

GAUGLI-ASHUR POLICE STATION  
MOSUL, IRAQ

SUSTAINMENT ASSESSMENT

**SIGIR PA-06-092**  
**APRIL 26, 2007**



## SPECIAL INSPECTOR GENERAL FOR IRAQ RECONSTRUCTION

April 26, 2007

MEMORANDUM FOR DIRECTOR, IRAQ RECONSTRUCTION MANAGEMENT  
OFFICE  
COMMANDING GENERAL, GULF REGION DIVISION,  
U.S. ARMY CORPS OF ENGINEERS

SUBJECT: Report on Project Assessment of the Gaugli-Ashur Police Station  
Renovation, Mosul, Iraq (Report Number SIGIR-PA-06-092)

The Office of the Special Inspector General for Iraq Reconstruction is conducting a series of assessments to determine the current condition of completed projects subsequent to their transition to the Government of Iraq to determine whether the projects are likely to remain operational.

We are providing this report for your information and use. It addresses construction work performed on the Gaugli-Ashur Police Station Renovation, Mosul, Iraq, to determine if the project is likely to remain operational after its transition to the Government of Iraq. These assessments were made to provide you and other interested parties with real-time information on relief and reconstruction projects to enable appropriate action to be taken, if warranted.

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 want to express our thanks to U.S. Army Corps of Engineers officials for their help with billeting and local travel while at Mosul. With their assistance, we were able to secure U.S. Army assets to provide transportation and security while on site.

We appreciate the courtesies extended to our staff. If you have any questions please contact Mr. Brian Flynn at [brian.flynn@sigir.mil](mailto: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](mailto:publicaffairs@sigir.mil) or at (703) 428-1100.

Stuart W. Bowen, Jr.  
Inspector General

# Special Inspector General for Iraq Reconstruction

SIGIR-PA-06-092

April 26, 2007

## Gaugli-Ashur Police Station Renovation Mosul, Iraq

### Synopsis

**Introduction.** This project assessment was initiated as part of our continuing assessments of selected Multi-National Security Transition Command - Iraq reconstruction activities. The overall objective was to determine whether projects are operating at the capacity stated in the original contract or task order objective. To accomplish this, we determined if the project was at full capability or capacity when accepted by the United States Government, when transferred to Iraqi operators, and when observed by Special Inspector General for Iraq Reconstruction inspectors. We conducted this limited scope assessment in accordance with the Quality Standards for Inspections issued by the President's Council on Integrity and Efficiency. The assessment team included an engineer/inspector and an auditor/inspector.

Per the contract, the objective of the renovation project was to repair and reconstruct the Gaugli-Ashur Police Station Facility located in Mosul, Iraq. The contract's Statement of Work included specific requirements and stated that work should adhere to International or Iraqi Code as specified.

**Project Assessment Objectives.** The objective of this project assessment was to provide real-time relief and reconstruction project information to interested parties to enable appropriate action, when warranted. Specifically, we determined whether the project was operating at the capacity stated in the original contract. To accomplish the objective, we determined if the project was at full capability or capacity when accepted by the government, when transferred to Iraqi operators, and when observed by Special Inspector General for Iraq Reconstruction inspectors on 28 January 2007.

**Conclusions.** The facility appeared to be able to operate at full capacity when observed by the Special Inspector General for Iraq Reconstruction inspectors on 28 January 2007. This likely occurred because the project was sufficiently planned, while construction management by the United States Army Corps of Engineers provided for adequate compliance with the contract's Statement of Work in terms of construction quality and completeness. In addition, post turnover equipment operations and maintenance management and facility/building maintenance practices by Iraqi Police personnel appeared effective. As a result, full capacity operations over the long term will likely result if Iraqi Police personnel continue to properly use and effectively maintain the equipment and the facility.

**Recommendations and Management Comments.** This report does not contain any negative findings or recommendations for corrective action and management comments were not requested. However, the United States Army Corps of Engineers, Gulf Region Division did review the draft and offered no additional information and had no comments.

