

## PROJECT OVERVIEW

### Iraq Munitions Demolition, Engineering and Logistics Support, Various Locations in Iraq

AIM provided over 120 personnel, including paramedics, heavy equipment operators and mechanics (bulldozers, front end loaders, and excavators), armored / soft skinned vehicle mechanics, over the road operators, and crane operators to support Parsons USACE Iraq Munitions Demolition, Engineering, and Logistics Support contract.

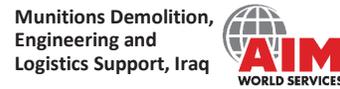
Parsons was the prime logistics contractor for this effort. The contract included large, complex MM and UXO operations in hostile and remote areas of Iraq. As a subcontractor, AIM personnel performed retrieval, clearance, and transportation of MM and UXO to ammunition dumps and detonation sites. AIM also provided medical and preventative health care support, life support services, and operations and maintenance services for over 1000 personnel. AIM's services were valued at over \$10M under this \$192M contract.

#### MM and UXO Operations

AIM technical personnel provided clearance and retrieval activities of MM and UXO under guidance of removal experts and quality control officers. Ordnances were then loaded into heavy armored vehicles for transportation to designated ammunition dumps and detonation sites. AIM truck drivers transported MM and UXO in convoys supported by a personnel security detail. To ensure compliance with the Multinational Corps-Iraq (MCN-I) regulations and mitigate risk of hostile threats during transport, AIM project supervisors worked closely with the prime contractor to carefully plan and coordinate convoys.

#### Life Support Services

AIM owns and operates a 250-bed man camp at Slayer Tunnel, Victory Base Complex (VBC) and provided full life support services for some of the workforces assigned to the prime contract. Services included billeting, food service, laundry service, refuse collection, and potable water services. As part of LSS, AIM provided emergency medical services and morale, welfare, and recreation (MWR) for prime contractor and AIM personnel. AIM also provided meet-and-greet services upon arrival to Iraq and secure transportation from BIAP to VCB.



#### Contract Period of Performance

01/2005 – 12/2018

#### Contract Number

W912DY-04-D-0005

#### Contract Value

\$10M

#### Client Name

Parsons Infrastructure & Technology  
Troy L. Pate, Deputy Program Manager, Parsons, CMC Project, Camp Victory, Iraq

#### Customer Name/Contact

U.S. Army Corps of Engineers  
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#### Total Personnel

125

#### Types of Labor Provided

- Paramedics
- Heavy Equipment Operators
- Mechanics
- Armored/Soft Skinned Vehicle Mechanics
- Over The Road Operators
- Crane Operators
- Engineering
- Logistics Specialists
- Procurement Specialists

## Operations and Maintenance Services

To support the overall contract, AIM provided operations and maintenance services including maintenance and re-pair of military tactical vehicles (MTVs) and non-tactical vehicles (NTVs), facilities maintenance and repair, and DFAC and laundry equipment maintenance. AIM O&M staff performed regularly scheduled preventative maintenance and repair of HVAC units and 1 Meg, CAT 500/350/275/160kVA generators to sustain DFAC and billet facilities. Rear support for warehousing supplies and parts and procurement / logistics support for equipment freight forwarding and LSS provisions were also provided by AIM.

## Innovations/Technologies Introduced to Expedite/Facilitate Work

AIM provided paramedics, emergency, and preventative health care in support of the prime contract for all work performed under the prime. While supporting the prime UXO contractor, AIM's independent duty and remote duty paramedics provided advanced primary clinical care, and emergency care in the field for all remote operations. By addressing incidents immediately AIM eliminated lost time incidents through early treatment of minor illnesses and minor field injuries that would have otherwise required time consuming evacuations. By suturing a simple laceration or excising an ingrown toenail that would have resulted in evacuation to medical facilities, AIM also reduced costs resulting in direct cost savings to the USACE as a result of our ability to mitigate lost time incidents.

## Maintaining Safety

All AIM personnel directly involved in ordnance removal operations were trained in the proper use of personal protective equipment (PPE) specific to MM and UXO handling; spill response and emergency procedures; safety and health hazards; hazard communications; storage, packaging, and labeling requirements; and safe transportation requirements. Additionally, AIM's paramedics and medical support team administered inoculations to all personnel performing MM and UXO operations under the prime contract as preventive measures for protection against chemical warfare material. Through effective safety management, AIM executed over 3 million-man hours with ZERO activity-related lost time incidents.

