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MS: Good afternoon ladies and gentlemen. Why don't we go ahead and get started. My name is Captain Brian Song. I'm with the Program Management Office under Adm. Nash. A little bit of background about myself. I'm not an engineer, so I have one stroke against me. I'm actually an attorney, so I guess that's two strikes. And when I'm not in Iraq I work for the Corps of Engineers, so that might be strike three. So, please bear with me during this presentation. It's something I've put together for Security, Justice, and the Iraq National Defense Force. It will cover the public safety features and civil defense, borders, fire, those facilities.

One note, this is a construction presentation, the facilities portion of our supplemental money. The supplemental had money set aside for a lot of procurement issues in this area, but we are not dealing with that yet today, we are dealing with merely the construction site. There will be more information available later regarding the non-construction or procurement issues that are tied in with security and justice. So, let's get started and see if this thing works. Do I change slides? All right.

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Welcome to Iraq. Here's a basic overview of where we're going to be. I'll give a basic introduction. We'll talk about the security infrastructure, the justice and public safety infrastructure, and the new Iraq military. All right, this is a map of Iraq, you've all seen it before during Capt. Dickson's presentation. The infrastructure projects are going to range all over the country from north to south, but there'll be a concentration in Baghdad.

All right. Introduction. What we'll go through is the current construction climate in Iraq. We'll talk a little bit about the emergency supplemental. And then we'll go on to the security sector, the justice and public safety sector, and the military sector, and if we have time we'll cover some questions.

The current construction climate. As you all know from watching the news and from seeing Capt. Dickson's presentation, there is a security risk involved in coming to Iraq. The violent death rate is as shown. There's also the number of Iraqi police and security forces out there, and

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it's sadly not where we need to be. Which is one of the reasons why we're trying to build up the security element. Ambassador Bremer has made it known that his number one priority in Iraq as far as reconstruction efforts are going to be concerned, is getting the security elements back and on its feet so that the country can police itself.

Pre-war there were 16 violent deaths per month in Baghdad. In August 2003 there were 862 violent deaths, 498 by firearms. And in September there were 667 violent deaths, 372 by firearms. The number of security forces versus the number required in Iraq are, Police there are 55,000 Iraqi security forces and there are 75,000 that are required. So there's a shortage there. For the Army, we just graduated the first Iraqi battalion, they are 700 strong, that was last month. There's a 40,000 person Army that will be stood up. So, we are vastly, vastly short there.

But not all things are bad in Iraq. There are good notes in the construction climate. We've got a highly educated and highly motivated workforce. The Iraqi people themselves are very, very capable of handling any of these jobs. I've seen

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engineers who have made generators work with chicken wire and duct tape, basically. They've been remarkably able to make things happen with very limited resources. Also, some of you might have read in the Washington Post article about this moving cement industry. Cement will, and therefore concrete, will be the primary method of building anything in Iraq. As you could probably tell there's not much in the way of timber, so things that we're going to require are using the cement industry that's been producing recently.

Our next slide is the emergency supplemental. We got \$18.6 billion dollars for Iraqi reconstruction. And the way we broke it down is, \$360 million is for security. And that's for the border patrol stations and the police stations.

There's more money in the supplemental than just this \$360 million, but that goes to other programs and it goes to other systems that are going to be required for the police.

\$840 million for justice and public safety. That includes fire stations, prisons, judicial security - we want to keep the Iraqi judges from being killed - and civil defense corps and the facility protection services. And we'll get into that later. Finally, there's \$745 million dollars for the

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Iraqi military, primary the Army.

The next slide, the borders. Right now, the borders are probably the most porous that they could possibly be. We have U.S. troops who are watching the borders. We'd like to start transitioning them all over to the border police. But they need facilities. These facilities along Iraq's borders, and the central administrative offices must be upgraded to improve the quality of Customs and to protect the country's borders.

There's going to be 27 points of entry that need to be improved. Ever since I came back from Iraq I've missed the dust so I've been coughing a lot more. The points of entry are Baghdad through the airport, this was Basra and Mosley.

All of those airports are to be upgraded. Baghdad is in pretty good shape, but the civilian terminal hasn't been opened yet because of security issues. There are also two seaports, one at Al Basra and the other one at Um Qasar. And that's where the Customs operation will need their most rehabilitation. Um Qasar will also be a naval facility. And we'll cover that when we get to the new Iraqi military.

