

AL HILLAH POLICE FIRING RANGE
AL HILLAH, IRAQ

SIGIR PA-06-076
JANUARY 08, 2007



SPECIAL INSPECTOR GENERAL FOR IRAQ RECONSTRUCTION

January 08, 2007

MEMORANDUM FOR DIRECTOR, IRAQ RECONSTRUCTION MANAGEMENT
OFFICE
COMMANDING GENERAL, MULTI-NATIONAL
SECURITY TRANSITION COMMAND – IRAQ
COMMANDING GENERAL, GULF REGION DIVISION,
U.S. ARMY CORPS OF ENGINEERS

SUBJECT: Report on Project Assessment of the Al Hillah Police Firing Range,
Al Hillah, Iraq (Report Number SIGIR-PA-06-076)

We are providing this project assessment report for your information and use. We assessed the design and construction work being performed at the Al Hillah Police Firing Range, Al Hillah, Iraq to determine its status and whether intended objectives will be achieved. This assessment was made to provide you and other interested parties with real-time information on a relief and reconstruction project underway and in order to enable appropriate action to be taken, if warranted. The assessment team included an engineer/inspector and an auditor/inspector.

This report does not contain any negative findings. As a result, no recommendations for corrective action were made and further management comments are not requested.

We appreciate the courtesies extended to our staff. If you have any questions please contact Mr. Brian Flynn at brian.flynn@sigir.mil or at 914-360-0607. For public or congressional queries concerning this report, please contact SIGIR Congressional and Public Affairs at publicaffairs@sigir.mil or at (703) 428-1100.

Stuart W. Bowen, Jr.
Inspector General

Special Inspector General for Iraq Reconstruction

SIGIR PA-06-076

January 08, 2007

Al Hillah Police Firing Range, Al Hillah, Iraq

Synopsis

Introduction. This project assessment was initiated as part of our continuing assessments of selected sector reconstruction activities for Facilities and Transportation. The overall objectives were to determine whether selected sector reconstruction contractors were complying with the terms of their contracts or task orders and to evaluate the effectiveness of the monitoring and controls exercised by administrative quality assurance and contract officers. We conducted this project assessment in accordance with the Quality Standards for Inspections issued by the President's Council on Integrity and Efficiency. The assessment team included a professional engineer/inspector and an auditor/inspector.

The objective of this project was to construct a combination rifle and pistol range for the Iraqi Police, at the Police Academy located in the City of Hillah, Babil Governorate, Iraq. The project was funded through the Iraq Relief and Reconstruction Fund and administered by the U.S. Army Corps of Engineers, Gulf Region South for the Multinational Security Transition Command-Iraq. U.S. Army Corps of Engineers, Gulf Region South issued contract W917BK-06-P-0020, a fixed price contract in the amount of \$434,057, on 16 December 2005.

Project Assessment Objectives. The objective of this project assessment was to provide real-time relief and reconstruction project information to interested parties in order to enable appropriate action, when warranted. Specifically, we determined whether:

1. Project components were adequately designed prior to construction or installation;
2. Construction or rehabilitation met the standards of the design;
3. The Contractor's Quality Control plan and the U.S. Government's Quality Assurance program were adequate;
4. Project sustainability was addressed; and
5. Project results were consistent with original objectives.

Conclusions. The assessment determined that:

1. The firing range components were adequately designed prior to construction. The U.S. Army Corps of Engineers developed a design package that consisted of architectural and electrical drawings for the firing tubes and an architectural drawing for the range control building. The design included plan and sectional drawings and details for the rifle and pistol firing tubes, as well as, an electrical drawing showing the power and lighting plan for the firing tubes. The design for the range control building, which was added to the project scope by modification, only consisted of a single architectural drawing. There were no structural, electrical, or mechanical drawings for this building, but the contractor had substantially completed construction of the building with no significant deficiencies observed during our on-site assessment. The design drawings and specifications, augmented with requirements in the Statement of Work, provided adequate detail to construct most of the project.

