



# BERGER/CUMMINS WORLDWIDE PRIME POWER

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Statement of Qualifications





# The Louis Berger Group/Cummins Power Generation Joint Venture for Worldwide Prime Power

Berger/Cummins, a joint venture of The Louis Berger Group, Inc. and Cummins Power Generation, provides global expertise in design, procurement, construction, and operations and maintenance of power generation and distribution systems for continuous and reliable Prime Power.

After forging a strong relationship working together in southwestern Afghanistan in 2003-04, The Louis Berger Group and Cummins Power Generation formed the Berger/Cummins Joint Venture. Today we provide a synergistic team that combines one of the world's premiere engineering and program management firms with the largest and most diversified designer and manufacturer of engines and generator set equipment worldwide. We take tremendous pride in working successfully in harsh, dangerous environments and exceeding client expectations on the toughest assignments.

Our services include the following:

- Power Generation
- Design/Build Construction
- Operations and Maintenance
- Overhead and Underground Distribution
- Logistics
- Fuel Storage and Supply
- Working in Hostile Environments
- Emergency Response

Enclosed you will find information on these services and a variety of key projects that illustrate the range of experience and depth of professional resources that qualify Berger/Cummins in meeting your worldwide needs for Prime Power.

# Who We Are

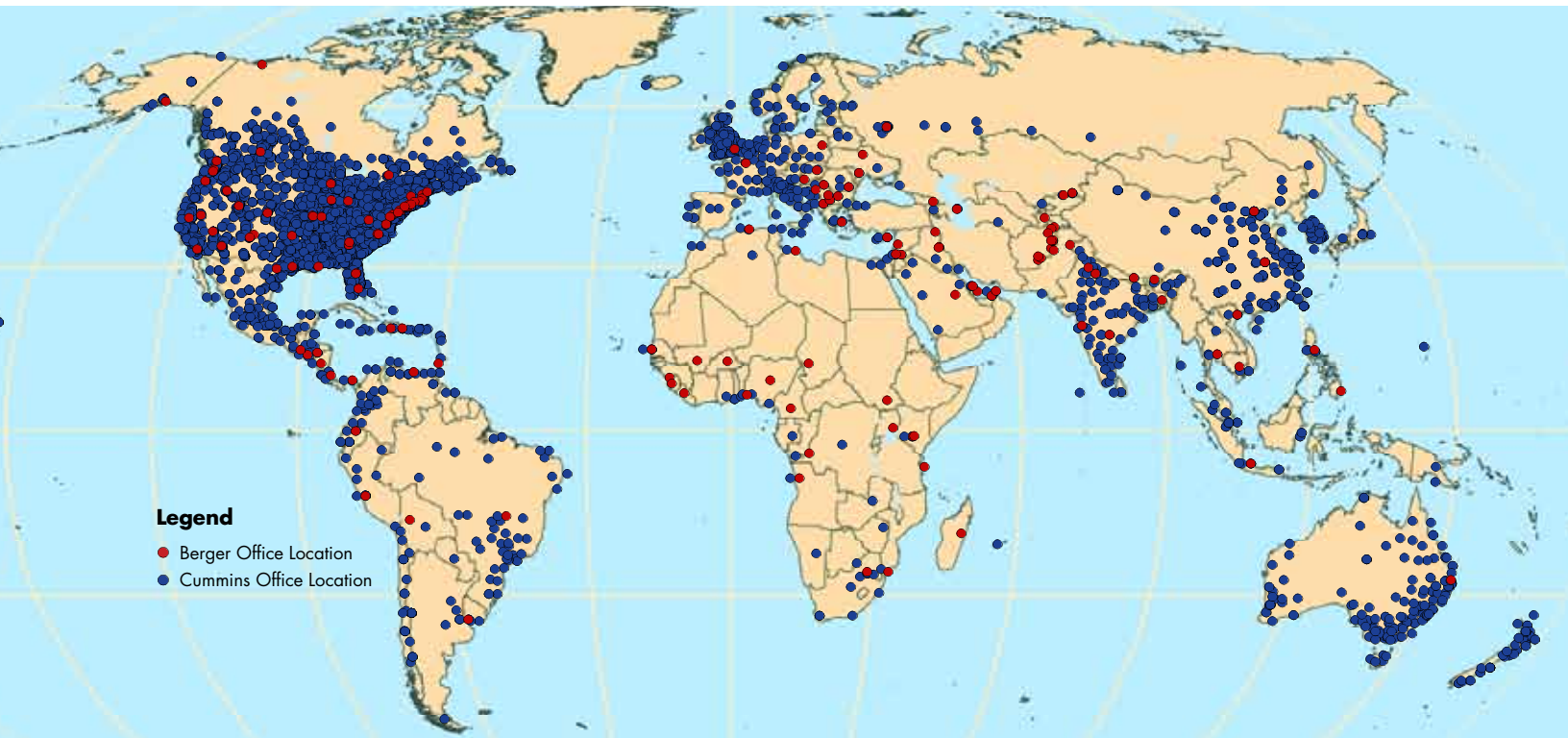
## The Louis Berger Group

Headquartered in Morristown, NJ with contingency operations managed in Washington, DC, The Louis Berger Group, Inc. is an internationally recognized infrastructure engineering, program and construction management, environmental science, and economic development consulting firm. As part of the Berger Group of Companies, LBG has a resource base of 5,000 employees and affiliate employees in more than 90 countries. Founded in 1953, since 1959 LBG has focused its core practice on infrastructure and capacity-building program delivery in countries affected by war, civil unrest and natural disaster. LBG specializes in providing contingency and emergency response, post-conflict reconstruction and nation building in some of the world's most challenging locations. We are able to ensure maximum responsiveness to local conditions while providing clients with the technical resources and rapid response capabilities of a leading global organization.