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Next slide. The borders. There are an estimated 120 to 150 border posts along a 3,345 kilometer border between these countries. Now, we need new or rehabilitated facilities and what's called a denial point. And I'll show what I mean by a denial point in a minute. We also need minor refurbishment to an estimated 245 nationality offices. These offices are what issue the national identity cards, and they keep track of vital statistics throughout the country for at the local level. A new immigration headquarters building is also needed in Baghdad. This building is right now they are projecting it to be about 13,000 to 16,000 square feet.

My next slide is denial points. Twenty to 25 denial points need to be rehabilitated or constructed. There are the discussions continuing with the Ministry of Interior as to whether we're going to use old-style buildings which I'll show you, or we're going to have a new-style compound to be used. What I mean by compound is putting in trailers, and newer buildings to replace some of these border checkpoints that they had. These locations are all in remote sections

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of the country, and they're going to be difficult to reach with building materials and equipment.

This is a proposed border project. Excuse me, the next slide is the existing border police headquarters and Customs buildings need major renovations, as well as, there are going to be two training facilities that are going to be built. Okay, now this is a proposed border project. This is an example of what a denial point will look like. In this case, this is a good shape, square castle. It needs minimal restoration and restoration, mainly piping, fixtures, faucets, etcetera. This one is in pretty excellent shape. This is an example of the rehabilitation effort that you might come across.

Change slides. Okay. This one is another rehabilitation effort. As you can see, this is also a square castle or what's left of one. It's originally a square castle, but the back walls have been knocked out. Surprisingly this requires a lot of masonry and restoration efforts, including roofing, piping, and fixtures.

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This is another border project. Again, this is a triangle shaped castle. It's going to need major masonry work, replacing the two towers that are there, restoration of the roofing, fixtures, and water septic systems. This is all fairly common as far as these border projects are concerned. I have a few more examples, though.

This is a U-shaped castle. It's in poor condition, if you couldn't figure that out. It's going to require major masonry for the walls, roofing, water septic and the fixtures. As I said, the debate is now whether or not we're going to rehab these types of buildings or just we're going to just plop in trailers and other more modern facilities to replace these things. I believe by when we left the Ministry of Interior was leaning heavily towards refurbishing these existing structures and putting in temporary trailers.

Here's another example of a border project, and I include this one because I think it looks the best. This one requires minimal restoration and it's just another example of what you can be facing when doing these border projects.

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The next area is the police. There are a series of projects slated for Baghdad including the restoration and rehabilitation of police stations. There are also going to be the construction of 20 to 24 police checkpoints on major streets and roads leading into the city. Right now we have coalition troops who are managing most of these stations, but they are transitioning over to the Iraqi police to man these checkpoints. We also want to construct a vehicle maintenance facility, as well as a fuel tank pad.

Go to the next slide. Fire stations. The existing fire stations were damaged heavily by looting. There is a lack of equipment and that's part of the procurement issue that we're going to be facing. In Baghdad alone, there are an estimated 95 new stations that need to be produced. And when I first thought about these fire stations it didn't come quite as clearly as to what a fire station actually looked like in Baghdad. You can see in these pictures that you do have fire trucks and it's a relatively low building but it's not the typical fire station that you appreciate in the United States.

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Throughout the country there are going to be 109 fire stations that need to be rehabilitated. The facilities that do exist need to be upgraded. And over 200 new stations need to be built country-wide. 111 have been (unint.) at a high-priority meaning they need to be built as soon as possible, because there is no fire-fighting equipment in that area. The construction of the buildings is expected to be mainly of concrete and tile block and other (unint.) materials as necessary. So we're not looking for huge buildings for these fire stations, but they will be in most mainly of concrete.

Also, there is a plan for a national fire academy in Baghdad. This facility will provide training for firefighters throughout the country. And it will be approximately about 100,000 square feet, to include classroom, dormitory, and equipment space.

Prisons. You're probably aware that there was a request to build a modern prison system in Iraq. That got cut down by the conference committee, but there's still money involved

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in building and rehabilitating some of the prison systems here. The current plan calls for a rehabilitation of existing prisons. There is about, and as well as a 3,500 to 4,000 bed correction facility in the Baghdad area. The new facility will contain juvenile, and it will be minimum, intermediate, and maximum security.