2. The completed project work we observed met the standards of the design. The U.S. Army Corps of Engineers Gulf Region South Babil Resident Office Project Engineer and local national Quality Assurance Representative were engaged in construction activities to ensure quality and compliance with the contract requirements. We did note some areas, particularly in the toilet and shower buildings, where the quality of finish work was marginal. The project will provide the Iraqi Police with additional facilities for training police cadets and officers.
3. The contract did not require a contractor Quality Control plan, daily Quality Control reports, or a Quality Control deficiency tracking log. Even though the contractor did provide a Quality Control plan and daily Quality Control reports, we found the Quality Control plan generic and lacking details about the procedures to be used and the daily reports provided little information regarding daily construction activities.

The Government Quality Assurance program was effective in monitoring the contractor's Quality Control program. The U.S. Army Corps of Engineers Gulf Region South Babil Resident Office Project Engineer and Quality Assurance Representative ensured that all deficiencies cited during quality assurance inspections were corrected. The Quality Assurance Representative also completed daily Quality Assurance reports that contained project specific information to document construction progress and highlight deficiencies.

4. Sustainability was addressed in the contract requirements. The contract specifications required a one-year warranty on all materials and workmanship for the buildings and facilities constructed in this project. In addition, the contract required the training of a minimum of two individuals, designated by the police, in the operation and maintenance of the generator. Further, the contract stated that all operating, maintenance, and repair manuals be provided in Arabic.
5. The Firing Range for Hillah SWAT Facility project results were consistent with the contract objectives. The U.S. Army Corps of Engineers Gulf Region South Babil Resident Office Project Engineer and local national Quality Assurance Representative ensured quality and compliance with the contract requirements. The completed project work will result in a fully functioning firing range with 12 rifle firing stations and 12 pistol firing stations for the Iraqi Police.

Recommendations and Management Comments. This report does not contain any negative findings or recommendations for corrective action. Although management comments were not required, the Commander, Gulf Region Division of the U.S. Army Corps of Engineers provided comments concurring with the draft report.

Table of Contents

| | |
|--|----|
| Synopsis | i |
| Introduction | |
| Objective of the Project Assessment | 1 |
| Pre-Site Assessment Background | 1 |
| Contract, Task Order and Costs | 1 |
| Project Objective | 1 |
| Description of Facility (pre-construction) | 1 |
| Scope of Work of the Task Order | 2 |
| Current Project Design and Specifications | 2 |
| Site Assessment | |
| Work Completed | 3 |
| Work in Progress | 10 |
| Work Pending | 11 |
| Project Quality Management | |
| Contractor's Quality Control Program | 11 |
| Government Quality Assurance Program | 12 |
| Project Sustainability | 12 |
| Conclusions | 12 |
| Recommendations and Management Comments | 14 |
| Appendixes | |
| A. Scope and Methodology | 15 |
| B. Acronyms | 16 |
| C. Report Distribution | 17 |
| D. Assessment Team Members | 19 |

Introduction

Objective of the Project Assessment

The objective of this project assessment was to provide real-time relief and reconstruction project information to interested parties in order to enable appropriate action, when warranted. Specifically, we determined whether:

1. Project components were adequately designed prior to construction or installation;
2. Construction or rehabilitation met the standards of the design;
3. The Contractor's Quality Control (QC) plan and the U.S. Government's Quality Assurance (QA) program were adequate;
4. Project sustainability was addressed ; and
5. Project results were consistent with original objectives.

Pre-Site Assessment Background

Contract, Task Order, and Costs

The firing range for the Hillah SWAT Facility project is funded through the U.S. Government's appropriated Iraq Relief and Reconstruction Fund (IRRF) and administered by the U.S. Army Corps of Engineers, Gulf Region South (USACE-GRS) for the Multinational Security Transition Command-Iraq (MNSTC-I). USACE-GRS issued contract W917BK-06-P-0020, a fixed price contract in the amount of \$434,057, on 16 December 2005.