## Cummins Power Generation

Based in Minneapolis, MN, Cummins Power Generation is a world leader in the design and manufacture of power generation equipment, including PowerCommand® standby and prime power systems. Cummins designs, manufactures, distributes and services all major generator components, including the engine, alternator, and control systems, along with related technologies, including fuel systems, air handling, filtration, emission solutions and electrical power generation systems. Cummins has the resources and capacity to tailor generating set packages to customers' exact requirements. The most diversely located manufacturer of emergency generators in the world, Cummins Power Generation serves customers in approximately 190 countries and territories through a network of more than 500 company-owned and independent distributor locations and approximately 5,200 dealer locations.

# Where We Are



Berger/Cummins has a worldwide presence, with primary offices in:

- Washington, DC, United States
- Minneapolis, MN, United States
- Dubai/JAFZA, United Arab Emirates
- Victory Base Complex, Iraq
- Al Asad Airbase, Iraq
- Kabul, Afghanistan
- Kandahar Airfield, Afghanistan

# Our global network...

of regional and local resources ensures prompt and reliable delivery of top quality power generation and distribution systems in rapid response to the most rigorous demands. Through the extensive Cummins network, Berger/Cummins has access to hundreds of distribution centers staffed with certified electrical technicians. Our personnel have expert knowledge of local and international codes, customs, design and construction practices, available resources, and other requirements critical to ensuring successful project implementation.

Berger/Cummins has supported the US Army Corps of Engineers Philadelphia District and the 249th Engineer Battalion under the Worldwide Emergency Power Operations and Maintenance program, which at its peak provided 155 megawatts of power through four delivery orders in support of Operation Iraqi Freedom / New Dawn. On Victory Base Complex, Iraq, we are operating the largest power plant for US Military expeditionary forces worldwide: a combined (CFE/GFE) 74-megawatt power plant which we designed, constructed and now operate and maintain. Berger/Cummins also designed and constructed more than 45 kilometers of new 11-kilovolt overhead distribution on three sites in Iraq and maintains more than 140 kilometers of 11-kilovolt underground distribution on a fourth site.

Berger and Cummins have also worked successfully together as a team in Afghanistan to provide similar prime power applications—Cummins has supplied 20 generator sets totaling 3 megawatts of power to Berger project sites in Afghanistan. In early 2011, Berger/Cummins has received orders from USACE for additional power generation requirements in Afghanistan. Beyond our work with the US Military, Berger/Cummins has partnered with USAID to construct a 10-megawatt power plant in Monrovia, Liberia and to provide assessment and service to hundreds of FEMA generators domestically.

In all of these efforts, Berger/Cummins has demonstrated exceptional conformance to contract specifications and standards, customer satisfaction, quality of workmanship, and timeliness.

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# Power Generation

Berger/Cummins offers the highest quality, most efficient and reliable generator equipment to support global operations. Cummins commercial generator sets are fully integrated power systems providing optimum performance, reliability and versatility for stationary standby and prime power applications.

Cummins is recognized as the preeminent provider of gensets and electrical equipment to commercial clients worldwide and to the Department of Defense, with exceptionally high fielding densities in Iraq and Afghanistan. Cummins DOD equipment programs include the Advanced Medium-Sized Mobile Power Source (AMMPS) Program, directed under Project Manager Mobile Electric Power, Fort Belvoir, VA and MEP-012A generators under the Power Production units provided to the US Air Force and the 249th and Prime Power School, USACE.

Cummins is a world leader in integrated total power systems, as well as the world's only provider of pre-integrated PowerCommand® commercial power systems. From engines and alternators to transfer equipment and controls, all major components of our power systems are manufactured by divisions of Cummins. This approach means that components are designed and built to work together from the start. The results are smaller equipment footprints, reduced installation time and higher reliability. The Cummins global distribution network, consisting of more than 500 distributorships and branches worldwide, means that Berger/Cummins has the ability to provide surge capacity and additional power generation equipment to meet critical delivery deadlines.



# Design/Build Construction

Berger/Cummins provides the complete solution to contingency power needs, starting with design/build construction capabilities. We engineer solutions from the ground up for power plants of any size. We have an in-house team of highly qualified professional engineers and technicians with extensive experience in the planning, design, and construction of power plants, fuel storage facilities, and distribution systems. The field technical team also includes licensed and certified master electricians, journeyman electricians, journeyman overhead and underground linemen with distribution power grid equipment experience and expertise who are intimately familiar with the operating environment in Iraq and Afghanistan.





