PROJECT OVERVIEW

CETAC-II Task Order 22, 18 & 9 Base Operations & Maintenance / Victory Base Complex, Iraq

AIM provided over 350 crafts and tradesmen to support O&M and minor construction work under Fluor's CETAC-II program. Work was issued during a seven-year period under three task orders, and AIM was awarded the two recompetes, maintaining the contract consistently from 2004 until the U.S. Military departed Iraq in 2011. Services included repair and facilities maintenance for over 600 buildings at multiple locations throughout VBC to include military and civilian quarters, DFAC, administration, warehouse, vehicle maintenance, sunshades, laundry service, and common buildings, as well as recreational facilities. Work consisted of preventative maintenance and repairs of 11kV electrical utilities, facade and roof repairs, HVAC and generator repair / preventative maintenance, vehicle / equipment maintenance, fleet management, electrical and plumbing repair, and general facilities maintenance that included grounds keeping and refuse collection/removal. AIM's O&M staff provided maintenance and repairs for:

- 229+ Hardstanding Buildings
- 388+ Connex-type Buildings
- 155+ Generators
- 13 Life Stations
- 198 Septic Tanks
- 120 Transformer

Life Support Activities

In addition to providing O&M and minor construction services, AIM and folding over 57 bags of clothing within a shift for totals of 400 bags per sustained its workforces at the AIM operated personnel camp, which provided full life support services for all AIM TO and PMO personnel. Services included billeting, dining, laundry, housekeeping, security, refuse collection, pest control, and recreation. AIM's DFAC personnel served over 700 hot meals a day prepared with cultural and religious sensitivities for 11 different nationalities. Our laundry operations personnel processed laundry within 11 hours, washing week.

Base Operations & Maintenance / Victory Base Complex, Iraq

Contract Period of Performance
12/2004 - 6/2011

Contract Number
W912ER-04-D-0004

Contract Value
$7.5M Annual

Final/Present Value
$30.5M

Client Name/POC
Fluor Intercontinental
Robert Davis
Robert.E.Davis@Fluor.com

Customer Name/Contact
U.S. Army/NA

Total Personnel
350

Time between NTP and First Personnel Deployed
7 Days

Types of Labor Provided

- Electricians
- HVAC Mechanics
- Generator Technicians
- Carpenters
- Equipment Operators
- Food Handlers
- Laundry Services Staff
- Custodians
- Administrative
- Escorts / ARs
- Badging Coordinators
- Meet-and-Greet Specialist
- Groundskeepers
- Security Guards
- Warehousemen
- Procurement Specialists
- Auto & Equipment Mechanics

Vehicle Maintenance Shop (VMS)

The vehicle maintenance shop managed and serviced a fleet of over 100 vehicles, including passenger vehicles and work trucks, and coordinated heavy equipment repairs and preventative maintenance for over $3M of inventory. The heavy equipment included dump trucks, boom trucks, road raiders, front-end loaders, and back hoes. The facility included three large bays and a parts warehouse stocked with consumable parts.

Vehicle maintenance services included a structured preventative maintenance program in accordance with OEM specifications for use in harsh environments. All vehicles were tagged and labeled upon receipt and entered into AIM's Equipment Database. The database was used to schedule regular preventative maintenance ensuring maintenance was completed on time. At the start of each duty shift, drivers, operators, and technicians were required to complete a Daily Vehicle/Equipment Checklist, logging the miles out and interior and exterior condition of the vehicle/equipment. At the end of the duty shift and upon return to the Fleet Manager, the vehicles were logged in, noting the mileage in and/or hours of equipment operation. The information was then logged into the database daily to enable efficient PM scheduling.

A Warehouseman coordinated with the VMS Supervisor to ensure consumable parts for the fleet were on hand. Consumables included wiper blades, oil, filters, and headlamps. He was also responsible for ensuring the timely receipt of such long-lead items as tires, batteries, and radiators for anticipated and unforeseen repairs.

Technical O&M

Servicing over 87 HVAC units, 155 generators valued at $125,000, and 120 transformers, AIM's mechanical and electrical tradesmen provided 24-hour emergency service dispatched through a 24-hour manned help desk that operated 7 days a week, 365 days a year.

Priority and emergency response times were accomplished within 30 minutes. The technicians worked in Teams to cover a 29 square kilometer base and communicated with Dispatch via PTT-enabled phones to quickly respond to emergency repair requests.

The Teams had well-equipped trucks with consumable spare parts and worked on a predefined daily maintenance schedule to provide preventive maintenance to HVAC units and generators in accordance with OEM instructions. In the event of an emergency or priority repair, the Teams were able to quickly deploy to the affected location without returning to the shop for parts or work orders.

All HVAC units, generators and transformers were also tagged and logged into the database to ensure PM schedules were maintained in accordance OEM specifications in harsh environments. At the end of each duty shift, technicians logged equipment repairs and maintenance to be tracked in the database.

Base Operations & Maintenance / Victory Base Complex, Iraq

AIM WORLD SERVICES

Countries Where Labor was Recruited

- USA
- Jordan
- Philippines
- Sierra Leone
- Nepal
- Thailand
- Slovenia
- Latin America
- Iraq
- Egypt
- Sri Lanka
- India
- Pakistan
- West Africa
- Eastern Europe
- South Africa

Project Highlights

- Maintenance and Minor Construction Services
- Provided all construction and O&M equipment for three consecutive TOs
- Operated SSTs, Cranes, Flatbeds, Bongo Trucks, and other heavy equipment in support of minor construction work
- Procured over $1.2M in materials, equipment, and supplies for work completed under TOs

Cost Control

Overall project costs were controlled through weekly update meetings with the project manager and AIM's supervisors as well as through development of three-week look-ahead resource-loaded schedules. To control costs, AIM eliminated double-time pay on Fridays, a standard practice throughout the Middle East that increases costs. AIM also streamlined standard holiday and vacation pay allowances. These initiatives resulted in an estimated $250,000 cost savings annually.