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# **Introduction**

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## **Objective of the Project Assessment**

The objective of this project assessment was to provide real-time relief and reconstruction project information to interested parties to enable appropriate action, when warranted. Specifically, we determined whether the completed project was operating at the capacity stated in the original contract or task order objective. To accomplish this, we determined if the project was at full capability or capacity when accepted by the U.S. Government, when it was transferred to Iraqi operators, and when observed by the Special Inspector General for Iraq Reconstruction (SIGIR). In addition, we determined if sustainability for full capacity operations was adequately planned and likely to continue.

## **Pre-Site Assessment Background**

### **Contract, Costs and Payments**

Contract W917BE-05-P-0029, effective 18 May 2005, was awarded to an Iraqi contractor to perform work in accordance with the Statement of Work (SOW) addressed later in this report. The contract was a Firm Fixed Price (FFP) contract awarded in response to the contractor's 16 April 2005 bid amount of \$852,988. However, Contract Modification P00001, dated 24 June 2005, increased the contract's price by \$28,200. As a result, the contract's total price was \$881,188 and the contractor was paid in full via a final payment authorized on 1 November 2005.

The contract and modification were issued and administrated by the USACE Gulf Region Division-Northern District (GRN). Based on information provided by the USACE, the project started on 22 May 2005 and was completed on 31 October 2005. By reference, Federal Acquisition Regulations (FAR) 52.246-21, Warranty of Construction clause was incorporated into the contract and the standard one year from date of acceptance by the government construction warranty was applicable. However, the coverage period had expired by the time SIGIR conducted its assessment.

### **Statement of Work and Requirements**

A SOW was included in the basic contract document dated 18 May 2005. SOW requirements included the following:

- Rewire damaged or exposed electrical wiring. All wiring should be securely fastened to the walls. Install new switches, electrical plugs, and fluorescent light ballasts as needed. Provide a new working generator with fuel tank and connect to the facility in order to automatically provide electrical power in the event of loss of power from the city grid.
- Finish detention center cell for detainees, install a floor and steel bars over windows.
- To control access to the area, install a heavy metal gate to prevent unauthorized entrance and construct a reception area in the small security building. In addition, construct four guard houses on the station's roof.
- Replace any necessary plumbing lines or fixtures. Multiple/added water tanks will be required to provide adequate water supply to the facility.

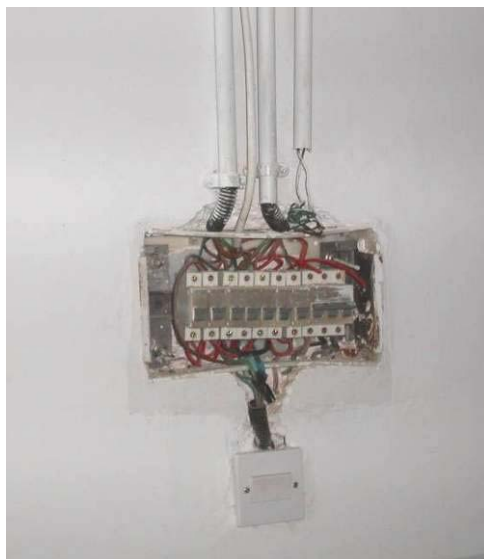
- Repaint interior of all structures with oil based paint applied to the lower 1.5 meter portion of each wall. Remaining paint will be emulsion type paint. Repaint exterior of building with blue and white paint scheme.
- Place compacted gravel on all parking areas that surround the Police Station.
- Install heating and cooling units as necessary.
- Replace broken glass in windows and install insect screen over all windows.
- Clean all sanitary sewer lines so each shower, toilet, and sink properly drains. Ensure waste water is properly managed by installing a new septic tank if needed.

### **Project Objective and Pre-Construction Description**

The objective of this project was to repair and reconstruct the Gaugli-Ashur Police Station Facility located in Mosul, Iraq. The contract's SOW included specific requirements and stated that work should adhere to International or Iraqi Code as specified. The facility consisted of a primary two-story masonry block structure and six support buildings located in the eastern area of Mosul. The facility was occupied by Iraqi Police (IP) personnel during the renovation.