## Operations and Maintenance

Berger/Cummins has comprehensive operations and maintenance plans in place to ensure the continuous and safe operation of our gensets and to minimize downtime and repair costs. We provide all of our sites with fully qualified electrical personnel who are fully trained in the O&M of power generation and electrical distribution systems. We retain on-site Cummins technical representatives who are trained and certified on the relevant generators. We also have a thorough QA/QC program in place to ensure the quality of all service operations and maintenance and we follow all applicable OSHA, NEC, NESC, and NFPA codes and standards. Under emergency situations, we are capable of mobilizing replacement generators within 48 hours of notification of breakdown. Cummins-trained technicians perform all major repairs.

# Overhead and Underground Distribution

Berger/Cummins has the qualifications required to successfully install new overhead and underground distribution systems and connect existing distribution to a new power source, while providing operations and maintenance to the entire network. A distribution system is made up of several components, including lines or conductors, poles, transformers, substations, ground grids, switches, circuit breakers, fuses and lightning arrestors. The lines comprise a primary distribution system of "stepped-up" power being generated at the power plant and delivered to the end-user's secondary distribution system via "step down" transformation.

An equipment-specific routine preventive maintenance plan is developed for each distribution system in accordance with utility industry standards and manufacturer requirements. Based on the equipment installed, this plan addresses how often preventive maintenance and testing will be performed, taking into account environmental concerns and existing equipment conditions that may affect the frequency of these services. Our preventive maintenance plans include circuit patrol, vegetation management, and thermography programs which help us prevent outages before they occur.

Special training is required for high voltage equipment, and only personnel properly trained will work on the specific equipment being maintained or tested. This includes understanding the functionality of the equipment, both electrically and mechanically, and having a thorough knowledge of electrical safety practices and procedures. Our highly trained personnel provide 24/7 response to any outages that occur on our distribution systems.

# Electrical Health and Safety

Berger/Cummins understands safety concerns, particularly those that arise in rapidly transitioning theaters and hostile environments. We apply an integrated approach to safety and security at all phases of operation, a fact which is exemplified by our excellent safety record. Our program adheres to the requirements of the US Army Corps of Engineers' Safety and Health Requirements Manual (EM 385-1-1), the National Electrical Safety Code (NESC), OSHA 29CFR1926 Subpart K - Electrical, and all local fire and safety regulations. We place responsibility and accountability for safety at all levels of program management, from the Program Manager to field site management to individual employees.

Significant emphasis is placed on formal training. In addition to general training on electrical distribution systems, training is provided on site-specific electrical systems and components, including items such as engine-generators, switchgear, and fuel farm systems. Training courses are provided by a professional electrical engineer at least three times per year. Based on test scores, experience, and demonstration of task competency, each employee will receive a certification at one of three levels: Competent Person, Authorized Person, or Senior Authorized Person as established by OSHA 29CFR1910-269. All personnel will be re-tested and certified annually in order to maintain their current job category qualification. All employees will also be trained in and familiar with required safety practices, including applicable emergency procedures related to their work and necessary for their safety, as well as the proper use of special precautionary techniques, personal protective equipment, insulating and shielding materials, and insulated tools for working on or near exposed energized parts of electrical equipment. All employees are also trained in CPR.

Daily job briefings are given as required by OSHA, particularly for any tasks which involve exposed, energized conductors ("arc flash" hazards). Each site also hosts weekly safety briefings to ensure that our staff has the most up-to-date safety training and information. This ensures a safe and secure environment not only for our personnel but for our clients and end-users as well.



*Our last lost-time accident at the VBC West power plant occurred in August 2008.*



## Fuel Storage and Supply

We provide the design, construction and operations and maintenance of turnkey fuel storage and supply systems at our power plants worldwide. At the peak of our work in Iraq, we stored and maintained five days' worth of fuel on four sites, for a total storage capacity of approximately 820,000 gallons.

A comprehensive and site-specific oil spill prevention and emergency spill response plan is prepared and approved with the client before any fuel arrives on site. Our fuel plans address the delivery and receipt of fuel at the site, facility operations, site drainage, storage tank/fuel delivery system requirements, inspection procedures, training, and disposal of waste materials. Our staff is trained in the prompt removal and disposal of fuel materials, including any spilled or contaminated fuel, in accordance with local environmental disposal regulations.

A critical component of site operations includes accounting and verifying volumes, types, and quality of fuel. Berger/Cummins carefully manages our fuel to prevent the theft and fraudulent delivery that are commonplace in contingency environments worldwide. Immediately upon Notice to Proceed, our logistics manager works with the client and subcontractors to arrange on-site fuel delivery.



A photograph of an industrial facility, likely a power plant, featuring several large blue cylindrical tanks and a complex network of pipes and metal structures. The scene is set outdoors under a clear sky.

## Blending Used Oil

In providing prime power on military bases in Iraq, Berger/Cummins developed a program to blend used oil from the power plant gensets with JP-8 fuel. We have burned thousands of gallons of used oil through this internal power plant process, saving the client hundreds of thousands of dollars annually by (1) decreasing the amount of JP-8 fuel required, and (2) reducing the costs of transporting and disposing of used oil as hazardous waste. In 2010 alone, we burned over 90,000 gallons of blended fuel at three power plants in Iraq.

This fuel recovery purification process falls in line with the military's move toward employing more economical and cost-effective solutions for energy production at military installations. By blending used oil with fuel, Berger/Cummins methods are safer and more efficient than those of other firms, reducing the need for transporting used oil and thereby minimizing the risks associated with operating in post-conflict and remote areas.

