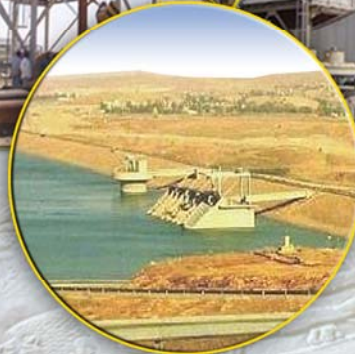


# ESSAYONS *Forward*

U.S. Army Corps of Engineers

Gulf Region Division (Provisional), Iraq - Volume 4, Issue 1

January 2007



**GRD celebrates 3rd Anniversary**  
**Fulfilling the promise to build a better Iraq**







# Essayons Forward

January 2007

Volume 4, Issue 1

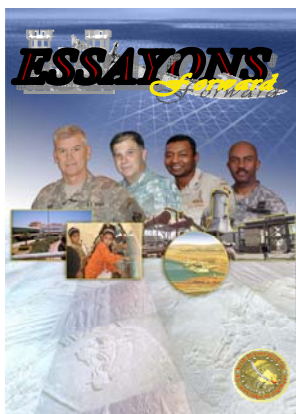
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## Iraq Image....

A young Bedouin girl wearing traditional clothing herds goats in the Basrah Province. Bedouin tribes are nomadic and live as they did hundreds of years ago. Their tents can be seen when traveling throughout Iraq. (USACE Photos by Betsy Weiner)



**COVER:** Collage of Gulf Region Division Commanders and projects (Left to right) Brig. Gen. Michael J. Walsh, Maj. Gen. William H. McCoy, Jr. Maj. Gen. Thomas P. Bostick and Maj. Gen. Ronald L. Johnson. (Army photos, illustration by Leo Zubritsky)

**ESSAYONS FORWARD**

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Al Asad	107.3 FM	Kirkush	107.3 FM
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Ar Ramadi	107.3 FM	Q-West	93.3 FM
Baghdad	107.7 FM	Taji	107.3 FM
Balad	107.3 FM	Tal Afar	107.3 FM
Falujah	105.1 FM	Taqquadum	107.3 FM
Kirkuk	107.3 FM	Tikrit	100.1 FM

Freedom Radio

## Commander's Two Bits



As the calendar flips to 2007 and the Gulf Region Division recognizes its third anniversary, I would like to take a moment to recognize how far we have come and how much we have left to do.

On Jan. 25, 2004, when Maj. Gen. Ronald Johnson, the first GRD commander, received the colors from Lt. Gen. Ricardo Sanchez, commander of Combined Joint Task Force Seven, we were still enjoying what many considered the honeymoon period following the liberation of Iraq.

In the eight short months following the fall of the former regime, USACE elements and the Iraqi people had made great strides in the initial efforts to restore essential services across Iraq.

While the environment in Iraq has changed a lot since those initial days, we hold our heads high on the execution of the mission to build the foundation for the people of Iraq.

Currently, there is a lot of stateside discussion on the progress here. Many times allegations of "failure" in the reconstruction mission are left unchallenged in that national dialogue. We are fortunate, separated by 6,000 miles, to know the ground truth of what we have achieved. We will not let the divisive nature of the current dialogue cloud our understanding of exactly what we have done to help the people of Iraq.

This issue of ESSAYONS FORWARD is dedicated to putting into perspective not only what we have accomplished during this last year, but also clarify for those who may have missed it, what we have provided since the early days of our efforts.

True, things have not gone as initially projected – efforts of this magnitude seldom do. If it was easy, anyone could have done it. That is why the U.S. Army Corps of Engineers was tasked with this mission.

The environment in Iraq has been one of constant change during the last few years. The physical environment is challenging due to the security issues from a kinetic war still ongoing. The geological and infrastructure environment is challenging as we are installing new, and repairing old, infrastructure across a country the size of California with a variety of mountains, desert, marshes and temperature climates. The human environment is challenging as we are maintaining a continuity of program despite a constant transition of staff, experience and expertise.

However, to the credit of those serving here and those who came before us, one thing that has not changed has been the commitment and resolve of those who have worn the castle and served with GRD.

I am confident history will properly record what daily news and national debates have gotten wrong. I am certain that it will be the loyalty, duty, respect, selfless service, honor, integrity and personal courage displayed daily by the members of GRD that will ensure we are ultimately successful.

Despite the hurdles from the last few years, 2007 is certain to be even more daunting and more challenging as the young government of Iraq – still only months old – learns to build upon the foundation of democracy we have helped provide.

*We ain't done yet!*  
ESSAYONS!

**Brig. Gen. Michael Walsh**  
**Gulf Region Division**  
**Commander**



## Cmd. Sgt. Major's Message

As we complete the first month of the new year, our reconstruction mission is moving with momentum. However, let us not forget what Brig. Gen. Walsh says, "We Ain't Done

Yet." We have a lot of work to do and we need to be focused on our construction placement this year. In doing this, it is important for us to take care of ourselves and each other. We must try to maintain some balance in our personal routines, including diet, exercise, sleep/rest and spiritual fitness. We are in this together and we must continually look out for our teammates as we perform our mission.

The month of January brought me back to the good ol' USA to attend the Sergeant Major of the Army's Nominative Command Sergeant Major Conference at Fort Bliss in El Paso, Texas. The conference set the stage and provided important information for all the Senior Command Sergeants Major in attendance. The Secretary of the Army, the Chief of Staff of the Army along with several other important leaders briefed us on the future of our Army and what we should expect during this year. The President of the United States / Commander In Chief spoke to the Nation one evening during our conference and it had a direct impact in the remarks from the key leaders that spoke to us. Our Army has a very unpredictable year ahead of it. Our political leaders in the Nation's Capital will directly impact our role in this War on Terrorism in Iraq and, regardless of the political positioning of our Congressional and Senatorial leaders, our reconstruction mission will continue to be important for the Iraqi people.

Upon completion of the conference, I went home for a needed R&R before returning to Iraq. I cannot begin to tell everyone the importance of reuniting with loved ones, to rest and recuperate as much as possible, and to share with others your experiences. As for me, my wife and our 19-month-old baby consumed my every minute, with the exception of a close friend's retirement dinner and the worst Ice Storm in the Missouri's history.

I must say that everyone who came into contact with me while I was home personally thanked me and all of you for our selfless, dedicated and honorable service. They understood that there is a huge personal sacrifice that each of us and our families make as we serve our Nation's interest in a far away land during a very dangerous period of time. Never take for granted your sacrifice, for not everyone is capable of doing what we do every day.

Our mission and what we personally bring to our command is appreciated and important. We all have an obligation to continually share the information with others about our efforts and our many contributions.

Our impacts will not be truly realized or thoroughly appreciated for years to come. However, at the end of the day, we know our efforts are significant and we should feel a sense of pride in our abilities and contributions.

The Dust Don't Settle Here ... Proud to Serve ... God bless.

**Cmd. Sgt. Maj. Bill McDaniel**  
**Gulf Region Division**  
**Command Sergeant Major**



# Gulf Region Division: Three years later

## U.S. Army Corps of Engineers marks three years, many milestones in Iraq

**T**he U.S. Army Corps of Engineers Gulf Region Division marked its third year in Iraq on January 25, 2007, with ceremonies at USACE offices around the country.

In 2004, GRD began its mission of rebuilding the country with just 200 projects. Today, GRD has 3,786 planned projects at a program cost of \$12.05 billion, and has completed 3,078 of those projects at a program cost of \$8.34 billion from the \$13.4 billion portion of the Iraq Relief and Reconstruction Fund and Developmental Fund of Iraq.

Including GRD support for additional projects under the Commander's Emergency Response Program, Iraq Security Forces Fund and Economic Support Funds, GRD has planned more than 4,300 projects and completed nearly 3,200. Combined, through efforts across theater from units in the field and other construction agencies, more than 10,000 reconstruction projects, large and small, have been completed in Iraq.

When GRD was activated, Lt. Gen. Ricardo S. Sanchez, commanding general of Combined Joint Task Force 7, said the new division "underscores the coalition's absolute commitment to working hand-in-hand with the Iraqi people, their ministries and national government to improve the quality of life for all Iraqis and establish an enduring, safe and secure environment in which a democratic government may thrive."

Hampered by an infrastructure that had greatly deteriorated under the former regime, GRD works closely with other federal agencies, non-governmental agencies and the people of Iraq to restore and improve essential services throughout the country.