There were two modifications to the initial contract:

- Modification #01, issued 24 April 2006, added a Range Control building, which increased the price of the contract by \$181,966.40, from \$434,057 to \$616,023.40.
- Modification #02, 24 April 2006, administratively changed the unit price of the contract by \$181,966.40, from \$616,023.40 to \$434,057.

Project Objective

The objective of this project was to construct a combination rifle and pistol range for the Iraqi Police at the Police Academy located in the City of Hillah, Babil Governorate, Iraq.

Description of the Facility (pre-construction)

The description of the facility (pre-construction) was based on information obtained from the USACE project file and discussions with the USACE GRS Babil Resident Office Project Engineer (PE). The project site was at the old GBG site on the existing Police Academy compound, located in the City of Hillah. GBG was a previous services contractor which had constructed the initial phase of the Police Academy in 2004. The project site was level and located in one corner of the Police Academy, in proximity to some of the buildings constructed by GBG. The adjacent land use included residential and government buildings around the Police Academy Compound.

Scope of Work of the Contract

Based on the contract Statement of Work (SOW) for the project, the scope of work included construction of the following buildings and facilities:

- 12 cast-in-place reinforced concrete pipes (i.e., rectangular tubes) for rifle firing stations
- 12 cast-in-place reinforced concrete pipes (i.e., rectangular tubes) for pistol firing stations
- Generator pad and sunshade and the installation of a 60 kilo-volt-amp (kVA) generator, 1,000 liter fuel tank, and main distribution panel with manual crossover switch
- 4- 9.1 meter (m) aluminum light standards with 250 Watt (W) high pressure sodium luminaries
- Site work including sidewalk construction

In addition, Modification 1 to the basic contract added a requirement for a range control building with toilets for male and female cadets and trainers, a waiting area, a first aid room, and an armory room. The modification also changed the generator size to 100 kVA and the fuel tank size to 2,000 liters. The modification also added a requirement for an automatic transfer switch.

Current Project Design and Specifications

There were four project drawings provided to the assessment team. They included the following:

- A-001 - Architectural drawing showing the floor plan and elevations of the range control building. There were no electrical, plumbing, or structural (foundation, floor slab, roof slab, etc.) drawings for the building.
- E-001 – Rifle and pistol range electrical plans including a one-line diagram.
- G-001 – Site plan showing the arrangement of the 12 rifle firing tubes, 12 pistol firing tubes, range control building, sidewalk, and generator.
- G-002 – Rifle and pistol range details and section drawings showing plan and cross sectional details of the 12 rifle firing tubes and 12 pistol tubes.

We were also provided a drawing showing a change in design for the back wall of the rifle and pistol firing tubes. Instead of a masonry back wall, the design change required a reinforced concrete back wall. The drawing also provided new sectional views and details of the back wall behind the target.

The basic contract SOW and information contained in Modification 01 so augmented the design by providing material and sizing requirements for the construction.

In addition, the SOW lists 14 civil, architectural, and electrical specification sections applicable to the project. The assessment team was provided with the 14 specification sections by USACE GRS. The specifications prepared in Construction Specifications Institute (CSI) format, described the quality requirements for the workmanship, including the required standards expected to be achieved. The SOW also required all works for the garrisons to be “carried out to National Iraqi Standards or equivalent British/American Standards where/as applicable.”

In summary, the design package appeared adequate to construct the rifle and pistol firing facilities, but was not adequate for the range control building.

Site Assessment

On 25 August 2006, we performed an on-site assessment of the Hillah Police Academy Firing Range project. According to the USACE GRS Babil Resident Office, the project was 95% complete at the time of our assessment, with a scheduled completion date of 1 September 2006. We inspected the range control building, the rifle and pistol firing tubes, and the electrical generator and associated electrical panels. The range control building and firing tubes constructed for this project were substantially complete, although the electrical generator connections and related work did not appear to be finished.