## Canola Oil

At the request of the Director of Public Works at Victory Base Complex, Iraq and at no cost to the Government, Berger/Cummins prepared to initiate a feasibility study into the effects of burning canola oil from the military's dining facilities in our gensets. We have dedicated two of our existing VBC East gensets for this effort and will create an operational baseline and collect data for our engineers to review and assess the risk of engine damage and to adjust the process as required for maximum efficiency. Approximately 3,000 gallons of canola oil per month will be consumed for testing purposes. The feasibility study will utilize one KTA 50 and one QSK 60 Cummins generator set, rated at 850kW and 1.1 megawatts respectively. If proven feasible, Berger/Cummins will blend canola oil with JP-8 fuel, which will decrease the total amount of JP-8 fuel required and largely eliminate the costs associated with the transportation and disposal of canola oil.

# Logistics

We know that timely delivery of equipment is critical to successful project completion. Cummins has demonstrated success in delivering material and equipment to austere environments for more than 70 years and has been expediting the shipment of gensets and electrical equipment internationally since the 1930s. Since 2003, Berger/Cummins has provided logistical support and oversight of successful power project implementation in Afghanistan and Iraq, and our supply chain management is proven.

Through its extensive global distribution network, Cummins has successfully provided emergency generator equipment on six continents, often under critical delivery deadlines. Berger/Cummins has proven in Iraq and Afghanistan that it will deliver equipment on time to inaccessible and hostile environments.

To support our projects worldwide, Berger/Cummins works closely with logistics and transportation partners to efficiently manage supply chain movement of all cargo. Depending on unique cargo demands and client timelines, Berger/Cummins is capable of quickly air freighting equipment into austere locations, as well as obtaining the necessary private security to line haul goods within active combat zones and high-risk, harsh environments.

For Middle East/Central Asia requirements, we manage the transport and rotation of equipment into/out of theater via Berger/Cummins offices on Victory Base in Iraq, Kandahar Airfield in Afghanistan and the Cummins equipment depot and logistics support center in Dubai/JAFZA.





## Rapid Mobilization

In 2007-08, to facilitate the nearly simultaneous mobilization of four sites, Berger/Cummins coordinated the movement of nearly 5,000 metric tons of equipment and material by land, air, and sea, including the shipment of more than 250 containers and 25 vehicles from more than 15 points of origin. Our versatility and responsiveness are demonstrated in successful shipping from such varied embarkation points as Singapore, Mumbai, Jeddah, the UK, and multiple CONUS locations. Berger/Cummins trucked more than 125 gensets from Dubai to various project sites in Iraq, arranging up to 20 private security convoys to expedite equipment delivery as necessary. Likewise, Berger/Cummins contracted approximately 15 charter aircrafts to Iraq to rapidly service project requirements on Victory Base Complex and Al Asad Airbase.

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# Working in Remote, Austere, and Hostile Environments

Berger/Cummins has a proven history of successful project implementation in hostile environments worldwide, including Iraq, Afghanistan, Yemen, Libya, Liberia and Southern Sudan. Our two companies have a staunch commitment to our clients and to successfully performing the toughest jobs and going where no one else will. In the critical and challenging environments of Iraq and Afghanistan in particular, our team has a documented track record of supporting the US Government mission by designing, constructing, or managing the design and installation of critical prime power projects both on and off US Military installations. We use both partners' global infrastructure, distribution, and technical support networks to provide unprecedented responsiveness in the assessment, delivery, and O&M of genset equipment where and when required. We have pre-screened staff ready to mobilize for overseas assignment at a moment's notice and a demonstrated ability to surge and quickly deploy forces.

## Iraq and Afghanistan

Berger/Cummins, supported by Dubai-based Cummins Middle East, has well-established management logistics and support infrastructure in place to serve operations in Afghanistan and Iraq. We understand how to ensure personnel, equipment and supplies from around the world, as well as in-country, make it to the right location at the right time, by anticipating and mitigating schedule risks such as security, extremes in climate and geography, and long lines of communication. We are familiar with Afghan and Iraqi firms as well as other foreign firms working in the region. We have access to, and experience in, obtaining air support to move personnel and supplies between various locations in-country, most notably when the roads are too dangerous to travel. Depending on unique cargo demands and client timelines, Berger/Cummins is capable of quickly air freighting equipment into austere locations in-country, as well as obtaining the necessary private security to line haul goods within active combat zones and high-risk, harsh environments.



# Emergency Response

Berger/Cummins has the experience and capability to rapidly deploy within 24 hours with the skilled labor and specialized equipment necessary to provide turnkey power assessment, installation, and O&M services for emergency response. Berger/Cummins has access to expert planners, engineers, emergency managers, and logisticians who can provide immediate response to emergency needs.

Berger/Cummins has supplies staged in the US and around the world, ready to be deployed at a moment's notice. These supplies include specialized tools and the bench stock to install, service and repair gensets, including high and low voltage diagnostic equipment and personal protection equipment. We also have pre-packaged personnel deployment kits maintained in our Washington, DC office, comprised of satellite and cell phones, GPS, maps, first aid kits, notebook computer and printer, and digital cameras. We have identified preferred vendors for transformers, switchgear, fuel tanks, and supply systems.

