CONSTRUCTION MANAGEMENT IN A CONTINGENCY ENVIRONMENT

Moderator: Col. Edward “Ed” Kertis, USA (Ret.), DAWSON
Panel:
• Col. William “Bill” Haight III, P.E., USA (Ret.), VP, Contingency Construction, The Louis Berger Group
• Wes Lane, Southeast Region Director, DAWSON
Construction Management in a Contingency Environment

Issues

• Strategic
• Operational
• Tactical
Strategic Issues

• Are all contingencies the same?
  – Threat situation / risk profile
  – Military / Civilian Contractor mix

• Civil/Political vs Military vs Engineering objectives

• Execution of HA/DR in contingency

• $$$$$$$$$$$ - colors, limits and availability
Contingency Contracting’s Operating Environment

CONTROL

Establish, Consolidate, Transfer

Tempo

Security
- Military
- Police
- Human Security
- Public Safety
- Population Security

Political
- Mobilization
- Governance Extension
- Institutional Capacity
- Societal Reintegration

Economic
- Humanitarian Assistance
- Development Assistance
- Resource & Infrastructure Management
- Growth Capacity

Effectiveness x Legitimacy

Information
- Intelligence
- Information Ops
- Media Ops
- Global, Regional, Local

Counter-ideology
- Counter-sanctuary
- Counter-motivation
Operational Issues

• Who owns the battlespace?
• Prioritization of work
• TOA!
• Qualified contractors
• Relationships with Local National Subs
Tactical Issues

• Communication
• Battlefield circulation
• QA by cubicle
• LN employee issues
  – Damage at 99%
  – OPSEC
  – Quality
  – Safety
  – Cultural
COL (Ret) Bill Haight
Vice President | Contingency Construction
Louis Berger

The Louis Berger Group in Afghanistan
Successful Prime – Subcontractor Relationships in an Afghan First Environment
Louis Berger in Afghanistan:
- 2002 through today
> $1B in work
Agenda

• Evolution of Afghan First at Operational Level
• Louis Berger’s Afghan First Experiences
• Successful Prime – Local Subcontractor Relationship Tips
• Closing / Q&A (whole panel)
### Evolution of Afghan First at Operational Level

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<tr>
<th>2002-2006</th>
<th>2007-2012</th>
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<tr>
<td>• Restore Afghan national unity</td>
<td>• Afghan led O&amp;M of turned over infrastructure</td>
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<tr>
<td>• Revitalize rural communities</td>
<td>• Requirements forecasting / budgeting</td>
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<td>• Create business development opportunities</td>
<td>• Develop revenues for public financing</td>
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<td>• Provide construction jobs</td>
<td>• Develop and enforce construction standards / regulations</td>
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<td>• Connect economic market places</td>
<td>• Create business friendly (predictable) environment</td>
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<td>• Improve access to services</td>
<td>• Public vs. Private sector roles and responsibilities, and;</td>
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<td>• Reduce travel time and fuel consumption</td>
<td>• Provincial vs. Central Government</td>
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<td>• Reduce mechanical failure rates</td>
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*These type objectives will be similar in many complex, post conflict environments*
Louis Berger’s Afghan First Experiences

Observations from a decade of interactions with Afghan Construction Companies and Subcontractors:

General practices to sustain and continue:

- Universal desire for Professional and Financial Growth
- Seek improvements in technology, techniques, materials, designs, equipment, etc.
- Aggressiveness, risk tolerance, drive, courage!

Practices to Improve / Increase Proficiency in:

- Project Controls (scheduling, cost accounting, etc)
- Quality Assurance / Quality Control
- Communications
- Delivery (Scope, Schedule, Budget)
- Security / Safety

*Increased local capacity = more business potential*
Successful Prime – Local Subcontractor Relationship Tips

- Mitigate contract complexity:
  - Contract types – Fixed Unit Rates (fairer) vs. Firm Fixed Price (easier)
  - READ the contract WITH them! Use “back brief” method
  - Identify specific deliverables prior to payments and means to validate
  - Understand that Good Engineers aren’t always Good Contract Administrators
  - Help them identify their risk areas, like escalation, taxes, etc.

- Fast turn contracting actions and electronic comms → every message right:
  - Help subs “wargame” work plans, tracking systems, and reports
  - Build climate where sub keeps client informed on bad news
  - Shared commitment to project delivery = a mutually supporting, well functioning team
  - Despite the convenience of email, NOTHING replaces good face to face communications (make the time; drink some tea!)

Sub’s Success = Your Success = Mission Success
Successful Prime – Local Subcontractor Relationship Tips

• Increased scrutiny on Scope, Schedule and Budget – the war-grace period is over!
  - Mutual understanding of ALL deliverables – project AND non-project related
  - FAR / FIDIC based contracts – explain embedded in the flow down clauses
  - Schedule – agree which delays are excusable and how to track
  - Long lead items = plan for customs delays
  - Remember Good Engineers aren’t always Good Schedulers!

• Safety and Security are moral imperatives (and contractual requirements!)

Sub’s Success = Your Success = Mission Success
Thank you

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CONSTRUCTION MANAGEMENT IN A CONTINGENCY ENVIRONMENT

Open Discussion

Q&A
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