All areas of the country have correctional facilities that range in size from 350 bed juvenile buildings to 500 to 2,000 bed adult facilities. The problem that we've had recently with these facilities is that Saddam and the previous regime for their own reasons didn't put a lot of money into their prisons. It is probably the worst area that you would ever want to go to jail in. So we'd like to upgrade these as soon as possible. These facilities will be considered low-tech. We will not have high security systems involved. It will be used mainly with - manned mainly with people.

Excuse me as I go through my notes here. Lots of the prisons were heavily looted after the war, and in some cases were completely destroyed. The existing prisons suffer from

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years of neglect. And the physical facilities were deteriorated over the years. Depending on the funding available, it is now estimated that there's going to be \$140 million to rehab about 50 facilities.

Next slide. This is what I was talking about as far as low-tech. Personnel rather than sophisticated electronic equipment will be the major portion of the facility. There's going to be a standard of 25 square feet of living space per prisoner. And bed, showers and sanitary facilities will be provided. And that wasn't always the case in a lot of these prisons.

Court system. It's been estimated that there are 130 to 150 court buildings throughout the country that need to be upgraded. These improvements are going to be including outside security as well as renovations on the inside. Iraq operates under a judicial system that has its origins in French and Egyptian law. In several cases we're going to have to build completely new buildings. And in some cities, especially in Baghdad, a lot of former government buildings have been converted over into court buildings.

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This should be a picture of Al Baiya, of the misdemeanor court in Al Baiya. This is one example of a court building that has been upgraded. But this is what a court would look like in Iraq. It's very different. When I went to see some of these courts in Baghdad, if you think of a courthouse either you think of these large federal courthouses here in the United States, or these huge monolithic buildings of granite. This is what the reality is in Baghdad.

This is before and after shot. The picture on the left is a heavily fire-damaged room in the courthouse. It's almost completely blackened by the fire damage. And on the right-hand side you can see what happens after refurbishment. And this is what we're going to be looking to do.

Civil defense. The Civil Defense Corps in Iraq was mainly based out of their fire department. But they're going to have their own buildings, as they've always had, but in this case we're going to expand their role a little bit. The existing buildings need to be rehabilitated and some new construction is going to be required. There are 100 to 150

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buildings throughout the country that are going to be involved in this. Each of these tasks are going to vary widely, as some buildings were completely destroyed and looted, and some buildings are still relatively intact.

In the civil defense sector there is going to be more than \$22 million dollars expected to be spent on civil defense facilities, and just through constructing and renovating facilities. As I said, the present Civil Defense Headquarters in Baghdad will need rehabilitation. And it will serve as a central headquarters for civil defense.

Along with civil defense there is a facilities protection service. These are the men in Iraq who are guarding the oil lines, the electricity lines. They are one arm of the new Iraqi security features. The facilities protection service will provide security at all governmental buildings. What they require is a headquarters building in Baghdad, and operations centers in each of the 18 governments. It's been estimated that the construction costs for these facilities will be \$4 to \$5 million dollars.

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Military sector. Here is the depiction of Iraq's old military. Not much left standing. As you know, Ambassador Bremer, when he came into office, with the CPA he disbanded the former regime's military and began the process of reconstituting the Iraqi military. So, a new Iraqi national defense force is going to be comprised of the new Iraqi Army, the new Iraqi Navy, and the new Iraqi Air Force. As I said, the first battalion has already graduated. We have other battalions who are in the process of being trained and are looking to move into their new facilities.

Our plan calls for a 40,000 man Army, consisting of 27 battalions or nine brigades of motorized infantry. There will be a small naval battalion for coastal defense and they will be based out of Um Qasar. There will be a small air force with a few rotary wing and fixed wing aircraft. And we are planning to have them all stood up by September, 2004.

There is going to be 18 major locations throughout the country in which the military will be based. Since we need to get them going in September there's going to be some

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bridging strategies involved as far as getting these facilities constructed. We have battalions right now who are training but have no place to go once they finish training. There are no barracks, no bases, nothing for them to use. So we are looking to move forward as quickly as possible to get these troops ready to go as soon as they have graduated from their training.

Current state of facilities range from bad to worse. There are numerous causes, one being the Gulf War '91 where we targeted some of the Iraqi military facilities. But further, the lack of maintenance, looting, and vandalism caused most of the damage that we now see.