During the site assessment, we were accompanied by the USACE GRS Deputy District Commander, and the USACE GRS Babil Resident Engineer (RE) and PE.

Work Completed

Range Control Building

The range control building requirements included a 180 square meter (m²) building consisting of separate bathrooms for male and female cadets and trainers, a first aid room, an armory room for securing weapons and ammunition, and a waiting room for those cadets not actually on the firing line. The contract also required the building to have sufficient lighting and split unit air conditioners with a minimum of 2 tons (24,000 BTU) of heating and cooling per unit. Anti-theft bars were also required on all windows.

We inspected each room of the building (Site Photo 1) as well as the exterior and the roof. The building's exterior walls were plastered, textured, and painted. A concrete walkway was constructed around the perimeter in accordance with the design.



Site Photo 1. Range control building

The roof construction consisted of concrete tiles and mastic joints, and a plastered and textured parapet. Site Photo 2 shows the roof. The roof appeared adequately constructed, although we did notice a portion of the finish coat of paint peeling away from the interior of the parapet wall.



Site Photo 2. Range control building roof

The interior of the range control building included the rooms as shown in the floor plan. The rooms contained mosaic tile flooring except for the bathrooms which had a ceramic tile floor. The rooms contained suspended acoustical tile ceilings, although the armory's ceiling was plastered and painted. In addition, except for the bathrooms, the walls in each room were plastered and painted. In the bathroom, the walls were finished with ceramic tile. The contractor had installed security bars on each window and a steel door in the armory room. The contractor had also installed two-ton split system heating, ventilation, and air conditioning units (HVAC) for most rooms, augmented by ceiling fans and exhaust fans.

In summary, we did not observe any significant deficiencies with the range control building construction. Site Photos 3-5 provide examples of the features in the building observed during our inspection.



Site Photo 3. Range control building waiting room



Site Photo 4. Hallway in range control building



Site Photo 5. Wash basin and tile work in one of the range control building bathrooms

Rifle Firing Tubes

The design for the rifle firing tubes shown in Site Photos 6, 7, and 8 called for a reinforced concrete tube, 25 m in length. The target was housed in an enclosure constructed with grout filled masonry sidewalls and a reinforced concrete back wall and cover. The 2 m wide by 2.1 m high firing tube was designed with reinforced concrete side walls, floor, and cover, each 10 centimeters (cm) thick.



Site Photo 6. Rifle firing tubes



Site Photo 7. Target enclosure entrance



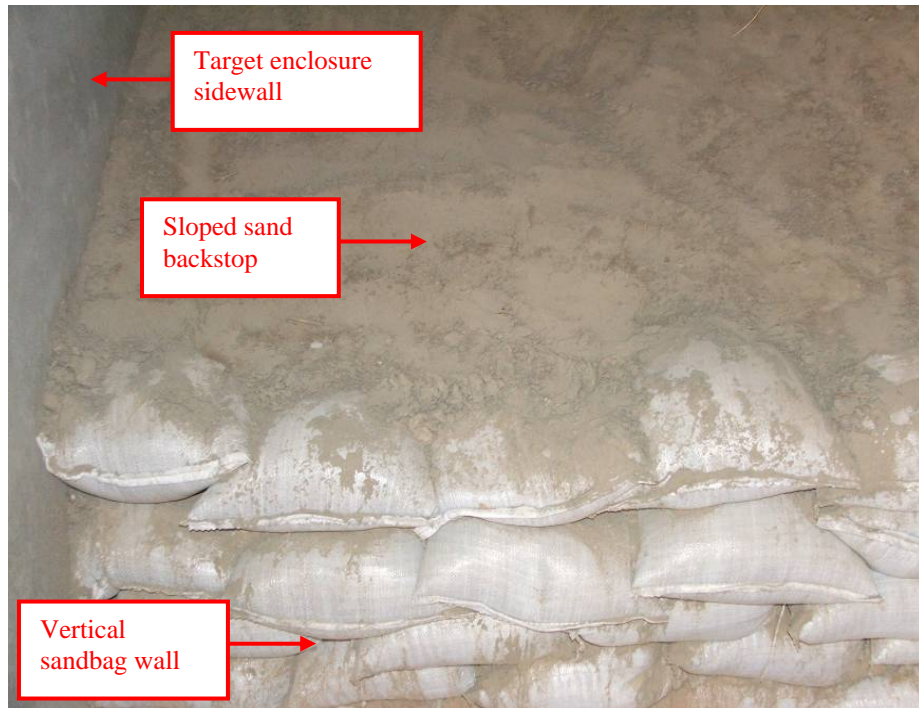
Site Photo 8. Shooter's pit at rifle firing tubes

