AFCAP contracts were Single Award; became a Multiple Award Task Order Contract (MATOC) in 2006 AFCAP III

Fluor AMEC II, PAE-Perini, Vectrus, CH2M (Jacobs), KBR, URS (AECOM), Dyncorp, RMS (IAP)
Global Contingency Services Multiple Award Contract II (GCSMAC II)

- GCSMAC Provides disaster recovery on Navy and Marine Corps bases as well as short term or bridge contracts as needed.
- Military and Civil Support includes: Wide range of support including debris removal, water, temporary structures, providing all types of immediate needs.
- Indefinite Delivery/Indefinite Quantity (ID/IQ) contract administered by Naval Facilities Command Pacific
- **Client:** US Navy, Other DoD and Non-DoD Agencies
- KBR, Vectrus, IAP-ECC, Fluor, and AECOM
GCC MAC provides Design Build/Design Bid Build construction and related engineering services in response to natural disasters, humanitarian assistance, conflict or other urgent requirements.

Military and Civil Support includes: Primarily construction from very expedient or expeditionary to complex, permanent construction. May be required to provide initial Base Operating Support services, material support for Naval Construction Forces (Seabees), or long term and or controlled clean up of sites in austere/contingency environments.

Indefinite Delivery/Indefinite Quantity (ID/IQ) contract administered by NAVFAC Atlantic. Task orders are cost plus award fee or firm fixed price.

**Client:** Naval Facilities Engineering Command and subordinate offices in support of the Navy and Marine Corps or other Department of Defense and Federal Agencies

Contract holders are Fluor, AECOM, Aptim, CH2M Hill (Jacobs), ECC, and Perini.
Comparison of the DoD CAP/MACs

- **LOGCAP** may only perform construction and purchase commodities that are incidental to Base Support Services; Contracts can be FFP, CPFF
  - Task Order are typically Cost Plus Fixed Fee
- **AFCAP** has the ability to award stand alone task orders for Construction and Commodities (not incidental to BOS); Contracts can be FFP, CPFF, CPAF, CPIF
  - Task Orders are typically Firm-Fixed Price with some Cost Plus Fixed Fee
- **GCSMAC** focus is on short term / transitional BOS work; Contracts can be cost plus and Fixed Price Variations
  - NAVFAC Pacific tends toward CPAF task orders
- **GCCMAC** usually supports storm/disaster recovery at Navy and Marine Corp bases or urgently needed MILCON projects; task orders can be FFP or CPAF
  - NAVFAC Atlantic tends toward FFP task orders

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<th>MATOC</th>
<th>Fluor</th>
<th>KBR</th>
<th>Dyncorp</th>
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<th>Vectrus</th>
<th>CH2M (Jacobs)</th>
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Challenging Locations and Missions

Remote, Austere and Harsh Environments

From the jungles and deserts of Africa to the plateaus and mountains of Afghanistan
Challenges to Working Internationally

- **Business Registration**
  - Contract specific; Entity specific
  - Time is relative, dependent on the relationship
  - Requires Investment in Time & Money
  - Types of registration
    - Branch – Wholly owned (hardest to get)
    - Commercial – 51/49 partnership with local company (New Business Entity with FOCI implications)
  - TIF / SOFA / MDA – What does it say about USG support contractors, especially: Legal Status, Business Registration, Taxation, Customs/Duties

- **Contractor Vetting**
  - HSPD 12 requirement for “unescorted access”
  - Secret vs NACI…very slow process

- **US Flagged Vessels (FAR Requirement)**
  - Air: Waiver is not difficult
  - Sea: MARAD Waiver is essentially impossible – fines can be as high as the value of the cargo

- **Potential for OCI**
  - Task Orders / Separate MATOC / Same Site
  - LOGCAP has “Regional Planners” – OCI Firewall
  - Inadvertent Access to Proprietary Data – Need ACA

- **“Fit for Duty” / Medical Clearance**
  - Contract employees must meet the same requirements
  - Older Workforce = More Disqualifications

AFCAP Engineering Support (KTR “A”) has access to LOGCAP BOS (KTR “B”) pricing data when evaluating site proposals.
How to Improve RFPs, Proposals & Execution

**Contractors**

- READ THE CONTRACT!
  - Manage expectations
  - Questions, Assumptions, Exceptions
- Communicate – at all levels (Field / HQ)
  - Avoid surprises – bad news doesn’t improve with age
  - Provide Options & Alternatives
  - Consistent message at all levels (COR and ACO)
- Document, document, document
  - Change management

**Clients**

- Understand the AOR business environment and requirements
  - Commercial registration
  - Taxations
  - Customs, Duties & Tariffs
- Leverage other Government agencies to help with access, approvals and waivers
- Engage Acquisition Community
  - Cost Reimbursable v. Fixed Price
  - Scope Definition with Measureable Metrics
  - Performance v. Level of Effort
- READ THE CONTRACT!
FGG Defense Operations

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