LBG's veteran staff has responded to over 30 disasters since 1992's Hurricane Andrew, and has worked closely with both the Federal Emergency Management Agency and the US Army Corps of Engineers to rapidly deploy personnel and equipment to assess emergency power requirements and the condition of existing equipment and to install, troubleshoot, repair, and operate emergency generators and associated distribution. LBG has been involved in both planning for and responding to disasters in the Gulf Coast region under contract with the US Postal Service since May 2006. In early 2011, the Berger/Cummins Joint Venture was awarded a delivery order under the Worldwide Power IDIQ to provide assessment, service, and repair to over six hundred FEMA gensets.

Cummins Power Generation has a complete and comprehensive disaster recovery plan in place, incorporating the entire network of distributors to effectively serve disaster areas. Cummins has material and equipment stockpiled at distribution centers worldwide, allowing us to draw gensets and ancillary equipment from multiple locations to ensure rapid response. Cummins performs complete assessments of available equipment and technician support when there is advance warning that emergency response is imminent. When disaster strikes without warning, assessments are made within 24 hours and the same responses are put in motion. Thorough safety inspections are completed in all instances.





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# Selected Project Experience

## Worldwide Emergency Prime Power Services: Iraq

Berger/Cummins supports the US Army Corps of Engineers, Philadelphia District under the Worldwide Power contract, which is an on-call program to provide contingency power worldwide for conflict and disaster situations. Under two consecutive 5-year contracts, Berger/Cummins has applied expertise in design, procurement, construction, and management of power generation and distribution systems for continuous and reliable power. The program has had a presence on multiple sites in Iraq and Afghanistan where we supply prime power to thousands of military personnel, the US Military, Multi-National Forces Iraq Headquarters, the military communications infrastructure, and other command and control facilities. Our Victory Base Complex East power plant in Iraq was designed and constructed to integrate both CFE and GFE plants and at 74-megawatt peak capacity is the world's largest expeditionary power plant serving a US base. Additionally, in the United States, Berger/Cummins is completing maintenance for FEMA's emergency generators in several states.

As we work to reduce fuel consumption, our plants can include systems for blending and cleaning used engine oil for re-utilization in the fuel supply that result in substantial cost savings by reducing used oil disposal costs and fuel consumption. Additionally, we have initiated a pilot project to consume used canola oil from on-base dining facilities. In Iraq, Berger/Cummins central power plants have eliminated the need for most spot generation, providing on-base power that has enhanced reliability and mission support while saving hundreds of millions of dollars in operating efficiency, fuel, and maintenance services.

Our program adheres to numerous safety requirements, including the US Army Corps of Engineers' Safety and Health Requirements Manual (EM 385-1-1), the National Electrical Safety Code (NESC), the US federal regulations issued by OSHA, and all local fire and safety regulations.

Our projects have included more than 145 professional, technical and support personnel. All power plants are staffed 24/7 with precise O&M procedures in place to ensure minimal impact during outages or switchover. Our staff performs continuous equipment servicing, conducts quality assurance checks and conducts all operator and depot-level repairs on-site without disruption in service.



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## WORLDWIDE EMERGENCY PRIME POWER SUPPORT SERVICES

VICTORY BASE COMPLEX WEST | IRAQ

The prime power plant at VBC West is located on the southwest side of Baghdad International Airport and provides power services to sites that include Sather Airforce Base and the Radwaniyah Palace Complex. The work under this contract consists of the transportation, construction, installation, and O&M of a 31-megawatt power plant comprised of 28 diesel gensets, step-up transformers, ring main units, and customized summation switch and controls providing power to a newly constructed four feeder distribution system totaling 13 kilometers with 32 substations for low-voltage tie-in. We also provide on-site fuel storage with a 160,000 gallon capacity.

## WORLDWIDE EMERGENCY PRIME POWER SUPPORT SERVICES

VICTORY BASE COMPLEX EAST | IRAQ

Located northeast of BIAP, the 74-megawatt plant at VBC East consists of a new 54-megawatt plant designed and constructed by Berger/Cummins and integrated with a previously existing 20-megawatt GFE MILCON plant (also operated and maintained by Berger/Cummins since February 2008), an electrical infrastructure upgrade comprised of a new 100-megawatt bus/switchgear, 40-megawatt substation and six new overhead 11-kilovolt distribution feeders totaling more than 20 kilometers in length. A 280,000 gallon fuel farm was constructed to supply the power plant, in addition to the 100,000 gallon fuel farm that supplies the MILCON plant. Daily fuel consumption at peak loads is greater than 70,000 gallons.

The first phase of this power plant, providing 25 megawatts of prime power, was completed from start to finish during a remarkably short six-week period from March through April 2008. This time period included transportation logistics into Iraq and plant construction. The six additional new feeders and 26 substation drops provide service replacing 103 spot generators. The removal of these spot generators has saved an estimated \$180 million a year in fuel and O&M.