To that end, GRD has made a lasting impact in Iraq's infrastructure and essential services.

Since 2004:

- In the electrical sector, 302 projects - 263 distribution, 23 generation, 12 transmission, and four monitoring, control and port projects.
- In the oil sector, 93 projects - in capacity building, infrastructure, water injection systems and exportation.
- In the water sector, 260 projects - 117 water treatment, 114 water distribution, 13 sewage collection projects.
- In the facilities sector, 1279 projects - in schools, hospitals, clinics, border forts and fire stations projects.

The effects of these projects are already being recognized throughout the country of Iraq:

- Of 1,879 megawatts planned, 1,420 megawatts have been added and restored increasing the capacity of electrical power to serve 1.3 million households (6.5 million Iraqis or 20 percent of the population). Due to increased generation and equitable distribution of services, 75 percent of the country now receives nearly twice as much power as before the war.
- Current oil exportation is near 2.5 million barrels per day, with an end goal of 3 million barrels per day. In



**The U.S. Army Corps of Engineers Gulf Region Division is comprised of nearly 1,100 Soldiers, Sailors, Airmen, Marines, civilian volunteers, contractors and Iraq patriots committed to building the foundation for Iraq.** (USACE photo)

addition, refinement of fuels has improved with an improvement of natural gas production of 230 million standard cubic feet per day and liquefied petroleum gas production capacity increased post-war by 700 tons per day, compared to pre-war levels.

- Of the 1.1 million cubic meters per day of potable water planned, 434,000 cubic meters per day of water treatment capacity have been

achieved. The projects provide potable water capacity to approximately 2.2 million Iraqi people (8 percent of population). With the 702,000 cubic meters per day of water treatment capacity under construction, an additional 3 million Iraqi people will be affected for a total 5.2 million (20 percent of the Iraq population).

- In addition, GRD projects have employed more than 30,000 Iraqis on average during the last year.
- Multiple facility projects across the country have added to the recently reported "economic boom" in Iraq:
- Completed 320 kilometers of village roads. An additional 107 kilometers of village road projects is ongoing.
- Completed five port projects increasing port support for 50 ships per day. This accounts for 60 percent of the port capacity in Iraq.
- More than 150 Primary Healthcare Centers are completed or under construction. Of the 20 hospital renovations planned - seven are ongoing with 13 completed. These projects increase the capacity to treat about 3.25 million patients annually in hospitals and 630,000 outpatients annually at the PHCs, which is 14 percent of the patient population.
- Renovation or construction of 839 schools is complete





**Brig. Gen. Michael J. Walsh, commander, addresses the Gulf Region Division during a ceremony on Jan 25, 2007, to mark the occasion of the division’s third anniversary .**

improving quality learning environments for more than 500,000 kindergarten through 8<sup>th</sup>-grade students (9 percent of the total amount of students/schools in Iraq).

- Completed construction of more than 150 border forts and 10 Point of Entry facilities.
- Completed renovation on 90 fire stations, representing 30 percent of total number of fire stations or fire-fighting services for Iraq
- Completed work on 30 courthouses with nine on-going.
- Constructing/rehabilitating four correctional facilities that will provide 4,090 beds and improving conditions for 1,700 more. This will increase new beds by 43 percent and improve 18 percent of existing bed space.

“The only thing more impressive than the magnitude of what we have accomplished,” said Brig. Gen. Michael J. Walsh, who took command of GRD in October 2006, “is the environment in which we are doing it.

“As the security environment changes, we must adapt and continue. However, we cannot forget the human cost of our efforts. We must push forward so that our comrades’ sacrifices are not in vain,” Walsh continued, paying homage to those who gave their lives for the mission.

The GRD mission continues in 2007 as it executes the remaining construction projects under the IRRF, DFI, CERP, ISFF and ESF appropriations. GRD also works with the Government of Iraq on programs to develop the capacity of the Iraqi people to assist in the completion of reconstruction efforts in their country, as to improve operation and maintenance of these new systems.

“We’ve accomplished a lot in these short three years,” Walsh said. “But we have a lot left to do as we continue to lay the foundation for this country to prosper.”

Elements of the U.S. Army Corps of Engineers were in Iraq as early as March 2003. Multiple task forces working on oil and electricity infrastructure, and field engineering teams were unified under the single command of the Gulf Region Division Jan. 25, 2004, originally commanded by Maj. Gen. Ronald L. Johnson.

## *GRD 2006 Year in Review*

The last 12 months completed another year of progress in the effort to build a foundation for the long-term infrastructure improvements needed for the country of Iraq.

Statistics below reflect GRD portion of projects funded under Iraq Relief and Reconstruction Fund (IRRF), Developmental Fund of Iraq (DFI), Commander’s Emergency Response Fund (CERP), Economic Support Fund (ESF), and Iraq security Forces Fund (ISFF).

(Note: Data compiled by contractor Stanley Baker Hill from the Iraq Reconstruction Management System (IRMS) database of construction projects in Iraq. Data subject to change as more project information is entered. This does not include non-construction investments such as equipment purchases, training and some security)

**(See pullout briefing section, pages 9-12 for cumulative statistics to date)**

During the calendar year 2006, GRD had:

- 1055 completed projects – construction cost of \$1.920 B
- 939 ongoing projects – construction cost of \$3.181 B.
- 307 projects yet to be started.

### Electricity

- In 2006, 225 projects completed with 209 on-going.
- Employed an average of 7,000 Iraqi citizens per week.

### Oil

- In 2006, 69 completed projects, 53 ongoing.
- Employed approximately 5,000 Iraqi citizens per week.

### Water

- In 2006, 171 water treatment and sewage projects completed, with 169 on-going.
- Employed an average of 1,600 Iraqi citizens per week.

### Facilities

#### Transportation and Communication

- In 2006, 10 railroad renovation projects at 92 railroad stations have been completed, which accounts for 93 percent of total railroad stations.
- In 2006, 8 of 20 aviation projects are completed, affecting 3 airports.
- Completed five port projects increasing port support for 50 ships per day. This accounts for 60 percent of the port capacity in Iraq.
- Employed an average of 2,300 Iraqi citizens per week.

#### Building, Health and Education

- 137 Primary Healthcare Centers were under construction with 12 completed and 9 impacted by insurgent activities.
- In 2006 planned - 13 hospital renovations were ongoing with 11 completed.
- In 2006, renovation or construction of additional 97 (839 to date) schools were complete improving quality learning environments for more than 500,000 kindergarten through 8th grade students (9 percent of the total amount of students/schools in Iraq).
- Employed an average of 2,650 Iraqi citizens per week.

#### Security and Justice

- In 2006, completed construction on 73 border forts and 3 Point of Entry facilities (includes MNSTC-I projects).
- In 2006, completed renovation on 31 fire stations.
- In 2006, completed work on 10 courthouses with 13 on-going.
- Constructing/rehabilitating seven correctional facilities that will provide 4,090 beds and improving conditions for 1,700 more. This will increase new beds by 43 percent and improve 18 percent of existing bed space
- Employed an average of 3,500 Iraqi citizens per week.



## Gulf Region Central — 2006 Year in Review



**B**aghdad and Al Anbar neighborhoods have seen significant improvements in the past year and more are underway. In 2006, nearly 600 projects valued at \$700 million were completed, about 40 percent more than the previous year. That work includes 108 sewer and water system upgrades, 23 road repairs, 11 hospital renovations, 14 police stations, and 101 electric distribution network and substation improvements.

“These projects provide Iraqi residents clear evidence their government is working and things are getting better,” said Col. Debra M. Lewis, Commander, U.S. Army Corps of Engineers (USACE) Gulf Region Division Central District.

As one example, nine new fire stations were completed in Baghdad. During the official opening of the Al Ameen Fire Station in east Baghdad this summer, U.S. Embassy Baghdad Charge D’Affaires Ambassador Daniel Speckhard said that the dedication ceremony was inspiring “because it’s a symbol of Iraq’s future.” He noted that fire fighters throughout the world were recognized for their courage, “but I think in Iraq there is a special admiration of your bravery because you’re putting your lives on the line every day to save fellow Iraqis.”

During the dedication of Husseinia’s new fire station, Baghdad Fire Department Maj. Raafat Nashat (who oversees operations at five of Baghdad’s new fire stations), said compared to a decade ago, Baghdad fire fighters are much better prepared regarding personal protective equipment, fire fighting pumpers and tankers, new rescue equipment, and the renovated and new fire stations. Response time has been reduced from an average of 15 minutes to 5 or 6 minutes.