The reinforced concrete shooter's pit at the end of the firing tube was below grade so that the pit floor was 0.75 m below the floor of the firing tube. The outside dimensions of the pit were 2 m wide by 3 m long, and the pit was covered with a metal cover supported by truss frame and four steel posts. The shooter's pit contained an overhead fluorescent light fixture as well as an exterior light mounted to the outside of the metal cover frame.

The target area was also illuminated with a spotlight positioned to light up the target area. The design also called for a sloped sand backstop behind the target. Based on the design, the sand backstop consisted of sandbags with a loose sand cover, and sloped at a 35 degree angle from the floor slab to the back wall of the target enclosure.

The actual constructed backstops were built in a slightly different manner. Instead of starting the backstop slope from the floor slab, the contractor had raised the toe of the slope by constructing a short vertical sandbag wall about 2 feet high. The sloped portion of the backstop wall started at the top of this sandbag wall and continued to the target enclosure back wall. Site Photo 9 shows the backstop in one of the target enclosures. We found the backstops adequately constructed, although there may be an issue with the stability of the two foot vertical sandbag walls when filled with bullet holes.

Overall, we did not observe noticeable deficiencies associated with the rifle firing tubes. We also verified the dimensions of the rifle firing tubes, which were in accordance with the design requirements.



Site Photo 9. Backstop behind target

Pistol Firing Tubes

The design for the pistol firing tubes was similar to the rifle firing tubes except the reinforced concrete tube length was 10 m. Site Photo 10 shows one of the 12 pistol firing tubes. During our inspection, we verified the correct dimensions associated with the pistol firing tubes. The construction appeared to meet contract requirements.