Schedule Control

Schedules and daily work plans were reviewed with the workforce at the start of every workday so that each craft and tradesman knew what was expected to be accomplished by day's end.

For O&M and minor construction services, AIM maintained an on-site Help Desk. Work Orders were received by AIM personnel for issues ranging in complexity from simple faucet drips to non-functioning air conditioners or leaky roofs. AIM's project supervisor prioritized Work Orders to facilitate schedule and meet SOW requirements. As a result of effective Work Order management and scheduling, AIM completed Work Order Requests exceeding scope requirements.

Quality Control

AIM's TCN and LN craft and technical personnel were trained in U.S. building code standards and were required to have a minimum five years of hands-on experience to ensure high quality work. During the morning start-up meetings, AIM's project supervisors and leads reviewed quality standards consistent with the day's activities. AIM's approach mitigated rework and corrective actions. Project supervisors and leads conducted spot audits and inspections of all work completed to further ensure high quality standards. As a result, AIM was able to mitigate rework and was acknowledged by the Army for providing exceptional electrical repair services.

Safety

AIM's project supervisors and leads provided daily safety talks at the start of each workday. The day's work plan was reviewed along with the proper use of required safety and personnel protection equipment to perform the day's activities. AIM maintained a zero work-related incident rating for TO 22.

Security Management

AIM enforced our Safety First Policy and adopted Fluor's security standards. To avoid force protection issues, AIM's local Iraqi staff were well-vetted through community ties and referred by current LN Staff.

When procuring materials, supplies, and goods for construction, O&M, and life support services, AIM engaged a security services firm to ensure the safety and security of the procurements and logistics personnel during transport.

Base Operations & Maintenance / Victory Base Complex, Iraq

- Provided logistics services to Iraq from Jordan, UAE, Saudi Arabia, Europe, and the US for hard to procure supplies and equipment
- Provided all required logistics to securely transport and deliver procured goods and supplies to VBC

Scope of Work

- Civil/Site Work
- Architectural, Structural, Mechanical, Electrical
- High/Low Voltage Electrical Generation
- High/Low Voltage Electrical Transmission
- Sewer Systems
- Roads, Bridges, Civil Works
- Communication Systems
- Life Support Activities
- Security: Personnel, Materials, Equipment
- O&M, training, technical advice
- Minor Construction
- AT/FP and Security Construction

Customer Satisfaction

"It is the dedicated support of companies such as The AIM Group that allows Fluor to execute its mission in Iraq for the Government of the United States."

Bradley C Nelson, Fluor Intercontinental, Inc., TO Manager, Victory Complex, Baghdad, Iraq

To ensure AIM's personnel arrived safely into BIAP for assignment or return from R&R, AIM sought permission from BIAP authorities and the local government to meet incoming personnel air-side. Incoming AIM personnel were greeted upon debarking, escorted through immigration, and then transported to the job location by AIM meet- and-greet representatives.

Logistics

AIM maintained well-established relationships with local and regional vendors, local and regional transportation services, and government dignitaries to ensure safe and secure transportation of procured goods to the installation. As such, mission critical supplies arrived in a timely and safe manner.

Innovations/Technologies Introduced to Expedite/Facilitate Work

Due to the hostile environment in Iraq, procuring provisions to sustain workforces and maintain O&M services was often difficult and supply convoys were delayed due to insurgent uprisings. These convoys usually consisted of fresh and frozen food containers. As a contingency plan to ensure ample food supplies, AIM procured and stored enough food to sustain 250 people for three weeks in the event of a shipment being hijacked or destroyed. AIM also implemented an additional contingency plan to procure food from Kuwait via armed convoy in the event that food and water could not be acquired from AIM's local vendors due to insurgent activity.

To achieve the greatest cost efficiencies across the contract and reduce overall project costs, AIM used an innovative approach to procure vehicles and equipment. Using a creative negotiation tactic, AIM procured all vehicles and heavy equipment locally via a long-term lease with payment upfront. This approach included the provision of brand new passenger vehicles and light trucks and heavy equipment with a built-in maintenance agreement. The upfront payment secured the vehicles through contract completion. The vehicles and equipment were then returned at the end of contract to the dealer, mitigating risks associated with removing or exporting vehicles and equipment at contract completion. The approach resulted in significant cost savings that were $100,000s less than purchasing the vehicles or paying excessive charges upon return for a typical lease agreement.

Base Operations & Maintenance / Victory Base Complex, Iraq

AIM WORLD SERVICES

Challenge

When AIM was originally awarded this contract under TO 09, our Team identified faulty electrical wiring in many of the Government's facilities.

Solution

We notified our client that repairs were needed immediately to mitigate the hazard and, as a result, modifications to the scope were submitted for approval. However, to mitigate incidents prior to the modification approval, AIM's certified electricians immediately began to make repairs within the original budget parameters to assure the safety of the warfighters.

Success Story

AIM maintained this O&M and minor construction contract since 2004 when it was first bid as Task Order 09, re-competed as Task Order 18, and a final award under Task Order 22 to be managed through the end of the CETAC-II Program.