Baghdad Central Train Station and International Airport have both been renovated. The \$5.9 million train station project included new electrical, water and sewer lines, repair of the roof, replacement of the windows, installation of two new seven-passenger elevators, and an all new power plant including two 1.25mva generators. Abdul-Kareem, Deputy Resident Engineer with the USACE’s International Zone Office, says when he was a youngster that facility was notorious for non-functioning restrooms and a foul odor from standing sewage in the basement. He noted of the many projects he’s overseen, he’s most proud to have been part of this one because of what it represents for

Iraq. “Baghdad Central Train Station has the potential to generate a lot of jobs - not only those working at the railroad station itself, but taxi drivers, as well as those at nearby hotels, shops and businesses. This will benefit Iraq’s economy for years to come.”

Regarding the Baghdad International Airport, about \$13 million in improvements have been completed. USACE Quality Assurance Representative Allan Nelson says when he started overseeing that work two years ago none of the air conditioning units worked, the sewer lines were blocked, and water was pouring from the bathrooms out into the corridors. “That airport was built in the early 1980s and little was invested on routine maintenance over the years. Much of the infrastructure there was non-functional when I arrived,” Nelson said. Today the airport employs 1200 Iraqis with 20 flights scheduled daily.

Nelson points out that with the improvements, it now has the capacity for 10 times that amount. A number of government buildings have also been built including one for the Al Ahnaf Nahia Council in northern Baghdad. Anmar Thamer, Chairman of that Council, said “This facility is visible proof that democracy is working. We’re very grateful for the projects bettering our community.”

Concerning education, 42 schools in Baghdad and Al Anbar have been renovated in the last year. One such completed project is the Mustafa School in Sadr City, which serves 930 high school students in the morning and 430 elementary students in the afternoon. That \$290,000 project included 300 new interior lights, 55 ceiling fans, 11 window air conditioning units, 300 square meters of new concrete playground surface,



Youngster at Mustafa school

remodeling of the restrooms, roof repair, raising the perimeter security wall one meter, repairing all broken glass and installing a steel mesh to protect exterior windows, painting all interior and exterior walls, and supplying a new 80kva generator. “It’s one of many school renovations we oversaw in East Baghdad in the last year,” says Jeremy Way, USACE project engineer. “This country’s youth are the future. I see hope in their eyes. They deserve so much more than the dilapidated structures ignored by the previous regime.”

Children in Baghdad also benefited from seven youth centers that were renovated. Ambassador Zalmay Khalilzad attended the re-opening of the Al Huriya Youth Center in March along with Iraqi Minister of Youth and Sports Talib Aziz Zaini. Work there included upgrading the plumbing and electrical systems, installing new air conditioners, repairing and replacing floors, replastering and painting both interior and exterior walls, putting in a new basketball/volleyball exterior court.

The Youth Center offers programs and training in weightlifting, boxing, wrestling, judo and soccer. During the tour, the guests viewed young Iraqi boxers sparring, wrestlers practicing takedowns, soccer players kicking goals, and weightlifters pumping iron.





**Above right: Al Jadriya Post Office, shown during construction, currently completed in Baghdad. Improving this service will greatly help drive the economic engine in Iraq.**

**Top left: Iraqi fire fighters demonstrate their fire fighting, rescue and First Aid techniques during a demonstration in June as part of the dedication of the Al Ameen Fire Station in eastern Baghdad (left).**

**Below: The \$290,000 Mustafa School renovation in Sadr City offers a better learning environment to more than 1,300 students, like the little girl on the opposite page.**

*(Photos by Norris Jones)*



the Ministry of Education to consider using two of those buildings for a medical, engineering or girls college in Fallujah,” he continued. Each of those 3,074-square-meter two-story masonry structures features 24 classrooms, 4 labs, a gym, cafeteria, courtyard, play area, and can handle 1200 students.

He also noted that the \$80 million wastewater collection system and treatment plant under construction is one of the largest such projects outside Baghdad. It will replace the city’s current reliance on septic tanks. In addition, Fallujah’s electrical network is being totally rebuilt and upgraded and four new primary healthcare centers constructed. “We consider these as gifts from the American people. Our residents understand that millions are being spent to rebuild our community. We appreciate your efforts.”

Pleased by the \$442,000 in renovations, Khalilzad stated, “The United States stands with Iraqis as they attempt to improve their community. The various sporting activities that Iraqi children will engage in here offer several useful and timely lessons. This center will provide activities for youth of all sects and ethnic groups and teach them the benefit of teamwork. The sports that will be played here encourage children to compete, but within an established system of rules. Sports allow us to succeed or fail – not based on who we are or where we come from – but rather on our merits as individuals.”

In Al Anbar Province, progress is also taking shape.

Fallujah community leaders gathered last spring to celebrate the opening of a new water treatment facility, the first such investment in their community in a quarter century. Fallujah’s main water treatment plant was built in 1981 capable of producing 2,000 cubic meters per hour. But over the years, little was spent on equipment upgrades, and today that facility is producing only about half what was originally intended. In April, work on a new 400 cubic meter per hour plant in the southwest corner of Fallujah was completed to help residents in that area and an identical plant is now under construction to help residents in the northeast corner.

Fallujah’s vice chairman of the Reconstruction Committee, Engineer Khalid, had high praise for the investment being made in his community regarding essential services including those water treatment facilities. But he singled out the four schools that are being constructed as a special source of pride. “These are high quality structures with an excellent design. We’re asking



## Army Engineers Help Develop Iraq's Port Capacity

**B**ASRAH, Iraq -- The Port of Umm Qsar directly influences the economy of Iraq and the U.S. Army Corps of Engineers (USACE) works to help improve the services of the Iraqi berths to handle the cargo flowing in or out of the country.

Natalie J. Sudman, a USACE project engineer with the Gulf Region South (GRS) District, oversees the \$13.8 million project helping to expand the capacity of the port located south of the city of Basrah near the Kuwait border.

It is Iraq's only port, which helps to export and import commercial goods and services for the people, and it's security and safety is a priority says Sudman.

"To provide port security and harbor defense at the port of Umm Qsar, we [USACE] installed a 9.7 kilometer chain link security fence around the perimeter of Umm Qsar North Port and South Port, built 19 observation posts, two points of entry, and interior and exterior truck staging areas," she said.

A key benefit of providing port security and harbor defense is to give the Iraqi armed forces the facilities they need to protect their economy and promote growth.

"This is a major step towards attaining the international ship and port facility security code (ISPS) certification. This certification will lower insurance rates and make the Umm Qsar Port a more attractive port of call for foreign shippers," Sudman said.

"The ISPS certification will effectively increase the foreign trade with Iraq and increase employment rate in the local area jobs," she explained.

Sudman says the project is important to Iraq's security and supports the major task of rebuilding the nation's infrastructure by bringing in materials.

Another task that the USACE worked this past year was a project to provide reliable power for the two Nelcon cranes and the lighting at the port.

"With the addition of the two cranes, this project will increase imports and exports and reduces the time of loading and unloading," said Tom Edison, a GRS project engineer.



Edison described how USACE supervised the connection of each crane to a 1.9 million volt generator and the two kiosk-type transformers.

To increase the commercial trade through the port and improve capacity, Army engineers are constructing a new second roll-on and roll-off berth facility.

