



KELLOGG BROWN & ROOT SERVICES INC.  
2451 CRYSTAL DR. STE 300  
ARLINGTON VA 22202

January 8, 2007

Subject: Subcontractor Performance - Balad Iraq (Anaconda)

To Whom It May Concern

Integrated Projects Company (IPC) was awarded several subcontracts for life support services at Anaconda Air Base, Balad Iraq from January 2004 through Oct 2004. Services consisted of trash pickup services, potable water delivery, black and gray water removal, latrine, and shower cleaning, grounds keepers, and fuel depot labor.

IPC provided state of the art equipment and was able to mobilize equipment and personnel in a short period of time ensuring continuity of services from previous subcontractor. They even went as far as making sure that replacement equipment was on hand to eliminate any possibilities of disruption services.

IPC was able to increase workload immediately upon request whenever there was a surge in personnel.

The subcontractor performed services in an outstanding manner with minor problems for which corrective actions taken by the subcontractor were highly effective.

A handwritten signature in cursive script, reading "Betty J. Hayes", is written over a horizontal line.

Betty Hayes  
Sr. Manager, Procurement