

[REDACTED], Mr, DoD OGC

From: Blank, Scott ([REDACTED]@dcma.mil)
Sent: Friday, November 03, 2006 2:01 PM
To: Costa, Steve; pappas, larry
Cc: sluder, chris
Subject: RE: Safety Concerns

All
Chris is sent a warning email to the Safety Center for a possible deployment request to support the 6 week review

Scott A. Blank
Director, Contract Operations
DCMAI
[REDACTED]

-----Original Message-----

From: Costa, Steve
Sent: Friday, November 03, 2006 1:00 PM
To: pappas, larry; Blank, Scott
Subject: Fw: Safety Concerns

Larry, please immediately coordinate with your safety counterparts in SE (and NE if SE safety guy isn't available) to ensure we have coverage for the 6-week short term support. Please come up with alternate plan/person if the SE and/or NE assets are unavailable. Please have commitment and/or plan to Scott and I no later than Monday, 6 NOV, COB. Thanks, Steve

V/R,
Steve Costa
Chief, Technical Operations
DCMA International
[REDACTED] (Office)
[REDACTED] (Cell)

Sent from my BlackBerry Wireless Handheld

-----Original Message-----

From: Blank, Scott
To: Costa, Steve
Sent: Fri Nov 03 12:46:19 2006
Subject: FW: Safety Concerns

Steve

The requirement from Iraq is six weeks, or so, to assess the situation...looks like Jacques has a good strategy. In your short term strategy you mentioned support from SE, did you coordinate on that? Can they handle the six week tour of FOBs, or do we need to go out with a DCMA wide request for a safety specialist to deploy for six weeks?

Scott A. Blank

Director, Contract Operations

DCMAI

[REDACTED]

From: [REDACTED]@MMCS.army.mil [mailto:[REDACTED]@MMCS.army.mil]
Sent: Friday, November 03, 2006 10:18 AM
To: Crandall, Ronald
Cc: Blank, Scott; Melton, Walter H. CAPT USN; [REDACTED]@MMCS.army.mil
Subject: RE: Safety Concerns

Ron,

Thanks for the quick response. The team from KBR will be on the ground starting Monday and will probably finish their assessment within two weeks or less. Obviously, not enough time for us to be part of their operation.

Nonetheless, I would like to have our safety expert on the ground for six weeks. I believe six weeks is enough time for the person to review the findings of the KBR investigation, visit the main FOBs in the theater in order to gain a good understanding of the operation, and be able to recommend way ahead strategies for us to follow. We are prepared to host him/her anytime.

Additionally, resources permitting, I recommend we plan on bringing in the safety person in theater periodically to review the operation—perhaps twice a year. Again, this should provide opportunities for follow up.

V/R

Jacques

Jacques A. Azemar

COL, USA

Commander, DCMA-Iraq

Bus: [REDACTED]

DSN: [REDACTED]

Fax: [REDACTED]

Cell: [REDACTED]

SIPR: [REDACTED]

From: Crandall, Ronald [mailto:[REDACTED]@dcma.mil]
Sent: Friday, November 03, 2006 5:14 PM
To: Azemar, Jacques COL
Cc: Blank, Scott; Melton, Walter H. CAPT USN
Subject: RE: Safety Concerns

COL Azemar,

Mr. Blank has the action and is working it....please give him you requirements for specific dates ASAP next week.

Thanks,

ron

Ronald L. Crandall

Deputy Commander (<mailto:[REDACTED]@dcma.mil> [REDACTED]@dcma.mil)

Defense Contract Management Agency International

Office: [REDACTED]

Cell: [REDACTED]

Fax: [REDACTED]

From: Azemar, Jacques COL [mailto:[REDACTED]@MMCS.army.mil]
Sent: Thursday, November 02, 2006 8:18 AM

To: Melton, Walter H. CAPT USN
Cc: Crandall, Ronald
Subject: Safety Concerns

Sir,

The accident at FOB Speicher reveals a big gap in our operation—safety. We currently have no capability to look at safety from a systemic perspective. As reported in my Commanders Critical Information Report (CCIR), a KBR employee was killed as a result of an explosion. Although the formal investigation has not yet begun, it is widely believed that the explosion was caused by improper grounding. Of course, the formal investigation will tell us more.

Nonetheless, as the agency providing oversight on the ground, the MNF-I does look to us to provide the government's perspective on the contractors safety processes. And, most importantly, how are we making sure that the contractor instills a safety culture in their operation. Regrettably, as we do not have a safety person on the staff, for the time being, we are not in a position to do this correctly. I believe this issue will become increasingly important, particularly as the FOBs become more mature in theater. I know that the military has gone through an extensive process for removing Ammo Stock Points (ASP) and other critical operation to provide for proper stand off distances, as an example. Unfortunately, the military does not have sufficient safety experts on hand to focus on LOGCAP operation.

That said, I do have an immediate need—a safety expert TDY to Iraq for a few weeks. KBR will be bringing in an investigating team to review the accident. I am told that this team will be independent of KBR—idea being KBR wants an objective finding. In addition, KBR will conduct an internal investigation to determine the cause of the accident. Again, I believe DCMA should have a presence, not a member of the team, but as a government certified safety expert to review the operation. Absent of a government presence, we will have no choice but to accept, at face value, KBR's finding. Bottom line: I need a safety expert to come to Iraq to help review KBR's safety procedures. I will give you the exact dates by next Monday.

In the long term, if the agency can afford it, there is a need for a safety expert on the staff in Iraq. The need will be more acute as we move to LOGCAP IV, with potentially three LOGCAP contractors in theater. I ask that you consider this as a requirement.

V/R

Jacques A. Azemar

COL, USA

Commander, DCMA-Iraq

Bus: [REDACTED]

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