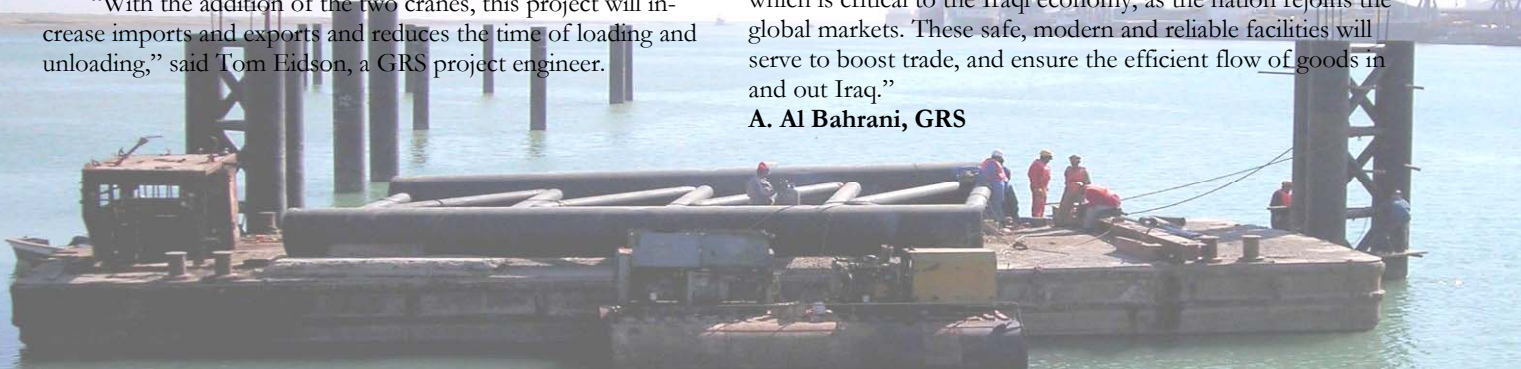
According to Edison, whose experience with the corps exceeds 25 years, "The new roll-on, roll-off berth will be about twice the size of the existing one, and it will increase the commercial trade capability at the port."

"Currently a large percentage of vessels using the port wait in line for the opportunity to berth," he said, "The new facility will significantly improve the amount of passengers and cargo flowing through the port."

Edison said that the new berth is strategically located in the center of the existing port and provides ships more room to maneuver and transfer cargo.

Talib Abd-Beneen, a GRS quality assurance engineer, added, "The project will expand cargo and passenger use of the port, which is critical to the Iraqi economy, as the nation rejoins the global markets. These safe, modern and reliable facilities will serve to boost trade, and ensure the efficient flow of goods in and out Iraq."

**A. Al Bahrani, GRS**



**Top: Iraqi metal tradesmen work on the steel framework for the pier of the new roll-on and roll-off berth at the Port of Umm Qsar. Watermark: Iraqi construction workers prepare a metal pier pylon for installation at the end of the Roll On/Roll Off berth area.**

*(Photos by A. Al Bahrani)*





**US Army Corps  
of Engineers®**

# Gulf Region Division

## Reconstruction in Iraq Special Pullout Briefing Section

[www.grd.usace.army.mil](http://www.grd.usace.army.mil)

January 2007



# *Across the Gulf Region Division — A lot to be proud of!!*

*(Cumulative data compiled up to Jan 31, 2007)*

**R**econstruction efforts are a vital component to Iraq's progress toward democracy. Despite 25 years of neglect and a costly insurgency, Iraq's infrastructure is bouncing back and U.S. assistance projects are having a real impact on the lives of its people, rebuilding Iraq's infrastructure, supporting the emergence of democracy, and establishing a foundation for a strong economy.

U.S. efforts were intended to jumpstart reconstruction efforts. The success of reconstruction is dependent on Iraqi funding, donor nation support, and security.

It will take time and considerable resources to rebuild Iraq after years of neglect under Saddam's rule. U.S. funds are only a part of the overall broader effort, which will be continued with Iraq's own enormous human and capital resources, and the support of other donor nations.

**Statistics below reflect the GRD portion of projects** funded under Iraq Relief and Reconstruction Fund (IRRF), Developmental Fund of Iraq (DFI), Commander's Emergency Response Fund (CERP), Economic Support Fund (ESF), and Iraq security Forces Fund (ISFF).

(Note: Data compiled by contractor Stanley Baker Hill from the Iraq Reconstruction Management System (IRMS) database of construction projects in Iraq. Data subject to change as more project information is entered. This does not include non-construction investments such as equipment purchases, training and some security)

At transfer of sovereignty in June 2004, there were just 200 projects started.

As of 31 Jan 2007, USACE/GRD has:

**4,350** planned projects— construction cost of \$8.204 B; program cost of \$8.84 B.

**3,169** completed projects — construction cost of \$4.154 B; program cost of \$4.39B.

**894** ongoing projects — construction cost of \$3.097 B; program cost of \$3.28 B.

**287** projects yet to be started.

### Electricity

- Of 1,879 megawatts planned, 1,420 megawatts have been added and restored increasing the capacity of electrical power to serve 1.3 million households (6.5 million Iraqis or 20 percent of the population).
- 624 planned, 356 projects completed with 202 on-going,
- Strengthened and stabilized the electrical transmission grid through the completion of six 132/400kV substations and six overhead line projects affecting 425,000 households and 2.1 million Iraqi citizens.
- Completed construction of 51 33/11kV substations affecting 825,000 homes (4.5 million people or 17 percent of the Iraqi population).
- Employed an average of 7,000 Iraqi citizens per week.



### Oil

- 209 projects planned, 97 completed, 63 ongoing.
- Of 3.0 million barrels per day of planned capacity, current oil production capacity is at 2.5 million barrels per day.
- Oil production increased from immediately following post war by 1.9 million barrels per day generating added revenue to the Iraqi economy.
- Natural gas production capacity increased post war by 230 million standard cubic feet per day.
- Liquefied petroleum gas production capacity increased post war by 700 tons per day.
- Employed approximately 5,000 Iraqi citizens per week.





Program	Total Projects
<b>IRRF</b>	<b>3144</b>
Complete	2447
Under Construction	615
Planned-not started	82
<b>DFI</b>	<b>543</b>
Complete	517
Under Construction	25
Planned-not started	1
<b>CERP</b>	<b>6614</b>
Complete	5332
Under Construction	970
Planned-not started	312
<b>OMA</b>	<b>368</b>
Complete	321
Under Construction	40
Planned-not started	7
<b>MILCON</b>	<b>144</b>
Complete	66
Under Construction	46
Planned-not started	32
<b>Grand Total</b>	<b>10813</b>

## 10,813 projects? Is that right?

The construction effort in Iraq involves multiple agencies and multiple funding sources. Programs under IRRF, DFI, CERP, ISFF and ESF (as well as military construction, and operation and maintenance) managed by the U.S. Army Corps of Engineers, Gulf Region Division total in excess of 4,000. However, including projects from other federal agencies, as well as more than 6,000 projects from field commanders under the CERP program brings the total number projects in Iraq to more than 10,000.

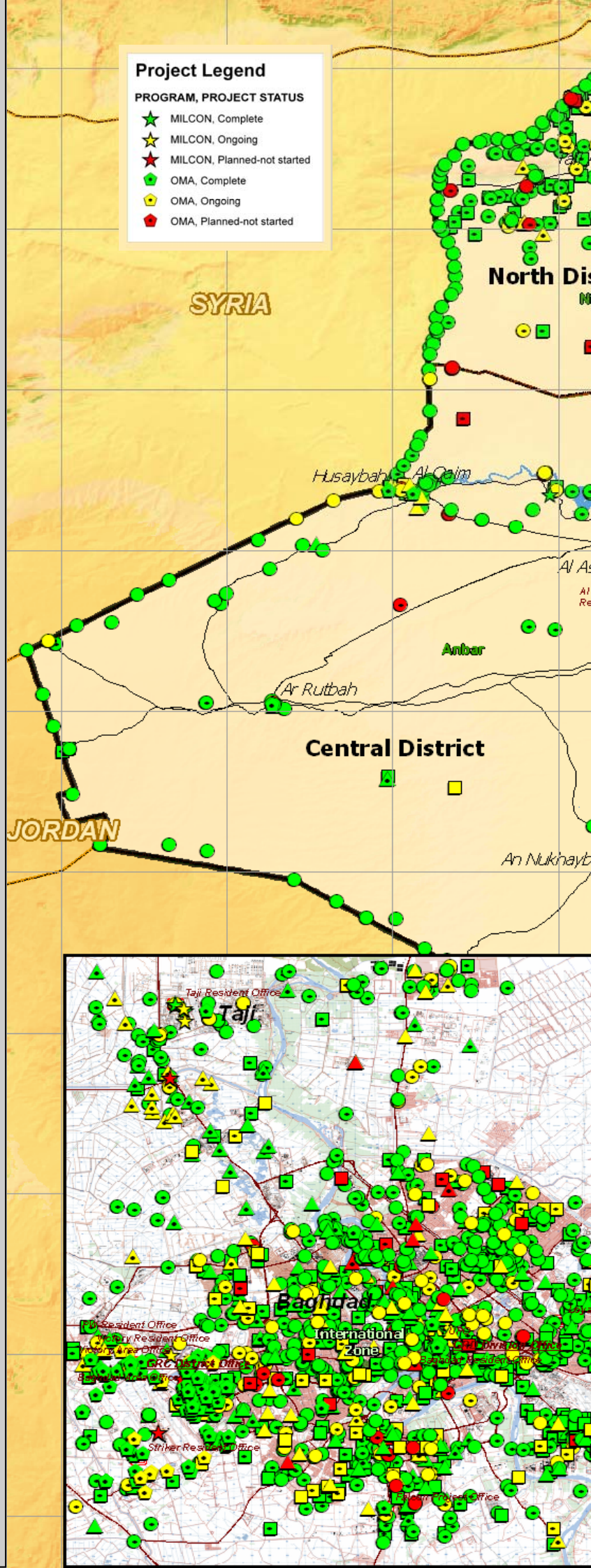
This map represents combined projects as recorded on Jan 17, 2007. More projects are completed and started every day, representing an ongoing and dynamic effort across the country of Iraq. Projects include large scale infrastructure efforts to improve capacity and the delivery of essential services, as well as smaller projects to provide quick assistance and immediate needs for all Iraqis regardless of governance, sect or other affiliation.