Site Photo 10. One of the 12 pistol firing tubes

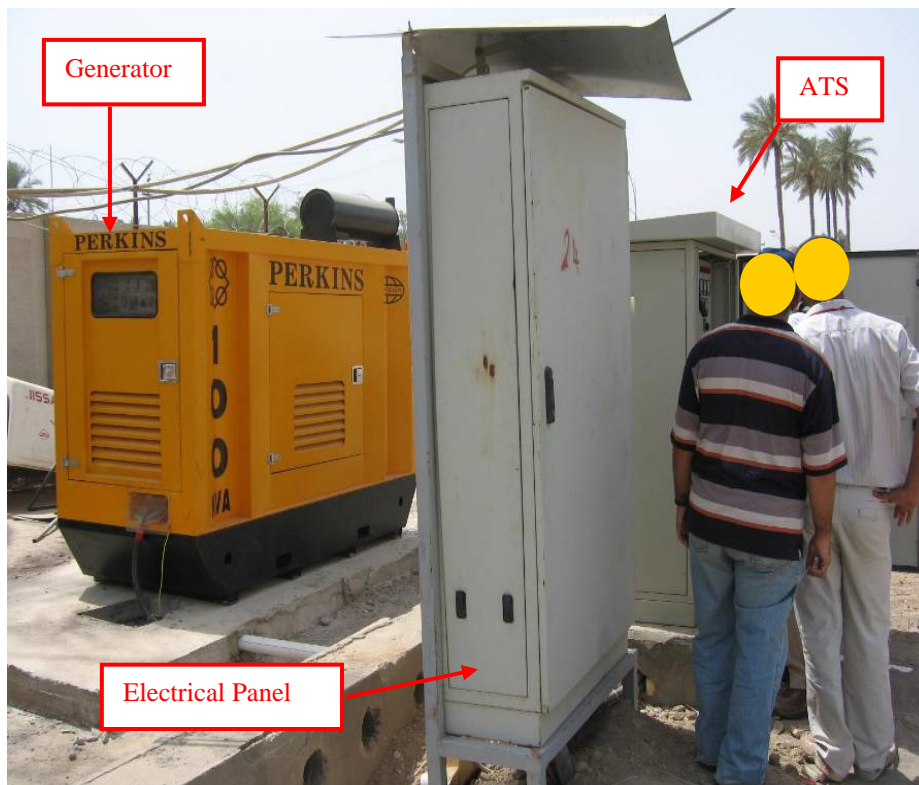
Work in Progress

Electrical Generator Installation

The contract required the “installation of a new, western manufactured 100 kVA generator” that was “capable of operating at 50 degrees centigrade ambient temperature and provide 3-phase 416/220 Volt, 4-wire, 50 Hz power.” The contract also required the generator to be installed on a reinforced concrete foundation with an overhead cover, a 2,000 liter fuel tank, an automatic transfer switch, as well as battery charge and operating controls.

Site Photo 11 shows the 100 kVA generator installed on the concrete slab, the electrical panel, and the automatic transfer switch (ATS). The generator cover and the external fuel tank were not yet installed.

On the rear side of the electrical panel shown in Site Photo 12, we found some portions of the metal frame rusted. Additionally, the cable connecting the ATS to the panel was not enclosed in rigid conduit.



Site Photo 11. Generator, electrical panel, and automatic transfer switch (ATS)



Site Photo 12. Rear side of electrical panel

Work Pending

Pending work included completion of the contract required items associated with the electrical generator installation. In addition, other pending work included possible future punch list items generated from final inspections on the range control building, the rifle and pistol firing tubes, and related site work.

Project Quality Management

Contractor's Quality Control Program

The contract did not specify a requirement for a Contractor Quality Control (QC) plan, daily QC reports, or a QC deficiency tracking log; however, the contractor did provide a QC plan and daily QC reports. The QC plan was generic and lacked specific details regarding QC organization, inspections, nonconformance items, testing and test plans,

submittal procedures, reports and records, and material handling and storage. The daily QC reports consisted of a single page document, which provided very little information regarding daily construction activities.

We determined that the contractor's QC plan did not meet the standards addressed in Engineering Regulation 1180-1-6 (*Construction Quality Management*) or PCO Standard Operating Procedure CN-103 (*Contractor Construction Quality Control Plan*).

Government Quality Assurance Program

The USACE GRS Babil Resident Office Quality Assurance Representative (QAR) maintained daily QA reports that documented any deficiencies noted at the site. Based on our review, we found the QAR's reports to be sufficiently complete, accurate, and timely. In addition to containing project specific information to document construction progress and highlight deficiencies, the QAR also supplemented them with detailed photographs that reinforced the narrative information provided in the reports. The USACE GRS Babil Resident Office QAR did not maintain a QA deficiency log; however, the USACE GRS Babil Resident Office PE and the QAR did ensure that all deficiencies cited during QA inspections were corrected.

The QAR was on site every day in managing this project and the PE made frequent visits to the site to verify the contractor's construction progress. They spent a significant amount of their time at the project site interacting with the contractor and observing construction activities. Further, they ensured that potential construction deficiencies were detected, evaluated, and properly corrected, in a timely manner.

The Government QA program was effective in monitoring the contractor's QC program for the Firing Range construction project. In addition, QA activities were sufficiently and accurately documented. This condition occurred because of the efforts of the PE and QAR during the course of the project.

Project Sustainability

The contract specifications required a one year warranty on all materials and workmanship for the buildings and facilities constructed in this project. In addition, the contract required the training of a minimum of two individuals designated by the police in the operation and maintenance of the generator. Further, the contract stated that all operating, maintenance, and repair manuals be provided in Arabic.