An AIM paramedic stationed at the COE headquarters acted as an advisor to the USACE on medical issues, maintained orders, and distributed all medical supplies project-wide following Government regulations for controlled substances. AIM's paramedics were also the central point of contact for all field sites. Additionally, AIM field paramedics assisted in gathering and maintaining OSHA data for regulatory compliance and conducted health and welfare sanitation inspections. Our paramedics also acted as SMEs for military casualty evacuation and expedited remains for re-patriation.

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Logistics Support, Iraq



## Project Highlights



- Performed highly technical military munitions (MM) removal and unexploded ordnance (UXO) clearance and transportation services at multiple remote locations in Iraq
- Operated in a war zone with high security threats to personnel, equipment, and vehicles
- Provided life support services for most of AIM's personnel working on this TO
- Provided O&M services to maintain LSS facilities and armored vehicle repair and maintenance
- Implemented project- special safety, security, and quality control protocols and
- procedures specific to the highly technical and dangerous nature of this contract

## Effective Cost Control

To support this contract, we leveraged our in-place PMO at VBC and used the AIM-owned and operated man camp to provide a cost savings of over \$350,000 to further control cost, AIM ensured that all personnel understood the dangerous nature of the work to be performed prior to hire which significantly reduced staff turnover resulting in mobilization and training savings.

To control project budget, AIM's project supervisors reviewed the project scope weekly and analyzed work against the baseline budget. AIM also developed a three-week look ahead, resource-loaded schedule to effectively allocate manpower requirements and secure supplies to support life support services.

## Compliance with Schedules

AIM's project supervisors met regularly, at least once weekly, with prime contractor project managers to review the schedule, develop work plans, identify resources, analyze potential schedule overruns, and provide solutions to any schedule issues. Our supervisors used MS Project to allocate manpower requirements and equipment and supply needs and provided a three-week look ahead to ensure compliance with the prime contractor's project schedule.

Schedules and daily work plans were also reviewed with the workforce at the start of every workday so that staff knew what was expected to be accomplished by day's end. As such, AIM completed all work, including client change requests, on time.

## Managing Quality Control

AIM worked with the prime contractor to develop project-specific activity guidance documents including a Work Plan compliant with DID MR-005-01, an Accident Prevention Plan compliant with EM 385-1-1, an Environmental Protection Plan, a Hazardous Waste Disposal Plan, a Convoy Security Plan, a Quality/Health and Safety Plan, and a Quality Control Plan to maintain quality control at all times.

The Quality Control Plan was developed in accordance with DID MR-005-1.1 by the prime contractor. Our project supervisors audited and observed performance to verify that pre-established quality objectives were met and provided corrective actions when deficiencies were apparent.

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## Scope of Work

- Logistics
- Transportation
- Life Support
- Training and Technical Advice
- Medical Support / Emergency Care
- Operations & Maintenance

## Customer Satisfaction

*"The individuals that were supplied [by AIM] to our Mobile Teams and Camp Victory operations were... willing to go the extra mile at any cost and were well versed in other areas that brought flexibility and reliability [so] that the work would be completed in a timely and effective manner."*

– Troy L. Pate  
Deputy PM, Parsons, CMCProject, Camp  
Victory, Iraq

## Managing Security

AIM reviewed security standards provided by the prime contractor with all personnel and acted in strict compliance with these standards. AIM also provided air-side meet-and-greet services at BIAP for all personnel arriving in Iraq, assisted through immigration, and secured transportation to VBC to ensure the security of personnel while in country.

## Project Success Stories

Rigorous training and safety protocols resulted in zero activity-related fatalities and none of the lost time incidents that are traditionally common with this type of work.

AIM completed over 3 million manhours with only one non-activity related incident as a result of insurgent activity during transport of fuel to Bayji Ammunition Depot.

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## Challenge

Performance under this contract was technically challenging due to the nature of the activities performed as well as the remote and hostile areas where work was performed. As such, staff turnover is traditionally significant resulting in high cost. Work is also dangerous and presents numerous opportunities for incident and fatality.

## Solution

To minimize staff turnover and ensure the highest quality and safety standards prior to hiring employees, AIM ensured all candidates were properly trained and experienced in MM and UXO operations.

Likewise, AIM reviewed with candidates the dangerous nature of the work to be performed so that all new hires clearly understood the risks associated with the job.

Upon arrival to location of assignment, all personnel were rigorously trained in task-specific safety and use of required PPEs related to work performance.