By engaging national leaders in the various Ministries, as well as local leaders through Provincial Reconstruction Teams, U.S. efforts are further reaching the needs of the people of Iraq improving the Iraqi ability to eventually plan, manage and execute its own program.

Future GRD updates will include projects and programs from other agencies that when combined, represent the total construction effort to date.

(Note: Data will be compiled by contractor Stanley Baker Hill from the Iraq Reconstruction Management System (IRMS) database of construction projects in Iraq. Data subject to change as more project information is entered.)

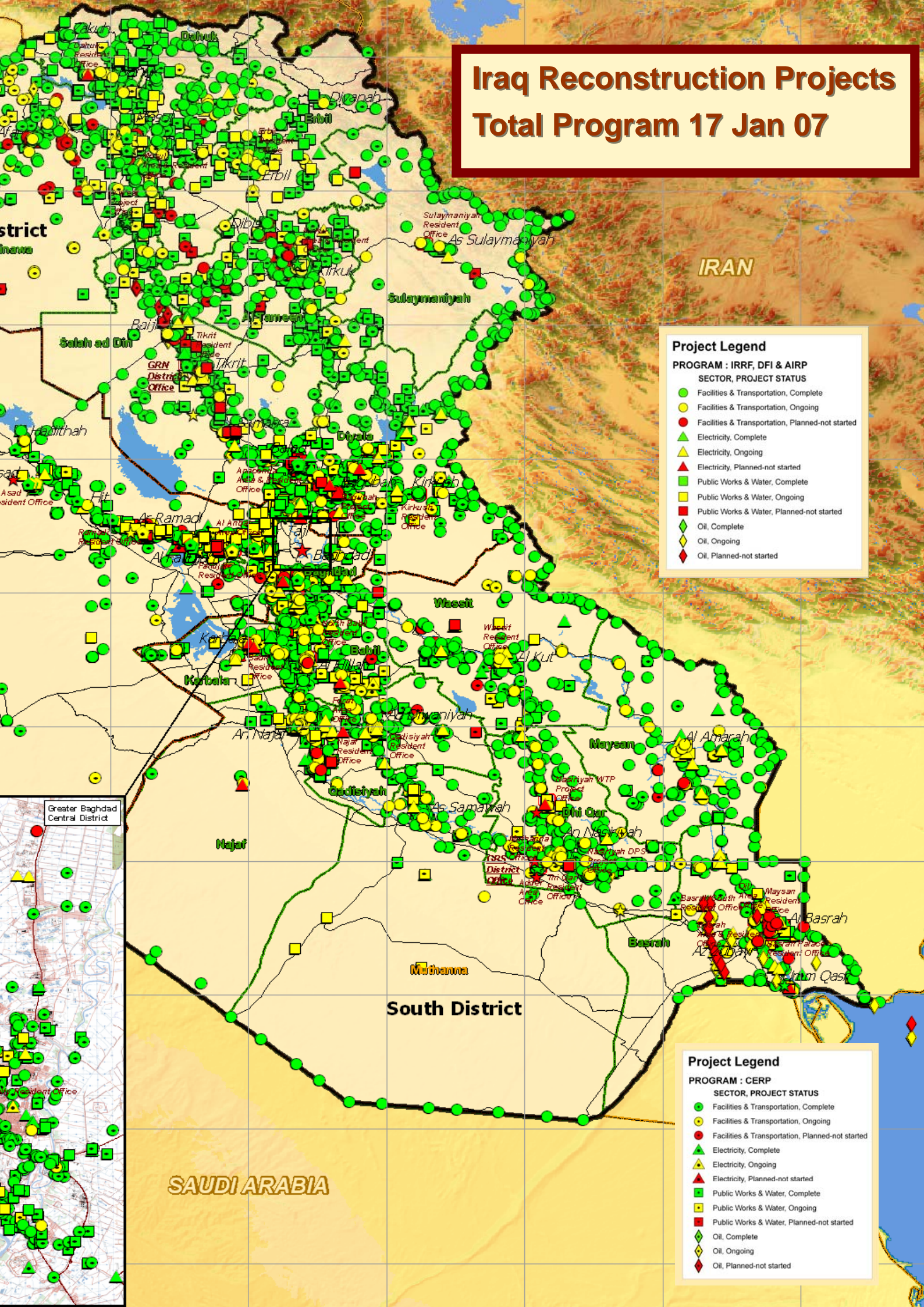
The construction success in Iraq represents a substantial investment in not only U.S. funds, but also service and commitment from thousands of Soldiers, Sailors, Airmen, Marines, civilians, contractors and the Iraqi people themselves. It is important to collect and understand the significant success that has been achieved, as well as the magnitude of the challenge ahead.





# Iraq Reconstruction Projects

## Total Program 17 Jan 07



**Project Legend**

**PROGRAM : IRRF, DFI & AIRP**

**SECTOR, PROJECT STATUS**

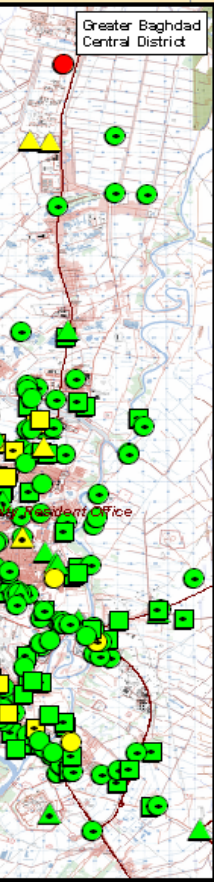
- Facilities & Transportation, Complete
- Facilities & Transportation, Ongoing
- Facilities & Transportation, Planned-not started
- ▲ Electricity, Complete
- ▲ Electricity, Ongoing
- ▲ Electricity, Planned-not started
- Public Works & Water, Complete
- Public Works & Water, Ongoing
- Public Works & Water, Planned-not started
- ◆ Oil, Complete
- ◆ Oil, Ongoing
- ◆ Oil, Planned-not started

**Project Legend**

**PROGRAM : CERP**

**SECTOR, PROJECT STATUS**

- Facilities & Transportation, Complete
- Facilities & Transportation, Ongoing
- Facilities & Transportation, Planned-not started
- ▲ Electricity, Complete
- ▲ Electricity, Ongoing
- ▲ Electricity, Planned-not started
- Public Works & Water, Complete
- Public Works & Water, Ongoing
- Public Works & Water, Planned-not started
- ◆ Oil, Complete
- ◆ Oil, Ongoing
- ◆ Oil, Planned-not started



SAUDI ARABIA

South District

IRAN



### Water

- 825 planned, 506 completed, 267 ongoing.
- Of those, 480 water treatment and sewage projects completed, with 163 on-going.
- Of the 1.1 million cubic meters per day of potable water planned, 434,000 cubic meters per day of water treatment capacity have been achieved.
- Provides potable water capacity to approximately 2.2 million Iraqi people (8 percent of population).
- With the 702,000 cubic meters per day of water treatment capacity that is under construction, an additional 3 million Iraqi people will be affected for a total 5.2 million (20 percent of the Iraq population).
- Employed an average of 1,600 Iraqi citizens per week.



### Facilities

- 466 planned, 337 completed, 111 ongoing.

