Design-Build in Iraq - Guns, Calculators, and Contracts

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Presentation Overview

- Background & Survey Projects
- Technical Challenges & Solutions
- Strategic Implications
- Closing Remarks
The adventure....

- USACE Project Manager
- Iraq -13 months (‘08-’09)
- 40+ D/B projects
Served With Great People

- Exceptional Service
- Excellent Project Execution
- High Personal Integrity
- Exposure Personal to Risk
- Medal Winners
Varied Projects…
Project Challenges…

- Security Concerns
- Priority and locations of projects
- Limited pool of capable contractors
- Limited site data & restricted QA oversight
- Cultural, Language and Political issues
- Developing an acceptable Scope of Work
Security Threats…
Threat & Risk Perception...

- Direct & Indirect Fire
- Improvised Explosive Devices
- Vehicle Born Improvised Explosive Devices
- Kidnapping and Execution
- Intimidation & Labor fixing
- Robbery and Theft
- Extortion (Permits, labor usage, checkpoints…)

USACE

Contractor
Threat Impacts…

- Security Teams
- Limited time on-site
- Planning of Moves
- Restricts Meetings
- Increased costs
Project Identification Challenges

- Priorities
- Measurable Impacts
- Mission Support
- Realistic
- Project Assumptions

- Perceptions
- Social Status
- History or issues
- Wants vs Needs
Balancing competing interests in Project Delivery…

Mission Support, Capacity Development & Local Involvement

Execution & Business Risks

Fiscal Responsibility & Prestige

Legal & Contract Compliance

Politics

Security

Project Approach
Challenge Location …

Considerations

- Security
- Logistics
- Coordinates
- Specification
- Access
- Locals
- Bidders
- SOW
Project Intent vs Scope of Work

- Economic
- Political
- Security
- Humanitarian
Reaching Agreement…

- Trust
- Cooperation
- Project Acceptance Criteria

- Scope and Approach
- Interpretation skills
- Cultural Relevance
Assessments of Sites....

Issues:
• Qualified Staff
• Repair Plan
• Security
• Temp Fix
Assessment of Site Conditions….

- Structural
- Utilities
- Design criteria
Many challenges to a simple paving project…

- Electrical distribution
- Business Impacts
- Property lines & Boundaries
- Sewer & Drainage

- Access to Homes
- Security Management
- Site Safety
- Site Visits & Contract Compliance
Scope of Work Development

- Beyond Notional Statements “build school” or “repair water compact unit”
- Definite Location
- Clear Description of what you will build
- Specifications & Drawings
- Reasonable Standards & References
- Period of Performance
- Available Utilities
- Site Access

- Additional Items:
  - Furniture
  - Housing
  - Security

Irbil EOD
Measurable affects…

Before

After
Limited Resources - Demand vs Resources Challenge

![Graph showing the relationship between demand, USACE, A/E Firms, Constructors, and Close-out for Initial Response, Ramp-up, Maturation, and Close-out phases.](image-url)
Culture and Communications

• Security
• Access
• Land Title & Deeds
• Purpose & Use

• Relationship Building
• Problem Resolution
• Project Acceptance
Functioning and Useful

- Meets funding agency expectations
- Consistent with local understanding
- Compliant with contract terms

- Maintainable
- Durable
- Acceptable to locals
- Completed on time
Some Unique Solutions to Challenges....

- Solar Lights
- Training Centers
- Outreach Events
- Interpreters
- Cultural Advisors
- Security Teams
- Armored Vehicles
- Temp Bridges
- Local Nationals
Strategic Impacts to the local population…

- Meets Perceived Need
- Application of Rule of Law
- Increased availability of goods & services
- Increased local employment
- Improved services
- Improved relationships with Coalition Forces
- Wins Hearts & Minds
Country Impacts

- Improved security & hope
- Promotes formation of stable government
- Ability to responsibly draw down our forces
Closing Remarks

- Our industry experience is needed to support US interests in contingency environments.
- Contact me if interested in serving.