Conclusions

Based upon the results of our site visit, we reached the following conclusions for assessment objectives 1, 2, 3, 4, and 5. Appendix A provides details pertaining to Scope and Methodology.

1. Determine whether project components were adequately designed prior to construction or installation.

The firing range components were adequately designed prior to construction. The U.S. Army Corps of Engineers developed a design package that consisted of architectural and electrical drawings for the firing tubes and an architectural drawing for the range control building. The design included plan and sectional drawings and details for the rifle and pistol firing tubes, as well as, an electrical drawing showing the

power and lighting plan for the firing tubes. The design, added to the project scope by modification, for the range control building only consisted of a single architectural drawing. There were no structural, electrical, or mechanical drawings for this building, but the contractor had substantially completed construction of the building with no significant deficiencies observed during our on-site assessment. The design drawings and specification, augmented with requirements in the Statement of Work, provided adequate detail to construct most of the project.

2. Determine whether construction met the standards of the design.

The completed project work we observed met the standards of the design. The U.S. Army Corps of Engineers Gulf Region South Babil Resident Office Project Engineer and local national Quality Assurance Representative were engaged in construction activities to ensure quality and compliance with the contract requirements. We did note some areas, particularly in the toilet and shower buildings, where the quality of finish work was marginal. The project will provide the Iraqi Police with additional facilities for training police cadets and officers.

3. Determine whether the Contractor's Quality Control plan and the Government Quality Assurance program were adequate.

The contract did not require a contractor Quality Control plan, daily Quality Control reports, or a Quality Control deficiency tracking log. Even though the contractor did provide a Quality Control plan and daily Quality Control reports, we found the Quality Control plan generic and lacking details about the procedures to be used and the daily reports provided little information regarding daily construction activities.

The Government Quality Assurance program was effective in monitoring the contractor's Quality Control program. The U.S. Army Corps of Engineers Gulf Region South Babil Resident Office Project Engineer and Quality Assurance Representative ensured that all deficiencies cited during quality assurance inspections were completed. The Quality Assurance Representative also completed daily Quality Assurance reports that contained project specific information to document construction progress and highlight deficiencies.

4. Determine if project sustainability was addressed.

Sustainability was addressed in the contract requirements. The contract specifications required a one-year warranty on all materials and workmanship for the buildings and facilities constructed in this project. In addition, the contract required the training of a minimum of two individuals designated by the police in the operation and maintenance of the generator. Further, the contract stated that all operating, maintenance, and repair manuals be provided in Arabic.

5. Determine whether project results were consistent with original objectives.

The Firing Range for Hillah SWAT Facility project results were consistent with the original contract objectives. The U.S. Army Corps of Engineers Gulf Region South Babil Resident Office Project Engineer and local national Quality Assurance Representative ensured quality and compliance with the contract requirements. The completed project work will result in a fully functioning firing range with 12 rifle firing stations and 12 pistol firing stations for the Iraqi Police.

Recommendations and Management Comments

This report does not contain any negative findings or recommendations for corrective action. Although management comments were not required, the Commander, Gulf Region Division of the U.S. Army Corps of Engineers provided comments concurring with the draft report.

Appendix A. Scope and Methodology

We performed this project assessment from August through December 2006 in accordance with the Quality Standards for Inspections issued by the President's Council on Integrity and Efficiency. The assessment team included a professional engineer/inspector and an auditor/inspector.

In performing this Project Assessment we:

- Reviewed contract documentation to include the following: Contract, Contract Modifications, and scope of work;
- Reviewed the design package (drawings and specifications), Quality Control Plan, Contractor's Quality Control Reports, U.S. Army Corps of Engineers Quality Assurance Reports, and Construction Progress Photos;
- Interviewed the U.S. Army Corps of Engineers Gulf Region South Babil Resident Office Resident Engineer and Project Engineer, and the Multinational Security Transition Command – Iraq J-7 (Engineering Directorate) staff; and
- Conducted an on-site assessment and documented results at the Firing Range for Hillah SWAT Facility Project in Hillah, Iraq.