Based on SIGIR's review of the SOW and USACE Pre-Construction Photos, it appeared that the renovation project was reasonably well planned and focused on high priority needs. Requirements included upgrades to the electrical systems and installation of a new back-up generator system (USACE Pre-Construction Photo 1), completion of a detention center previously started (USACE Pre-Construction Photo 2), installation of a heavy metal gate to control access to the area (USACE Pre-Construction Photo 3), construction of rooftop guard houses on the primary building, and complete exterior and interior painting.

The contract's SOW described various requirements related to the overall electrical system. Exposed or damaged wiring needed to be replaced (rewired) and all wiring needed to be securely fastened to walls. As needed, switches, plug-ins, and fluorescent lighting ballasts needed to be installed. Lastly, electric system upgrades included the installation of a new generator with all necessary connections and controls to facilitate automatic conversion to generator power when needed.



**USACE Pre-Construction Photo 1. USACE referred to what a "typical" electrical system need was.**

The previously started but not finished detention center needed to be completed. Renovation work included installing a floor, detention cell, and steel bars over windows.



**USACE Pre-Construction Photo 2.**

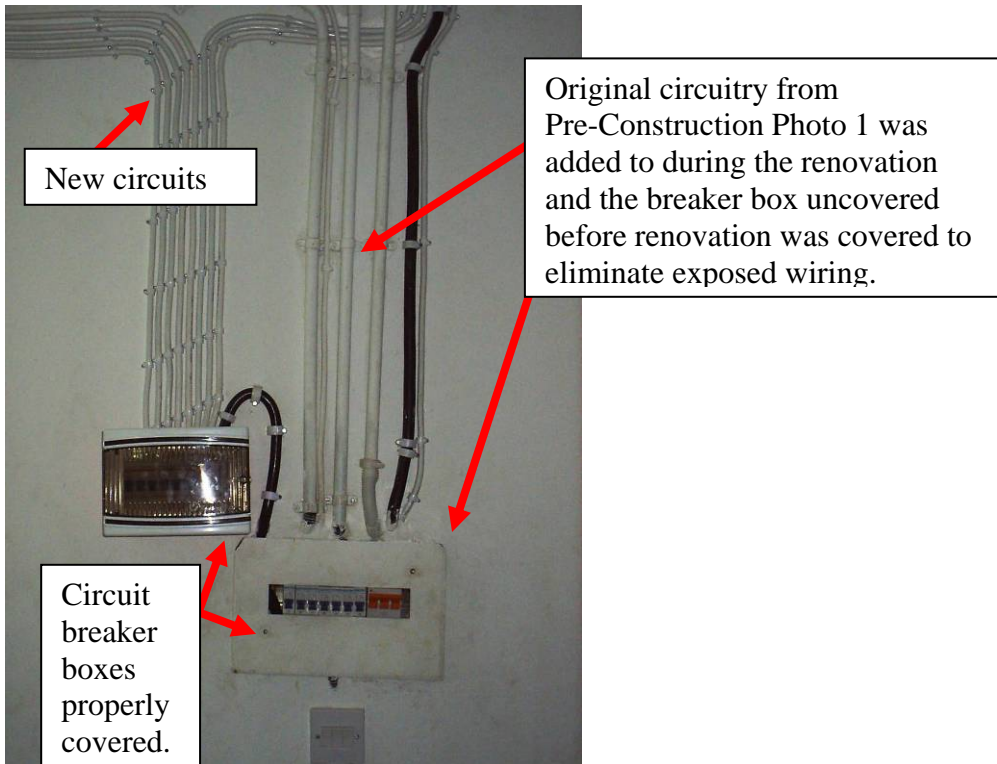
Force protection was an important aspect of the renovation project. Accordingly, the SOW included requirements to install a heavy metal gate to prevent unauthorized access to the facility and construct rooftop guard houses. Before renovation, the balance beam gate shown below did not provide adequate security.