## WORLDWIDE EMERGENCY PRIME POWER SUPPORT SERVICES

FOB FALCON | IRAQ

FOB Falcon is located 11 miles south of downtown Baghdad and was a key forward operating base in support of military operations in the southern part of the city. FOB Falcon grew rapidly for several years and served as base to thousands of military and civilian personnel each year. Berger/Cummins took over operations and maintenance of the GFE 4.5-megawatt MILCON plant at FOB Falcon in February 2008 and designed and constructed an additional 10-megawatt power plant with 80,000 gallons of additional fuel storage and a complete four-feeder 11-kilovolt power distribution system to replace heavily damaged underground lines. The project at FOB Falcon endured sustained indirect fire attacks and severe sandstorms. Berger/Cummins equipment demobilized from FOB Falcon on 30 September 2010. We continued to provide O&M services to the MILCON power plant and overhead distribution system until 10 October 2010, when the plant was turned over to the Iraqi Government.



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## WORLDWIDE EMERGENCY PRIME POWER SUPPORT SERVICES

### AL ASAD AIRBASE | IRAQ

Al Asad Airbase, located 180 kilometers west of Baghdad, is the second largest US Military base in Iraq and the largest coalition base in western Iraq. Berger/Cummins was contracted to build, install, operate and maintain a 35-megawatt on-base power plant and associated 11-kilovolt underground distribution system.

When USACE requested the replacement of the incumbent contractor plant with more than double the original plant capacity, Berger/Cummins provided a seamless switchover with minimal interruption to base operations. This switchover was performed in an innovative three-phase approach in which the entire plant was re-engineered integrating new and existing equipment with Cummins switchgear while meeting all base power requirements: (1) in Phase I, Berger/Cummins assumed incumbent contractor plant operations, (2) in Phase II, the new power plant site was completed and switched on, supplanting the pre-existing site, and (3) in Phase III, the original Phase I plant was relocated to and integrated at the new plant site. Only 77 days elapsed from Phase I operational turnover to completion of Phase III.

In addition to providing all power plant O&M services, Berger/Cummins also maintains the base's pre-existing four feeder underground distribution system, totaling approximately 190 kilometers, along with associated substations and switching facilities.



## WORLDWIDE EMERGENCY PRIME POWER SUPPORT SERVICES

### AL ASAD POST OFFICE | IRAQ

In March 2010, Berger/Cummins was contracted by the Base Command Group at Al Asad Airbase to design and construct the routing of underground power distribution to connect Al Asad's Postal Distribution Center and adjacent ramp flood lights to the base's electrical grid. Prior to connection, the facility was powered by two spot generators which required frequent servicing and maintenance. Connection to the nearby substation significantly increased the reliability of power to this mission-critical 24-hour facility, while completely eliminating costs associated with spot generation O&M.

Under this scope of work, Berger/Cummins designed the routing of approximately 1,000 ft of underground power distribution from the existing substation to the facility. Berger/Cummins also procured and installed a new 800 Amp manual transfer switch, a new 800 Amp main distribution panel, as well as a concrete pad and support structure sufficiently sized to house the new equipment. All work was successfully completed by May 2010.



## Worldwide Power in Afghanistan

The Louis Berger Group has had a significant presence in Afghanistan since 2002, primarily through two major USAID programs: the Rehabilitation of Economic Facilities and Services (REFS) and the Afghanistan Infrastructure and Rehabilitation Program (IRP). Power has been a large component of LBG's infrastructure rebuilding work in Afghanistan, including two 16.5-megawatt hydroturbines at the Kajakai Hydropower Plant in Helmand Province refurbished under extremely difficult security conditions and a complete assessment of the Darunta Hydroelectric Plant, located outside of Jalalabad. LBG and Cummins together supplied emergency diesel power plants and O&M services for three cities in southwestern Afghanistan.

Berger/Cummins maintains a project management office on Kandahar Airfield, which provides a platform to liaise with Military and Government agencies in Kandahar and Helmand provinces as well as in Kabul. Berger/Cummins is implementing plans to pre-stage power plant generators and supporting equipment near Kandahar Airfield, which will provide Berger/Cummins the opportunity to mobilize quickly for future projects. In 2010, Berger/Cummins was awarded two standing Blanket Purchase Agreements (BPAs) with the US Military in Afghanistan—one for the Kandahar Regional Contracting Center and the other for the Leatherneck Regional Contracting Center. Under these agreements, Berger/Cummins has provided Automatic Transfer Switches and genset equipment in support of Operation Enduring Freedom.

Since early 2011, Berger/Cummins has won additional work with USACE in Afghanistan under the Worldwide Power IDIQ, and as of May is constructing a new power plant to Camp Nathan Smith in Kandahar City. Berger/Cummins will continue to operate and maintain the new power plant and primary distribution system for the US Military following installation at the site.

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## WORLDWIDE EMERGENCY PRIME POWER SUPPORT SERVICES

LIBERIA ELECTRIC CORPORATION | LIBERIA

In August 2010, the Berger/Cummins Joint Venture began construction and installation of a 10-megawatt power plant for the Liberia Electricity Corporation (LEC) at the Bushrod Island site, a gift from the American people funded by the US Agency for International Development. Liberia is in the process of re-electrifying after fourteen years of civil war. Prior to the construction of this new plant, LEC had an installed capacity of just 9.6 megawatts for the entire city of Monrovia; the new Berger/Cummins plant has more than doubled LEC's commercial capacity for the city.