### Transportation and Communication

- Completed 320 kilometers of village roads. An additional 107 kilometers of village road projects is on-going.
- 101 railroad renovation projects at 92 railroad stations have been completed, which accounts for 93 percent of total railroad stations.
- 15 of 20 aviation projects are completed, affecting 3 airports, affecting 4,000 passengers per day.
- Completed five port projects increasing port support for 50 ships per day. This accounts for 60 percent of the port capacity in Iraq.
- Employed an average of 2,300 Iraqi citizens per week.

### Building, Health and Education

- 161 Primary Healthcare Centers - 139 Primary Healthcare Centers are under construction with 24 complete and 9 impacted by insurgent activities.
- Of the 30 hospital renovations projects planned - 13 are ongoing with 26 completed at 20 hospitals across Iraq.
- This increases the capacity to treat about 3.25 million patients annually in hospitals and 630,000 outpatients annually at the PHCs, which is 14 percent of the patient population.
- Renovation or construction of 962 schools is complete improving quality learning environments for more than 500,000 kindergarten through 8th grade students (9 percent of the total amount of students/schools in Iraq).
- Employed an average of 2,650 Iraqi citizens per week.

### Security and Justice

- Completed construction on 152 border forts and 10 Point of Entry facilities (includes MNSTC-I projects).
- Completed renovation on 92 fire stations, which comprises 30 percent of the total number of fire stations or fire-fighting services for Iraq.
- Completed work on 28 courthouses with 13 on-going.
- Constructing/rehabilitating four correctional facilities that will provide 4,090 beds and improving conditions for 1,700 more. This will increase new beds by 43 percent and improve 18 percent of existing bed space
- Employed an average of 3,500 Iraqi citizens per week.

*“What have you done today for the people of Iraq?”*





# Mahmudiyah proposes project to boost local economy

**M**ahmudiyah’s mayor wants to chart a new course and believes a signature project for his community would be welcome news.

Mayor Muayid Fadil Hussein Habib is viewing several possibilities including a Vocational Technical College, a soccer stadium, and a vegetable and fruit processing factory.

“My hope is that we can convince Iraqi and American officials to invest here in a facility that will have a meaningful impact for decades to come,” Muayid said. “These projects would employ local people not only in the construction phase, but would benefit our area and help the local economy as a lasting legacy,” he noted. He was also hopeful that a facility like a Vocational Technical College would encourage other small industries to open in his community such as a new cement plant or metal fabrication shop.

“We need to boost our local employment opportunities that will benefit not only Mahmudiyah but the surrounding villages.” He was hopeful farmers in his areas could qualify for low-interest loans so they could expand their agricultural opportunities including fish farms, poultry and beef operations. “If we can help them with the start-up costs, they will be able to repay those loans with the profits. It’s another way to help the local economy.”

David Schmidt with the U.S. Army Corps of Engineers recently met with Mayor Muayid to discuss those possibilities as well as ongoing work in his city. Schmidt encouraged the Mayor to work through his Iraqi officials and the Baghdad Provincial Reconstruction Team to determine what was possible and identify funding.

Ongoing work includes repairing the community’s water treatment plant, rebuilding Mahmudiyah’s Market, school renovations, a new primary healthcare center, and electrical distribution upgrades.

Regarding such projects, the Mayor asked that local contractors be utilized. Schmidt said his office is interested and willing to schedule a meeting with local contractors to provide them training on how to prepare bid proposals -- the documents and references that are required. He also suggested that someone in the Mayor’s office attend so they could offer that information to others in Mahmudiyah. “It shows them the steps necessary to qualify for the work,” he added.

Schmidt complemented the Mayor on his interest in economic development. “This is a definite priority for all -- business and job creation is something we’re all interested in,” Schmidt said.

“We need new projects offering long-term benefits,” the mayor noted. “This is how we’re going to build a new Middle East. Such efforts will encourage trust and friendships we’re all looking for.”

**Norris Jones, GRC**



**Mahmudiyah Mayor Muayid Fadil Hussein Habib walks through his community’s downtown market Jan. 18 with a fellow city leader talking about improvements he’d like to see get underway in the next few months.**

*(Photos by Norris Jones)*



**Mahmudiyah Mayor Muayid Fadil Hussein Habib discusses his community’s needs with David Schmidt of the U.S. Army Corps of Engineers. Schmidt is Gulf Region Division Central District’s Deputy Commander Project Management.**





## Gulf Region North — 2006 Year in Review

The close of 2006 capped an amazing three years of construction effort, supporting Coalition Forces and the Iraqi people, according to District Commander Col. Derick Wolf. “The difference you and your predecessors have made in Northern Iraq is incredible,” he said.

When it was formed in 2004, the Gulf Region North absorbed portions of several organizations operating in the northern region of Iraq- the former Task Force Restoring Iraqi Oil (RIO), Restoring Iraqi Electricity (RIE), and Forward Engineering Support Teams (FEST).

GRN now is close to its \$3 billion mark in project execution. According to Wolf, the district success. Wolf said the history of this dedicated can-do spirit can be traced back to its forbearers who paved the way, led by previous district commanders, Col. Richard Hobernicht, Col. Kurt Ubbelohde and Col. Rick Jenkins.

“Although the District’s workforce is constantly changing as people rotate in and out of Iraq, we are comforted to know that professional people continue to join our team, ready to take on the mission and help us all move forward,” said Wolf “Professionalism permeates everything we do as a District. This attitude is contagious and is what keeps the District strong. It draws us together along with our many partners in this incredibly important endeavor.”

In 2006, the North District completed 389 projects with a value of \$963.3 million. Major projects included 49 schools; six hospital renovations; one Primary Healthcare Center; 65 electrical projects that include 12 distribution networks, 28 substations, two generation plants and 23 over-head line feeders; 54 water projects that include four sewer systems, five water compact units, five distribution systems, six pipelines, eight water treatment plants and 25 wells; 13 oil infrastructure projects; 48 border posts and points of entry; six courthouses; three fire stations; 23 Iraqi army military base additions; 17 police station renovations, two holding facilities; two railroad stations; and 16 roads.

Other large significant projects completed in 2006 include the Zahko Military Academy located on the Turkish border, the Mosul Air Traffic Control Tower in Ninewa, and the second largest project in the country, the Erbil-Ifrac Water Treatment facility.

“The relationships developed and nurtured with our coalition and Iraqi partners are what make us successful,” said Wolf.

On the military construction side, the District continued to excel with Air Force projects and was directly responsible for Gulf Region Division being selected as the Construction Agent of the Year by the U.S. Air Force Air Combat Command. This year alone, 32 Military Construction (MILCON) projects with a combined value of \$164.2 million were completed in GRN.

While all of this was taking place, the District headquarters left its initial home at Forward Operating Base Courage in Mosul and moved to Contingency Operating Base Speicher in Tikrit to better support the construction mission.

For 2007, GRN continues executing this vital construction mission with 337 projects ongoing or planned with a value of more than \$700 million, including the new Economic Support Fund program for the Department of State and the International Law program for Department of Justice.

According to Wolf, the number dollars are not as important as the ability to bring more reliable drinking water, new schools for children, medical clinics, improved electricity for homes and businesses, and facilities for police and army forces that are coming on-line everyday to help the Iraqi people. “These projects are vital to the successful execution of Operation Iraqi Freedom, as well as the security, governance and economic vitality of Iraq,” said Wolf.







Some of the projects completed by the Gulf Region North district. From top left to right: Zahko Military Academy, a typical border fort, Erbil-Ifraz Water Treatment Plant, the Mosul Air Traffic Control Tower, and the Sheile School Dahuk.

Opposite page: Primary Health Center in Dahuk.

*(Photos courtesy of GRN)*







## Gulf Region South — 2006 Year in Review

As one of three districts of the Gulf Region Division, Gulf Region South (GRS) was initially established on the grounds of the International Airport near Basrah in early 2004.

In September 2004, GRS Headquarters relocated to Base Camp Adder on Ali (Tallil) Airbase near the ancient city of Ur and the city of An Nasiriyah to the north.

The South District is responsible for managing Iraq Relief and Reconstruction Funds (IRRF) projects to support reconstruction and capacity development the southern most nine provinces of Babil, Al Basrah, Dhi Qar, Karbala, Maysan, Al Muthanna, An Najaf, Al Qadisayah and Wasit; an area covering more than 65,000 square miles.

In 2006, GRS was marked by change, progress and accomplishments.

Since 2004, GRS has awarded 1,454 contracts valued at more than \$3.25 billion, of which 1,006 projects were completed by year's end.