Scope of work will be design-built. There are currently 27 identified task orders for the new Iraqi military. The task orders are expected to range anywhere from \$400,000 to \$40 million dollars. Expect a full range of design and construction activities. And you can expect to start with such tasks as cleaning up the trash outside and cleaning up the trash inside some of these facilities. As you can see from the pictures, the picture on the center is a barracks

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facility that is piled with trash. This is not uncommon. In lots of the Iraqi military facilities, the facilities outside are strewn with all sorts of rubble and debris that need to be cleared before any construction can begin.

Some facilities have survived relatively intact. This facility is a facility up in near Mosul. It was construction by the Yugoslavs, prior to the first Gulf War. But it's been basically abandoned since then. Never put into operation. So it would take very little to get this facility back on line. It requires some work with getting the plumbing and some of the electricity working. But relatively intact.

Also, this one is another facility, it's about 90 miles northeast of Baghdad. Again, relatively intact. Requires very little maintenance to get up and going. So this will be a very small project, but there are facilities that can be brought up online relatively quickly. Others will need extensive repairs and refurbishment. This is an example of a barracks facility that's been repaired and refurbished. This is not. This is a picture of a warehouse at a military

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facility. It's basically a shell. There's nothing inside of it, there's no electricity, there's no plumbing, there is no anything other than four walls and a roof.

Here are some other examples of facilities that we're going to need renovated. As you can see, there's quite a lot of debris in some of these buildings. Other examples of the electrical work that needs to be done. You can see in one of them there is the top left you can see the air-conditioning vent. The HVAC stuff will need to be completed as well.

When you hear about looting, it wasn't just that they took the stuff that was in the room. They took the stuff off the wall. They took the stuff inside the wall. Some of these buildings have been completely stripped of any usable material. And so when we talk about refurbishing we really mean completely rebuilding from the inside out. Here is another example of a building that needs some minor refurbishment. As you can see, the roof has been completely caved in. And we'll need to get that building up online as well.

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Naval facilities. This is the naval facility at the port of Um Qasar. It's going to need some work to get online. Here is an overlay of it. As you can see, we've got plans to have a port garrison as well as a housing area for families and expanding the port itself. All this work will be done in order to get the naval facilities up, and the small naval force that we have to protect the coastline.

Here is a satellite view with our overlay. We're going to require a perimeter fencing. So there's going to be a security element involved. Creation of a warehouse, guard shacks, the headquarters building, storage buildings, and fire stations all on this facility. The other thing that needs to be done here is utilities. This will sort of tie into the electricity sector, but most of these facilities have no electricity. They need to be either bring in a generator system, or be able to tie into the national grid.

There are plans to have electricity brought online as well.

The general scope of work for these new Iraqi facilities, you can see there's lots of diversity between the border

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stations and some of these other facilities that we have. Some of them I guess that are relatively intact, lots of them are not. But the general scope of work will include putting in new windows, new doors, and offices, classrooms, that sort of thing.

Tahdji. Tahdji is the site for the new Iraqi army as well as the small air force detachment that they're building. This is where it's located. It's just a little bit north of Baghdad. Here is again an overlay of the facility that they're planning on using. Tahdji is a large area. It's not quite as large as some of the military facilities here in the United States so it's not a Fort Bragg or a Fort Benning. There is no training area assigned to it. It's probably about the size of Fort Myer or Fort Meade. But there is extensive work that needs to be done there. There's going to be the logistics area as well as a coalition area and an Iraqi defense area. So there's going to be facilities that need to be built in all these sectors.

And here is the satellite overlay. As you can see, we've got area requirements. There's going to be a need for

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headquarters buildings, billeting, the facilities you would expect to find at any military installation. Dining facilities, some of the MWR functions that you find, as well as a family housing area.

All right. So that's a quick overview of the existing facilities and what needs to be done in some of these sectors. I'll try to field as many questions as I can. Sir?

MS: You mentioned when you were talking about the military sector that that would be design-build. Would the prisons be design-build as well?

Q: Craig?

MS: I'm Craig Johnson, I'm (unint.). Yes, the prisons (unint.) will be design-build.

Q: Okay, thank you. Other questions? Sir?

MS: Is there any kind of an environmental component associated with any of this before you take off (unint.) is there a front entity (unint.) some specialist?

Q: That is something that we are looking into right now. We are trying to figure out what makes sense. It doesn't necessarily make sense to use U.S. environment standards in

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Iraq because they're much too high. Iraq really did not have environmental standards so as to speak. Their environmental ministry has just recently come back online. They are looking into what they can do, and we are trying to find some sort of ground where we can meet and be environmentally responsible, but yet not hold up construction.