The Berger/Cummins scope of work included:

- Design, construction, and provision of gensets and 22-kilovolt electrical equipment for the plant and switchgear
- Engineering the synchronization of the new 10-megawatt plant with an existing 5-megawatt plant
- Design and construction of an above ground fuel supply and storage system adequate for seven-day's operation
- Design and construction of a hurricane resistant structural cover
- Operator training for LEC staff

## RIBBON CUTTING CEREMONY IN LIBERIA

In February 2011, Berger/Cummins and LEC held a ribbon-cutting and dedication ceremony, attended by USAID Mission Director Ms. Patricia Rader, Liberian President Madam Ellen Johnson-Sirleaf, and US Ambassador Linda Thomas-Greenfield (left-to-right). President Johnson-Sirleaf pushed the start button in the middle of the plant, and the afternoon concluded with the President's promise to the people of Liberia that the power generated at this plant would make it to their homes in the coming months.



## FEMA GENERATOR TECHNICAL INSPECTION AND REPAIR

USACE | UNITED STATES

Under the Worldwide Power IDIQ, the Berger/Cummins Joint Venture was awarded a Service and Repair Delivery Order for Federal Emergency Management Agency generators. These units are part of a 1,000 FEMA generator fleet based at four FEMA Distribution Centers in the US that provide temporary power following the declaration of a federal disaster. These units have provided life saving power to hospitals, water pumping stations, locks and dams, and Special Needs Centers across the US dating back to Hurricane Andrew in 1992. Hundreds of FEMA generators provided power to New Orleans for nearly a year in the aftermath of Hurricane Katrina, and they have been deployed as far as Guam during typhoon season.

The units have been in service for many years and are in constant need of servicing and repair to keep them fully mission capable. After Berger/Cummins responded within 24 hours to commence immediate assessment following the initial notice to proceed, USACE requested

assessment, service, and repair on over six hundred additional generators stored in FEMA warehouse facilities in Atlanta, GA; Fort Worth, TX; and Frederick, MD.

The Berger/Cummins team has performed the following services and repairs:

- Diagnostic troubleshooting
- Oil and filter changes
- Replacement of oil and coolant hoses, belts, thermostats, batteries, control panels, radiators, doors and locks, circuit breakers, fans, battery chargers, control modules, and fuel lines
- Load banking
- Skid construction
- Trailer modification
- Fuel disconnect installation



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# Key Berger/Cummins Staff

## **Frank Jordano, PE** Program Manager/Senior Vice President

Prior to joining the Louis Berger Group, Mr. Jordano was career military with the US Army Corps of Engineers and has 30 years of experience managing large engineering and Department of Defense programs. With the Army, he served in various capacities in Korea, Saudi Arabia, Germany and many other international locations; with LBG he has served in Afghanistan and Iraq. For the US Pacific Command, he managed US Military construction programs funded by the governments of Japan and Korea and planned and conducted missions with the 249th Engineer Battalion (Prime Power) in support of the US Military's humanitarian mission in East Timor. An LBG Senior Vice President and business unit manager, Mr. Jordano currently serves as Program Manager for the Berger/Cummins Joint Venture Worldwide Power program.

## **Rick Duncan** General Manager, Rental Business

Mr. Duncan has over 25 years of experience in logistics, finance, and project management. He is currently responsible for the Rental Projects Business Unit at Cummins Power Generation. He oversees and develops all projects in Europe, Africa, the Middle East, Asia, Russia and North America, which includes over 900 megawatts of genset and ancillary equipment. He has planned and executed emergency power projects throughout the world. Mr. Duncan develops joint venture partners for Cummins Power Generation and acts as the lead Cummins representative in those partnerships. He is part of the team that develops new products for distribution and rental companies and is a member of the Cummins Rental Distributor Council. Prior to joining Cummins Power Generation, Mr. Duncan oversaw and led logistics and finance teams for private and third party logistic companies. Some of his achievements include development and implementation of complex algorithm systems, Transportation Management Systems (TMS), Warehouse Management Systems (WMS) for technical/electronic, commodity and other firms. His quantitative analysis of global production and distribution facilities has resulted in substantial savings.

## **Ray Mardini, PE** Operations Manager

Mr. Mardini has 24 years of experience executing both domestic and overseas engineering and construction programs and has been leading the day-to-day operations of the Berger/Cummins Joint Venture since 2007. He has a diverse background in management of airfield, waterfront, administrative, academic, industrial, medical, and anti-terrorism/force protection projects. In 2008, he spearheaded the planning, design, and installation of four leased power plants at Victory Base Complex, FOB Falcon, and Al Asad Airbase, Iraq. Prior to joining Berger/Cummins, he delivered facilities services and infrastructure capital investment programs to major Navy Command in the North Potomac region. He also executed the Base Realignment and Closure (BRAC) master planning effort, which relocated Walter Reed Medical Center to National Naval Medical Center (NNMC) Bethesda. He managed the economic development and reconstruction effort in Karbala, Iraq by programming and disbursing over \$14 million in Development for Iraq funds, employing thousands of Iraqis in the Karbala Province. He directed Public Works organizations in the execution of planning, engineering, construction, and utilities services.