Appendix B. Acronyms

| | |
|----------------|--|
| ATS | Automatic Transfer Switch |
| BTU | British Thermal Unit |
| cm | Centimeter |
| CSI | Construction Specifications Institute |
| GRS | Gulf Region South |
| HVAC | Heating, Ventilation and Air Conditioning |
| IRRF | Iraq Relief and Reconstruction Fund |
| kVA | kilo volt amps |
| m | Meter |
| m ² | Square Meters |
| MNSTC-I | Multinational Security Transition Command – Iraq |
| PE | Project Engineer |
| QA | Quality Assurance |
| QAR | Quality Assurance Representative |
| QC | Quality Control |
| RE | Resident Engineer |
| SOW | Statement of Work |
| USACE | U. S. Army Corps of Engineers |
| W | Watt |

Appendix C. Report Distribution

Department of State

Secretary of State

Senior Advisor to the Secretary and Coordinator for Iraq

U.S. Ambassador to Iraq

Director, Iraq Reconstruction Management Office

Inspector General, Department of State

Department of Defense

Secretary of Defense

Deputy Secretary of Defense

Director, Defense Reconstruction Support Office

Under Secretary of Defense (Comptroller)/Chief Financial Officer

Deputy Chief Financial Officer

Deputy Comptroller (Program/Budget)

Inspector General, Department of Defense

Department of the Army

Assistant Secretary of the Army for Acquisition, Logistics, and Technology

Principal Deputy to the Assistant Secretary of the Army for Acquisition,

Logistics, and Technology

Deputy Assistant Secretary of the Army (Policy and Procurement)

Assistant Secretary of the Army for Financial Management and Comptroller

Chief of Engineers and Commander, U.S. Army Corps of Engineers

Commanding General, Gulf Region Division

Auditor General of the Army

U.S. Central Command

Commanding General, Multi-National Force – Iraq

Commanding General, Joint Contracting Command – Iraq/Afghanistan

Commanding General, Multi-National Corps – Iraq

Commanding General, Multi-National Security Transition Command – Iraq

Commander, Joint Area Support Group – Central

Other Defense Organizations

Director, Defense Contract Audit Agency

Other Federal Government Organizations

Director, Office of Management and Budget
Comptroller General of the United States
Inspector General, Department of the Treasury
Inspector General, Department of Commerce
Inspector General, Health and Human Services
Inspector General, U.S. Agency for International Development
Mission Director – Iraq, U.S. Agency for International Development

Congressional Committees and Subcommittees, Chairman and Ranking Minority Member

U.S. Senate

Senate Committee on Appropriations
 Subcommittee on Defense
 Subcommittee on State, Foreign Operations and Related Programs
Senate Committee on Armed Services
Senate Committee on Foreign Relations
 Subcommittee on International Operations and Terrorism
 Subcommittee on Near Eastern and South Asian Affairs
Senate Committee on Homeland Security and Governmental Affairs
 Subcommittee on Federal Financial Management, Government Information and International Security
 Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia

U.S. House of Representatives

House Committee on Appropriations
 Subcommittee on Defense
 Subcommittee on Foreign Operations, Export Financing and Related Programs
 Subcommittee on Science, State, Justice and Commerce and Related Agencies
House Committee on Armed Services
House Committee on Government Reform
 Subcommittee on Management, Finance and Accountability
 Subcommittee on National Security, Emerging Threats and International Relations
House Committee on International Relations
 Subcommittee on Middle East and Central Asia

Appendix D. Project Assessment Team Members

The Office of the Assistant Inspector General for Inspections, Office of the Special Inspector General for Iraq Reconstruction, prepared this report. The principal staff members who contributed to the report were:

Andrew Griffith, P.E.

Kevin O'Connor, Audit Manager