This brings projects completed by types to include: 364 schools; 183 police stations and barracks, 11 police checkpoints, six border forts and four border posts; 29 fire stations; six electrical generation facilities, 12 electrical networks and 20 electrical substations; 19 road and street projects.

Other projects include work completed on five military construction projects; water projects including two sewers systems, four water mains, three pump stations, six water treatment units and 11 water distribution networks.

On July 13, Col. Larry D. McCallister relinquished command of GRS to Col. Gary E. Johnston, passing responsibility for mission execution, and the health and welfare of the work force. Maj. Gen. William McCoy, GRD commanding general, presided over the ceremony.

Sgt. Maj. Benny Hubbard replaced Sgt. Maj. David Murphy as the GRS command sergeant major.

GRS is a team of 235 U.S. and Iraqi employees, a combination of 29 military, 80 civilians, four contractors and 122 Iraqi associates, who work side-by-side to provide the facilities to support the transition of Iraq to a viable and stable democracy.



Highlights of the year include:

- Mr. Stuart Bowen, Special Inspector General for the Iraq Reconstruction, known as SIGIR, visited GRS May 20 with a tour of the Nasiriyah Maximum Security Prison.
- Ambassador Daniel Speckhard, former director of the Iraq Reconstruction Management Office and current Deputy Charge of Mission, visited May 27, with tours of improvements at the Port of Umm Qasr, a roll-on/roll-off berth under construction, and an Iraq Coast Guard forward operating base.
- Ambassador Joseph Saloom, formerly director of Strategic Governance and Economic Effects and currently director of the Iraq Reconstruction Management Office at the U.S. Embassy in Baghdad visited the Nasiriyah Water Treatment Plant June 23. Then Saloom returned as the director of the Iraq Reconstruction Management Office, July 24, to the Basrah Area Office to tour the Port of Umm Qasr and the Children's Hospital. Other distinguished visitors included: Lt. Gen. Carl A. Strock, Army Chief of Engineers, July 29, to visit GRS and tour the Nasiriyah Water Treatment Plant; and Maj. Gen. Abdul Hussein Al Safi, Chief of Police for the Dhi Qar Province, Aug. 6, to discuss police-related construction projects in the region.
- GRS helped with the emergency purchase and delivery Aug. 29 of 50 electrical transformers to the An Nasiriyah Ministry of Electricity, when transformers were failing across the city due to high electrical demands and because the hot summer temperatures were staying in the 130 degree plus range for weeks.
- The re-opening Sept. 6 of the refurbished Samawah Railroad Maintenance Center by Engineer Ayad Abass, director general of the Iraq Rail Road, Samawah Region marked the completion of the \$8.6 million project and provided approximately 250 jobs to Al Muthanna Province.
- On Oct. 11, the Salah Hadi Obid School near Al Buda'ayr (Al Qadisayah) opened. It was named in honor of Iraqi Engineer Salah, the deputy resident engineer in the Forat Area Office, who was kidnapped and murdered in June for working with the Americans.
- On Nov. 18, GRS recognized the extraordinary team effort of Fluor-AMEC Joint Venture Corp. LCC, and





Left: Improvements at the Al Basrah Oil Terminal continue to improve the export of oil to fuel the economic engine of Iraq.

Below: GRD reinitiated work at the Basrah Children's Hospital in southern Iraq, helping fulfill the promise to bring key cancer research and treatment to the area.



Opposite page: Chief of Engineers, Lt. Gen. Carl Strock, center, talks with Project Engineer James R. Long, left, and Jun Morales on the Nasiriyah Water Treatment Plant in July.

*(Photos courtesy of GRS)*



its subcontractors for its success in accident prevention at Nasiriyah Water Treatment Plant from Aug. 7, 2004 to Oct. 8, 2006. During those 793 days, the contractor supervised more than 750 workers a day, with a peak work force of up to 1,419 people, achieving a record 4.5 million man-hours without a recordable lost work-day accident.

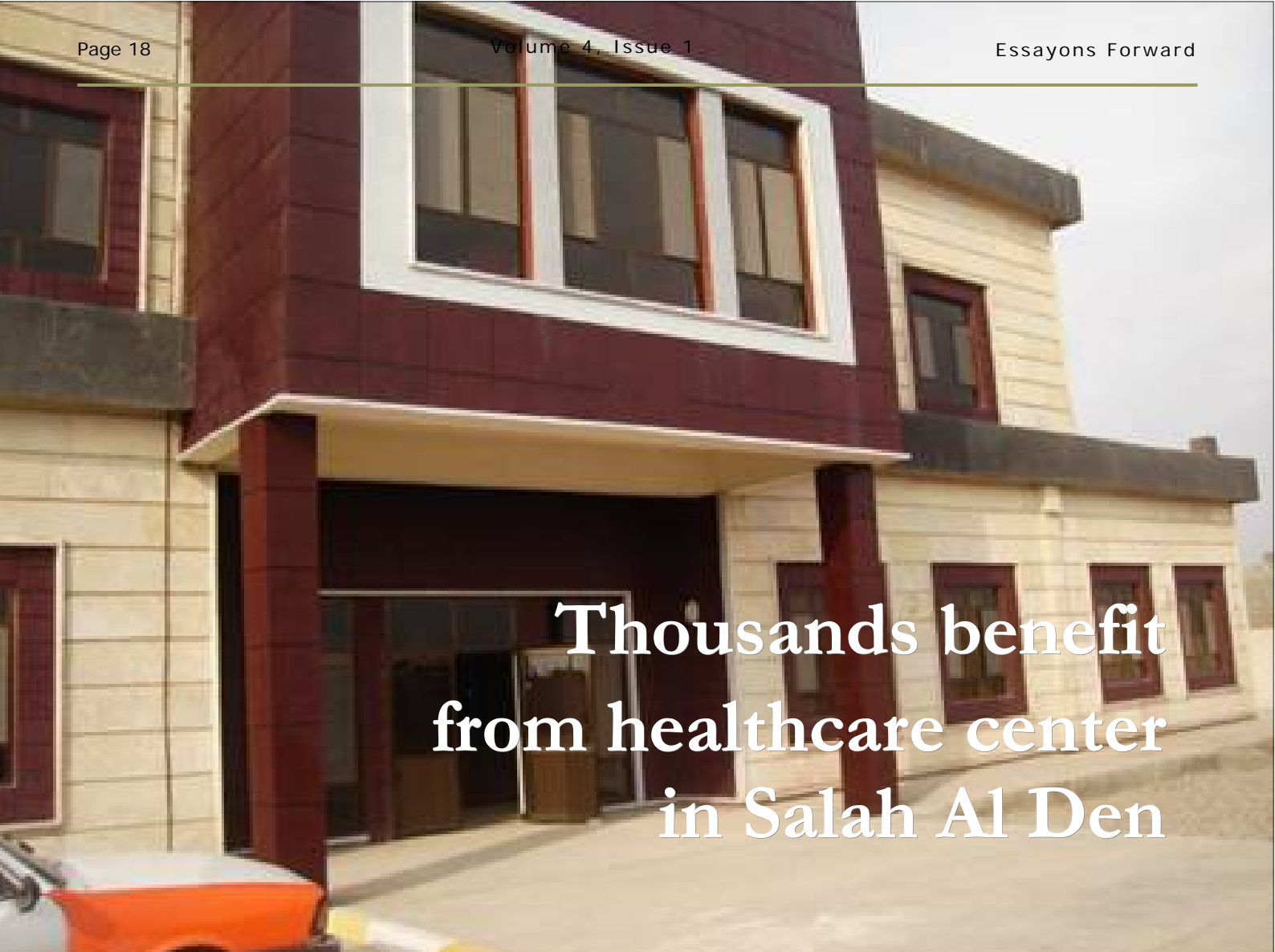
- GRS opened a new extension to the living area behind the headquarter's building on Camp Adder on Dec. 16. The project relocate the living quarters and offices of the security teams from across the base, saving time and transportation problems. The new camp - with running water, septic tank system, new camp, with running water, septic tank system, T-walls, fences and gates, and sidewalks - was completed in early December.
- A community celebration and ceremony was held Dec. 19 at the Basrah Children's Hospital to publicize the project and celebrate the re-commencement of construction activities. MID-Contracting, the primary contractor organized the event attended by about 150 people. The event received excellent Iraqi media coverage with 17 local media agencies attending, including five local TV stations, radio, several local newspapers, and French media AFP.