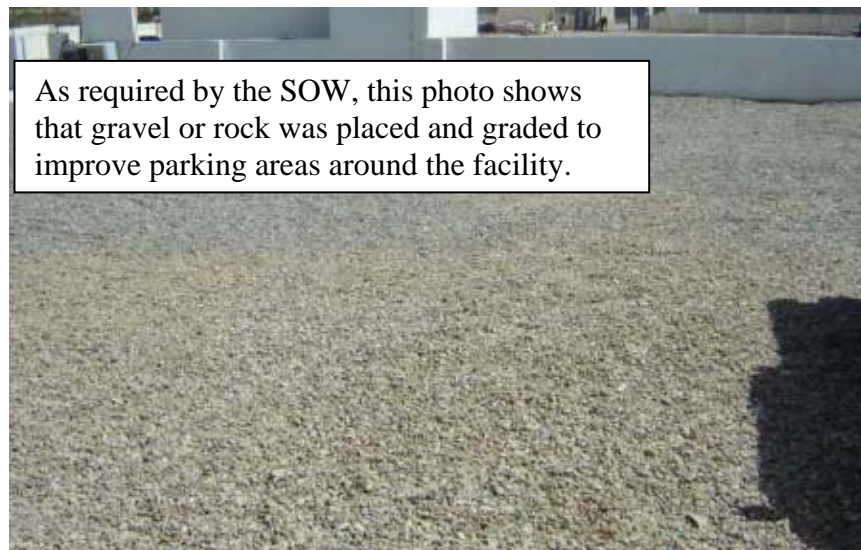
**USACE Pre-Construction Photo 3.**

## Site Progress During Construction

Between the 22 May 2005 project start date and the final invoice date of 31 October 2005, USACE records included numerous progress photos dated between 11 June 2005 and 8 October 2005. Accordingly, SIGIR reviewed and subsequently relied on selected USACE photos to show examples of construction requirements most likely completed in accordance with requirements before the project was turned over to Iraqi Police officials on 24 October 2005.



**USACE Construction Photo 1.**



**USACE Construction Photo 2.**



## **Site Assessment**

With the assistance of United States Army (USA) personnel, SIGIR inspectors conducted a site visit on 28 January 2007. While on site, we observed the current condition of the facility and took numerous photos to document what was observed. In that the facility was turned over to IP officials in late October 2005, the site visit and site photos were considered the most reliable information in support of our conclusions. In addition, the inspectors conducted limited discussions with available IP personnel. In that time on site was limited for security reasons, SIGIR focused on key or high value elements of the renovation project in order to compare what was required, what was provided during the renovation, and what was observed on 28 January 2007. In that what was required (Project Objective and Pre-Construction Description section) and examples of what was provided (During Construction Progress section) during renovation have already been addressed in this report, the following photos document conditions observed by inspectors. Site Photos 1 through 7 were taken 28 January 2007.

### **General Observations**

All work completed appeared to meet SOW requirements and the facility appeared to be able to operate at full capacity<sup>1</sup> when observed. While on site, SIGIR inspectors observed that the following elements of SOW requirements were functional or completed:

- Heating and cooling units had been installed
- Wiring had been repaired and the electrical system upgraded
- A generator with automatic transfer switch and controls had been installed
- Plumbing lines and fixtures were replaced and water supply tanks were added
- A septic tank system had been installed
- Interior and exterior painting had been completed
- A heavy metal gate had been installed and rooftop guard house constructed
- Parking lots had been graded and covered with gravel or rock
- The detention center had been finished

IP personnel stated that the generator and transfer switch system were operational and often used at night. SIGIR verified that the generator's oil level was full and the engine's turbocharger was warm to the touch (Site Photo 1). Accordingly, it was very likely that the generator system had been running the previous night.