**Paul Nelson** Senior Program Manager, Emergency Response Director

Mr. Nelson has 25 years of experience in electrical operations and maintenance management. He has proven ability in field and multi-power plant supervision and diesel generator repair. Mr. Nelson's areas of expertise include workforce and logistical management, communication and scheduling coordination, and government and civilian contracts. He has worked with the Department of Defense (DOD) and USACE in Iraq, Afghanistan, Saudi Arabia, Germany, Honduras, Panama, Hawaii, Puerto Rico, Guam, Thailand, Okinawa, and Johnston Atoll. He supervised the construction and/or O&M of the following power plants and distribution systems in Iraq and Afghanistan: Liberty, Victory, Al Asad, Speicher, Anaconda, Falcon, Mosul, Taji, Kandahar, Sharana, Salerno, Bagram, and Jalalabad. Mr. Nelson retired as a Sergeant First Class in the United States Army, 249th Engineer Battalion, USACE.

**Joseph Jancauskas, PE** Senior Electrical Engineer, Technical Director

*NABCEP Certified Solar PV Installer™*



Mr. Jancauskas has 26 years of experience in engineering, project management, and employee development with investor-owned utilities, architect/engineering, and federal agencies. He also has experience in generation (fossil, hydro, nuclear, combustion turbines, diesel, solar PV), substations, transmission, distribution, and industrial. He has authored over 20 publications and instructed 17 seminars in the US and Eastern Europe, was Chairman of the Generating Station Design Subcommittee of the Institute of Electrical and Electronics Engineers (IEEE). Mr. Jancauskas currently serves as the Senior Technical Director for the Berger/Cummins Joint Venture for the USACE Worldwide Emergency Prime Power program.

**Eur Ing. Steven East, BEng (H), CEng, MIET** Chief Engineer and Power Plant Designer

Mr. East is a Cummins power project engineer and Chartered Engineer (UK) as well as a European Engineer with 20 years of experience. He is a member of the Berger/Cummins Joint Venture team currently working on power plants at Victory Base Complex and Al Asad, Iraq under USACE's Worldwide Emergency Prime Power Support Services program. He was the Berger/Cummins Joint Venture team lead engineer for the new power plant at Al Asad from the design phase to system energization, and he was part of the commissioning team working on site at FOB Falcon to commission new gensets and high voltage switchgear. He was responsible for developing and implementing the High Voltage and Low Voltage Electrical Safety Rules and Procedures for the power plants and electrical distribution systems for the aforementioned US Army bases, and he was the lead electrical health and safety trainer for all on-site personnel. He is personally responsible for carrying out the software modeling of the electrical systems, producing the Load Flow and Short Circuit reports, and determining the protection relay settings on the power plant low voltage and high voltage switchgear for the aforementioned US Army bases.

**Michael J Mann, PE** Director of Global Business Development

Mr. Mann's 35 years of experience has focused on infrastructure development in the US and internationally with responsibilities in the planning and management of major projects. Mr. Mann has been a qualified nuclear plant operator in the US, a design engineer and project manager for large gas turbine facilities in Algeria and Saudi Arabia, and has managed national transmission and distribution projects in Iraq. He has also led water, wastewater, and environmental projects in Bangladesh, The Netherlands, Germany, Mexico, Japan, and the US. He has been widely published and has lectured extensively. In his current role, he is supporting ongoing diesel generation and local distribution projects while developing commercial power projects with traditional and renewable applications.



**Peter Notbohm** Director of Procurement

Mr. Notbohm has over 20 years of experience in both state and federal contracts interfacing with engineering and construction managers and both military and civilian government contracting officers. Mr. Notbohm has substantial experience in the organization, documentation, and execution of construction, labor, and material contracts and projects over the total project lifecycle. Mr. Notbohm has worked on numerous construction projects in the Middle East, including large DOD contracts in Iraq and Afghanistan and as procurement manager on the construction of forward operating bases for the United Nations in Chad. Domestically, Mr. Notbohm’s civil work includes the Olmsted Lock and Dam Project in Illinois.

**Ray Villegas** Area Manager, Iraq

Mr. Villegas has over 40 years of professional experience, including 22 years on a broad range of industrial construction projects, from guiding the ergonomic- and technology-driven construction of the Conoco-Philips corporate headquarters to the restoration of Iraq’s oil, water, and electrical infrastructure. Mr. Villegas led the mobilization of the 155-megawatt power generation and distribution portfolio at four Berger/Cummins sites in Iraq, and continues to serve Berger/Cummins as Area Manager under the Worldwide Power contract.



**Michael Hurley** Area Manager, Afghanistan

Mr. Hurley has 17 years of experience in the management and technical commissioning of diesel power generation systems. He possesses experience as a journeyman and technician commissioning Cummins generators coupled with expert knowledge of Berger/Cummins project delivery. Mr. Hurley's key experience includes the multi-phase design/build construction of the expanded a 35-megawatt plant on Al Asad Airbase in Iraq in 2008 while maintaining continuous prime power service, and the more recent installation and commissioning of a USAID-funded 10-megawatt power plant and 22-kilovolt intertie in Monrovia, Liberia. In Iraq, Mr. Hurley managed two large project sites: Camp Fallujah, where he led the power-generation team, and Al Asad Airbase, where he supervised Operations and Maintenance of the 35-megawatt power plant and associated base-wide medium voltage underground distribution. Currently based in Kandahar, Mr. Hurley manages Berger/Cummins operations in Afghanistan.



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## Statement of Qualifications

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