MS: What about (unint.) for new construction work. Is that the environment in most of these locations?

Q: In some of the military facilities, I'm thinking there will be some UXO work. However, I don't know how much the de-mining component is going to be associated with the rest of this, with the reconstruction effort. But some of it will be. Sir?

MS: In your presentation you've talked about the new Iraqi army going to 40,000. The current contract calls for 9 battalions.

Q: It's 9 brigades.

MS: Okay. But how are you going to get to 27 battalions by next September?

Q: Are you talking about manpower-wise?

MS: Training.

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Q: The training is ongoing even as we speak. There are a number of battalions who are training right now. But they just don't have the facilities in which to do to. I can't speak to what the training schedule is going to be, but the plan is to have them all trained and up and running by the end of next year. Sir?

MS: Question. Tim Stone with Ralph Tower Companies. Question was, is there more than one contract for this work, and if there is, how is it being broken up into the two contracts?

Q: Are there two primes? There's one prime. There's only one prime contractor who is going to be overseeing this work, and then there'll be task orders out from there.

MS: I just have a question on training and capacity building. You've mentioned mining construction here. What I'm interested in specifically is training for security forces, defense forces would obviously be Department of Defense, but where should we be looking for the soft element to all this reconstruction?

Q: That is a good question. As I said in the beginning, we're not really - we weren't really planning on doing the soft element, or I should get away from saying that - the non-construction element. Our office was originally designed to

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handle the construction element of the supplemental. Since then, we've sort of taken on the responsibility to handle the rest of the monies that have been appropriated. We're still developing a strategy in which we can oversee how these non-construction element is going to be apportioned out. But we are going to use a lot of the organizations who are currently on the ground who do this stuff best. As far as the defense forces are concerned, we're working with the coalition military assistance training team there, who has been primarily responsible for the training of the Iraqis.

MS: Just before I walked in here I was talking with Dee Lee, who is head of contracting for our office. And she was asking me where to get the list of all the non-construction costs, and I told her where to get that in Baghdad. There's an inter-agency group that she meets with, and in that group they're going to try to determine who is going to procure what to whom in these non-construction costs. So it's going to take a few weeks for that to ferret itself out. It might come through the CPA, it might come through AID, it might come through the Department of State part of AID - Department of State instead of just AID. I don't know yet. But that will be ferreted out here pretty quickly.

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Q: You can expect most of the military procurement issues to come directly through DOD.

MS: Okay. Just one point of clarification. You both mentioned our office, your office. Is that PMR?

Q: Yes.

MS: Thank you.

MS: Good afternoon, Steve Hogan, Taos Industries in Huntsville, Alabama. You opened up this Pandora's Box on the non-construction item, and I wouldn't have addressed it if you hadn't have opened it. But right now on the street there is a - that the CPA put out - the battalion set RFP. Is this Program Office going to be managing that procurement which includes everything from light to heavy vehicles, arms, BII items and things of that nature?

Q: Yes and no. Let me answer it that way. I believe you're referring to an RFP that has been put out with strings attached to it at this point. It's subject to the availability of funds. If it's a different one, I'm not sure that we're talking about the same one. As I said earlier, we're looking for bridging strategies in order to keep the Iraqi national defense force moving forward.

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One of the problems that we're facing is that we're not going to be able to get construction on these facilities through the supplemental through our process until February or March. We have Italians who are going to graduate and then have nowhere to go far before that. So what we're looking to do is try to find some way in which we can keep our process moving, and keep these facilities upgraded and get these troops on the ground. Overall, yes, we will have the overall control and responsibility for any funds that come out of the supplemental. Whether or not our office will be executing the procurement side or any of the actual beans and bullets issues, is up in the air at this point.

MS: Okay. Just a quick follow-on to that. If a contractor does have a bridging mechanism that they want to propose to your office to handle whether it be construction or beans and bullets, how would one go about and present that to your office for consideration?

Q: Okay. Sir?

MS: They can send that to me, stephen.elliott@osti.mil. I'm up in bridging strategies (unint.).

MS: Thank you.

FS: And forgive me, I'm from Daimler-Chrysler, my name is Pat

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Kennedy. When you're talking beans and bullets, do you mean vehicles, fire trucks?