While on site, SIGIR did not observe any instances of potentially harmful electrical system tampering. Wiring improvements appeared compliant with SOW requirements (Site Photo 2). In addition, several showers, sinks, and toilets were tested to verify that they were fully operational. Interior and exterior plumbing improvements included new and upgrade showers, toilets, water heaters, piping, and sink installations appeared proper (Site Photo 3). Also, it appeared that numerous water supply tanks had been installed throughout the facility (Site Photo 4). SIGIR did not observe any evidence of chronic septic tank overflow and there was no sewer water standing<sup>2</sup> in the area. Interior and exterior painting appeared complete and compliant with SOW requirement in terms of paint type, color, and placement scheme. Rooftop guard houses were placed in such a manner that fields of fire and observation were maximized in order to improve the station's defensive position if

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<sup>1</sup> USA officials confirmed that the facility was functional and able to accommodate a full staff.

<sup>2</sup> A small amount of fresh water from a hose was trapped in the area by a sidewalk.

attacked (Site Photo 5) and a heavy gate to control access to the area was installed by the contractor to meet SOW requirements (Site Photo 6). Lastly, SIGIR observed the detention center was functional and in use (Site Photo 7).



**Site Photo 1. The generator installed per requirements appeared completely operational without any signs of neglect. When checked, the oil level was full and did not feel gritty. Belts and hoses appeared serviceable.**



**Site Photo 2. Throughout the facility wiring, switches, and plug-ins were securely fastened to walls as required by the SOW.**

Per SOW requirements, improvements included several different water heater installations observed by SIGIR. In all cases, the water heater appeared properly secured, the plumbing and fittings did not leak, and the electric power feed was controlled by a circuit breaker/switch.

Breaker/switch

Metal piping and fittings made for a water tight installation.



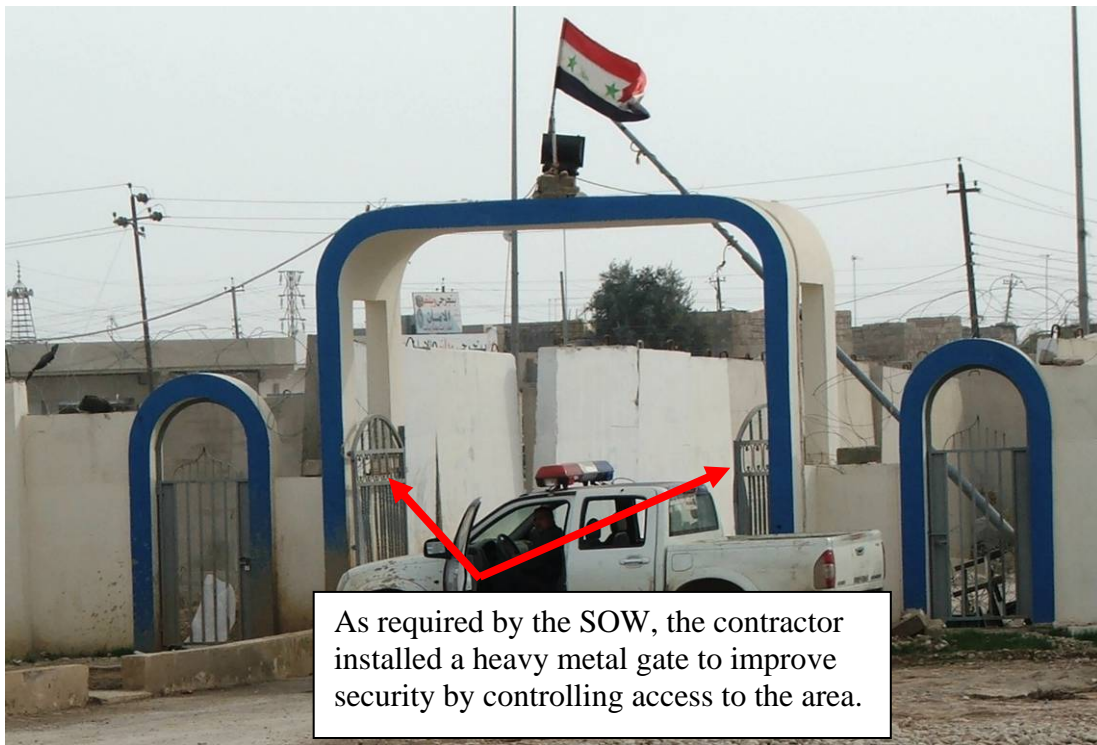
Site Photo 3. Water heater.