Middle left: Iraqi Coast Guard Commadore Tariq Jabbar-Hammodi and Col. Gary Johnston cut the ribbon on the \$3.26 million Umm Qasr Forward Operating Base in September. The FOB is a joint use facility between the Iraqi CG, border police, customs police, and oil ministry police.

Middle right: Maj. Gen. William McCoy, left, former GRD commanding general; and Iraqi Brig. Gen. Saad Ali Ati participated in a change of command ceremony between Col. Larry McCallister, outgoing GRS commander; and Col. Gary Johnston, new GRS commander, in July 13.

Bottom right: Col. Gary Johnston tours the refurbished and rehabilitated equipment at the \$8.6 million Samawah Railroad Maintenance Facility project in Muthanna Province in September.





# Thousands benefit from healthcare center in Salah Al Den



**T**IKRIT, Iraq – More than 112,000 people in the Salah Al Den Province are receiving healthcare from the first completed Primary Healthcare Center (PHC) in the north.

Built by local construction companies with quality assurance managed by the U.S. Army Corps of Engineers, this \$3.35 million dollar facility provides routine and initial emergency care to patients including X-ray, laboratories and dentistry. Medical supplies and laboratory equipment were included in the contract to make this facility complete and operational.

Currently, there are 47 Primary Healthcare Centers under construction in the northern region of Iraq. Seven of those are located in the Salah Al Den Province and are scheduled to open later this year.

“The ... clinics in the program are either replacing existing rundown facilities or are being constructed in areas where there is a lack of health services,” said Marilyn Kwentus, a construction project manager for the U.S. Army Corps of Engineers. “The new ... clinics will provide enhanced health-care services to the people of Iraq, which is greatly needed.”

This facility is result of the U.S Army Corps of Engineers Gulf Region North and local Iraqi government working together to make healthcare clinics available to as many Iraqis as possible.

**Lana Aziz, GRN**



# Corps makes Iraq a safer place to live and work

**I**n 2003 U.S. military commanders in Iraq turned to the U.S. Army Engineering and Support Center, Huntsville for help after realizing the magnitude of stockpiled ammunition spread across Iraq.

Now three years later, Huntsville Center's Coalition Munition Clearance Program (CMC) has destroyed more than 400,000 tons of ammunition and has logged more than 21 million man hours. Although the Coalition Munitions Clearance does not fall under the Gulf Region Division, it does represent a significant mission of the US Army corps of engineers in Iraq.

As the U.S. Army Corps of Engineers Military Munitions Center of Expertise, Huntsville Center applied its vast knowledge in safely removing military munitions from formerly used defense sites and military training ranges in the United States to the CMC program in Iraq.

"Since we are involved in cleaning up formerly used defense sites in the United States, we already had six contractor teams with the necessary skills," said Dr. John Potter, chief of Huntsville Center's Ordnance and Explosives Directorate. "This made our job a little easier."

With the right people and equipment in place, the CMC team set forth with demolition operations on Sept. 11, 2003. The diverse team consisted of Corps employees, Iraqi citizens and civilian contractors.

"When we first went into Iraq, the Combined Joint Task Force-7 identified six ammunition depots throughout the country to be used as collection centers for ammunition that the mili-



**CMC team members prepare a stack of artillery shells for detonation.** *(Courtesy photo)*

tary and CMC team found and recovered," said Bill Sargent, CMC program manager. "The team brought the caches of ammunition that they found in the field to these six depots. The team either destroyed the ammunition or initiated storage operations to save it for the new Iraqi Army."

The CMC team also maintains the responsibility for providing security at the worksites. In 2005, Huntsville Center acquired the Electronic Surveillance System for Force Protection, better known as Eagle Eye.

"Site security is critical to prevent munitions theft for use as improvised explosive devices (IEDs) and clearance team protection," said Michael Lanier, Huntsville Center project manager for the Eagle Eye system. "The system allows for 360-degree coverage day and night, all weather surveillance of the area. We have one fixed site system and 10 mobile systems. Our biggest challenge has been the desire to have more of these systems deployed to support various missions."

Not only has the Eagle Eye system benefited the CMC program but it also has been used to help U.S. Army Soldiers.

"In August, a U.S. Army Apache helicopter experienced mechanical problems and went down," Sargent said. "One of our Eagle Eye systems saw the crash and watched the area to reassure the pilots and make sure insurgents didn't come in on them. The CMC team was the first on site and helped secure the area."

Even though the CMC team faced challenges over the past three years, they have cleaned up and turned over five of the original depot sites to the Iraqi Army.

The CMC team is finishing cleanup work at Buckmaster Depot and anticipates completion by the end of December. Only the Arlington Depot will remain open as the national depot for the Iraqi Army. The plan is to train Iraqis to run the depot and properly store and handle ammunition. The training phase is scheduled to begin in spring 2007.

"We have 13 mobile teams in country, whose mission is to destroy ammunition at sites that the U.S. Army identifies and clear collapsed bunkers," Sargent said. "We will continue this work as long as we are needed."

**Andrea Takash**  
U.S. Army Engineering and Support Center, Huntsville

In March 2006, the CMC team completed the last major demolition, which consisted of 248 tons of stockpiled ammunition. *(Courtesy photo)*





# Hail and Farewell

## Hailing:

Capt Dan Alves, GRD  
 LCDR Arturo Aseo, GRC  
 Robert Balamut, GRC  
 MSG Janet Baldrige, GRD  
 Rodney Boyd, GRN  
 Jonathon Carr, GRN  
 SPC Christopher Carraway, GRD  
 Julie Cupernall, GRD  
 AOC Elizabeth Dewald, GRC  
 SSgt Daina Elliott, GRD  
 Ronald E. Embry, GRD  
 Kathleen Farrell, GRN  
 COL Douglas Gorgoni, GRD  
 Tracy Grimberg, GRD  
 YNC Michelle Guiliano, GRC  
 Ray Hann, GRD  
 Roderick Hill, GRS  
 Joshua Holderfield, GRD  
 Michael Jakubiak, GRC  
 SFC Carolyn Johnson, GRD  
 LtCol Dathan Jones, GRD  
 Jim Joyner, GRC  
 Melinda Marquis, GRC

CDR Joe Mauser, GRD  
 SMSgt Michael Maynard, GRD  
 Heather McDonnell, GRD  
 Shakhar Misir, GRN  
 Lt.Col Michael Nelson, GRD  
 LCDR Jorge Nolasco, GRD  
 MSgt Jimi Oyefeso, GRD  
 Joseph Pintal, GRC  
 Susan Platt, GRD  
 Roger Posey, GRD  
 Robert Rodriguez, GRD  
 Glenn Seay, GRD  
 Valerie Schaffner, GRS  
 Allen Shelvin, GRD  
 SCPO Stanley Steger, GRS  
 Phillip Taylor, GRC  
 James Upton, GRC  
 Ronald Valenti, GRC  
 Jerry Vincent, GRC  
 Raymond Wemple, GRD  
 Paul Whitmer, GRN  
 Lt. Allen Willey, GRS  
 ACDS Michael Wolcott, GRN  
 Leslie Wright, GRD  
 Karen Yaeger, GRC  
 LCDR Joe Yates, GRC

## Farewelling:



Deb Rogers



LTC James Utley



Allen Shelvin  
Huntsville Center



COL Bart Hedley



Arturo Sosa



CDR James Lee



James Lockard



LCDR Carl Kirar



MAJ Larry Harris



CPO Richard  
Devlin



MCPO David  
McVaney



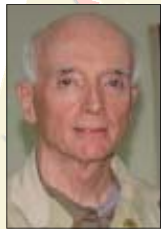
Frank Spears  
Vicksburg District



LCDR Dan  
Lannamann



MA1 Laurie  
Taylor



Michael Rivard



Karen Wright



Mike Bransford



ILT Richard Hallon



LCDR Michael  
Lowry



LTC John  
Balzano



James Cullum  
Little Rock District



CPO Silas King



Stanley Reese  
Huntsville Center



MAJ Edward  
Straub



LCDR Chris Via



Arthur Cage



Alfred Everett  
Europe District



Barbara Hebel



SCPO Jo Prewitt



COL James  
Kasmer



Daniel Fujimoto  
Japan District



Teresa Reinig  
Omaha District



Susan Rice  
Los Angeles District



Ross Maris  
Los Angeles District



CPT Joshua  
Kovacic



CPT Jason  
Campbell



SGT Patrick  
Beckford



Charles Ogle  
Nashville District