Q: I mean anything that's not going to be used to be put into a building. Weapons, uniforms, clothing, any kind of equipment procurement items that are normally considered, you know, where the soldier's going to put it on his back. Sir?

MS: Dave Williams. You mentioned in connection with the discussion of the border posts and the border patrol, there would be two major training facilities built. Is that for the border patrol? It was in that section of the briefing.

Q: Yes.

MS: Or is that for the police at large?

Q: No, that would be for the border, it'd be for the border police. They need to be trained up - I don't know if my microphone is on any more - they need to be trained up on not only patrolling the borders but how to do the customs and the national identity. So they're going to have multiple roles other than just border patrol.

MS: Will that be in Baghdad?

Q: I'm not sure of the location yet.

MS: Thank you.

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MS: Weeda Tucker, WG Tucker and Associates, Inc. You've talked about the low-tech prisons and also the other facilities, well, I guess the fire training, training of fire staff and so forth. And I was wondering how you plan to handle the personnel needs and the training needs of the Iraqis? I mean, do you plan to use people who are already there, or do you plan to use people from here who are working with the CPA to take people over and train them?

Q: That I'm not sure about. Craig, do you know the answer to that?

MS: The training needs are, it's the goal for the - to-date from the program is that a group of trainers will be trained by non-Iraqi staff. Wherever they come from. And then they will be - the group that got trained, will go back and do the training. The police are being trained, and some of the office corps right now are being trained in Jordan, in a facility there. And then will go back to Baghdad, or back to Iraq, and do some training.

FS: Diane Asedni, Chevron Texaco. You mentioned port expansion in Um Qasar. Is that going to include dredging beyond what was done initially to open up the port in the immediate post-conflict time? And also, if yes, will that include

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dredging up river of Um Qasar?

Q: Yes, there will be additional dredging. And you're missing the transportation speech where the guy would tell you exactly how far it's going up river. I don't know exactly.

But Bechtel's program will end, and then a new contract, if it ranks on the priority scale high enough for the varied limited funds. But I would think that the port and getting all the material off of it is a very much priority. I would assume that that would be included as a very high-ranking priority in the transportation sector. Sir?

MS: Yes. Andrew Stringfillet. Could you tell me what the timeline is for the building and facilitation of the correctional establishments, either the prisons at the moment? What's your planned timeline in terms of the completion?

Q: There hasn't been one set as far as when these facilities need to be put in place. It's going to be part of our prioritization process where we need to figure out where we're going to put these things. But as far as what rank and priority it has, it's going to be up there. So we're probably looking to have them within the first six months of when we're starting to get construction on the ground.

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MS: I had just one more question. You kept mentioning low-tech in the context of the correctional facilities. I just wondered how you're planning to manage or how they're planning to manage a 3,500 to 4,000 bed correctional institution with multiple discipline and multiple level and category prisoners in when it's going to be low-tech. I just wondered if you could define "low-tech" for me? Without returning to the Hussein regime, I couldn't see how it would work.

Q: Well, by "low-tech" I don't mean that there's going to be no technology at all involved in it. But it's not going to be the maximum facilities that we have in the United States. It is going to be relying heavily on Iraqi trained personnel, and how they're going to manage it, I'm not sure. But they've told us that they can do it this way. And we're going to have to abide by them since the money for the high-tech facility was taken out.

MS: What "low-tech" means is lots of guards, instead of lots of cameras and lots of automatic locking doors and things like that.

MS: You're still planning to deploy the basic principle of surveillance and some semantic functions for the guards to

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be able to use to facilitate that?

Q: Yes. But it's going to be - since an engineer like me makes \$300 bucks a month in Iraq, and that's a well-paid one right now, and unemployment is in the 60 - 70 percent, you're not trying to use technology to maximize productivity of a person there right now. You're trying to keep people employed, and this is one place where they can do it.

MS: Thank you.

Q: Sir?

MS: I was going to ask almost the same question about the low-tech and high-tech, and security cameras is what I'm interested in knowing. Aren't you putting any security cameras in public buildings?

Q: Three is a security element that's involved. How much we're investing in cameras and other equipment, I don't know the numbers. But CPA is looking to include that sort of stuff into their facilities. I'm not sure how much that's involved in the Iraqi facilities and for our budget.

MS: But you are considering doing it?

Q: Yes. Any other questions? All right. Well, this concludes this presentation. Thank you all.

END TAPE