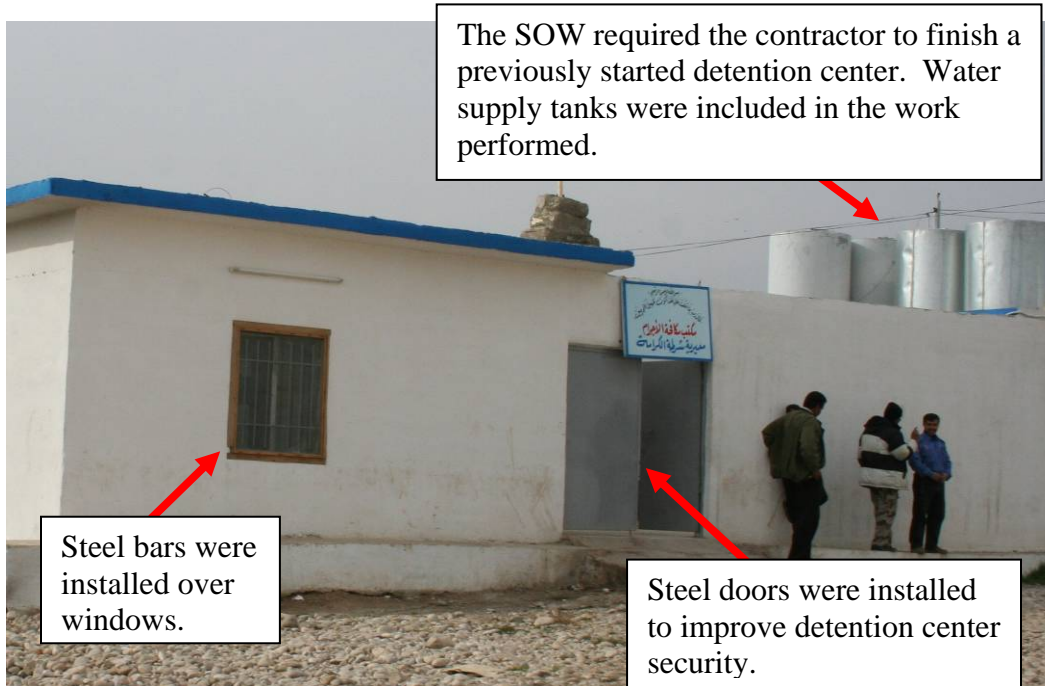
Site Photo 4. Throughout the facility, SIGIR observed new water storage tanks to meet SOW requirements to provide adequate supply.



**Site Photo 5. As required, new rooftop guard houses and lighting upgrades improved force protection capability.**



**Site Photo 6. Heavy metal gate.**



Site Photo 7.

## Conclusions

The facility appeared to be able to operate at full capacity when observed by SIGIR inspectors on 28 January 2007. This likely occurred because the project was sufficiently planned, while construction management by the U. S. Army Corps of Engineers provided for adequate compliance with the contract's Statement of Work in terms of construction quality and completeness. In addition, post turnover equipment operations and maintenance management and facility/building maintenance practices by Iraqi Police personnel appeared effective. As a result, sustained full capacity operations over the long term will likely result if IP personnel continue to properly use and effectively maintain the equipment and the facility.

## Recommendations and Management Comments

This report does not contain any negative findings or recommendations for corrective action and management comments were not requested. However, the U.S. Army Corps of Engineers, Gulf Region Division did review the draft and offered no additional information and had no comments.

## **Appendix A. Scope and Methodology**

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We performed this project assessment from January through March 2007 in accordance with the Quality Standards for Inspections issued by the President's Council on Integrity and Efficiency. The assessment team included an engineer/inspector and an auditor/inspector.

In performing this Project Assessment we:

- Reviewed contract and SOW documentation;
- Reviewed USACE Site Visit Reports, and related pre-construction and during construction photos taken by USACE officials;
- Conducted field level discussions with the USACE Resident Engineer;
- Conducted a on-site assessment on 28 January 2007; and
- Briefed the results of fieldwork with USACE GRN Commander, Area Engineer and Resident Engineer before returning to the IZ. Upon completion of fieldwork, SIGIR briefed its conclusions to the MNSTC-I / J-7 representative located in the International Zone.

## **Appendix B. Acronyms**

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BOQ	Bill of Quantities
FAR	Federal Acquisition Regulations
FFP	Firm Fixed Price
GRN	Gulf Region District-North
IP	Iraqi Police
IRRF	Iraq Relief and Reconstruction Fund
J-7	Engineering Staff Section
MNSTC-I	Multi-National Security Transition Command-Iraq
O/M	Operations and Maintenance
PCO	Project and Contracting Office
PM	Program Manger
QA	Quality Assurance
QC	Quality Control
QM	Quality Management
SIGIR	Special Inspector General for Iraq Reconstruction
SOW	Statement of Work
USA	United States Army
USACE	United States Army Corps of Engineers

# **Appendix C. Report Distribution**

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## **Department of State**

Secretary of State

Senior Advisor to the Secretary and Coordinator for Iraq

Director of U.S. Foreign Assistance/Administrator, U.S. Agency for  
International Development

Director, Office of Iraq Reconstruction

Assistant Secretary for Resource Management/Chief Financial Officer,  
Bureau of Resource Management

U.S. Ambassador to Iraq

Director, Iraq Reconstruction Management Office

Mission Director-Iraq, U.S. Agency for International Development

Inspector General, Department of State

## **Department of Defense**

Secretary of Defense

Deputy Secretary of Defense

Under Secretary of Defense (Comptroller)/Chief Financial Officer

Deputy Chief Financial Officer

Deputy Comptroller (Program/Budget)

Deputy Assistant Secretary of Defense-Middle East, Office of Policy/International  
Security Affairs

Inspector General, Department of Defense

Director, Defense Contract Audit Agency

Director, Defense Finance and Accounting Service

Director, Defense Contract Management Agency

## **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)

Director, Project and Contracting Office

Commanding General, Joint Contracting Command-Iraq/Afghanistan

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

Chief Financial Officer, U.S. Army Corps of Engineers

Auditor General of the Army

## **U.S. Central Command**

Commanding General, Multi-National Force-Iraq

Commanding General, Multi-National Corps-Iraq

Commanding General, Multi-National Security Transition Command-Iraq

Commander, Joint Area Support Group-Central



## **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, Department of Health and Human Services  
Inspector General, U.S. Agency for International Development  
President, Overseas Private Investment Corporation  
President, U.S. Institute for Peace

## **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 Organizations, Democracy and Human Rights  
    Subcommittee on International Development and Foreign Assistance, Economic Affairs and International Environmental Protection  
    Subcommittee on Near East and South and Central Asian Affairs  
Senate Committee on Homeland Security and Governmental Affairs  
    Subcommittee on Federal Financial Management, Government Information, Federal Services and International Security  
    Permanent Subcommittee on Investigations  
    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 State, Foreign Operations, and Related Programs  
House Committee on Armed Services  
House Committee on Oversight and Government Reform  
    Subcommittee on Government Management, Organization, and Procurement  
    Subcommittee on National Security and Foreign Affairs  
House Committee on Foreign Affairs  
    Subcommittee on Middle East and South Asia  
    Subcommittee on International Organizations, Human Rights, and Oversight

## **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:

William Tweedy

Lloyd Wilson