

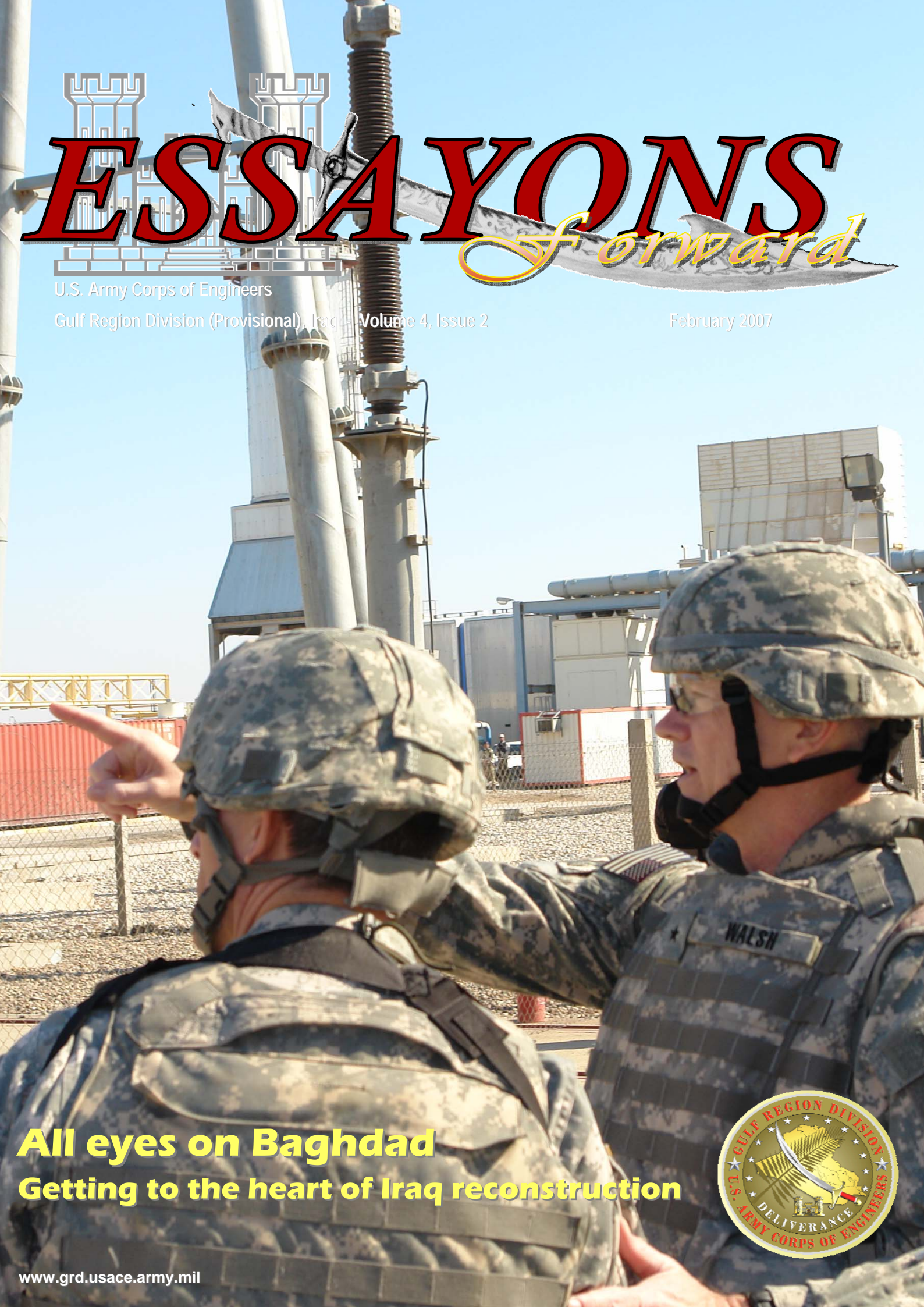
ESSAYONS

Forward

U.S. Army Corps of Engineers

Gulf Region Division (Provisional), Iraq - Volume 4, Issue 2

February 2007



All eyes on Baghdad
Getting to the heart of Iraq reconstruction





Essayons Forward

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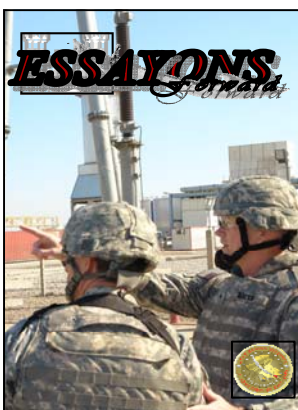
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Iraq Image....

Marketplaces are busy on Thursdays in Iraq. A variety of goods are sold and shopping also serves as a social gathering. (USACE Photos by Betsy Weiner)



COVER: Brig. Gen. Michael Walsh (right), Gulf Region Division commander, and Col. Jon Christensen, GRD Electricity Sector director, inspect progress at the Qudas power plant in northern Baghdad during a visit in February. (USACE photo by Thomas O'Hara)

ESSAYONS FORWARD
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KEEP IT LOCKED ON...

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
Fallujah	105.1 FM	Taqqadum	107.3 FM
Kirkuk	107.3 FM	Tikrit	100.1 FM

Freedom Radio



Commander's Two Bits



There has been a lot of talking going on stateside. There has been debate surrounding the change of leadership for the Multi-National Force-Iraq. Many refer to the assumption of command by Gen. David Petraeus, the security push in Baghdad and our months ahead as “the last stand,” “the final quarter” or even “the two-minute warning.”

Despite the fact that our commanders and leadership have stated repeatedly the error in that assessment, those writing the story on our effort here seemed determined to get it wrong. Not only is that story incorrect, I suggest it is the wrong analogy.

This isn't football season. In the States, the boys of summer are getting warmed up as they take part in spring training. As a Yankee fan, I can smell it in the air – there is a new season of hardball coming and not just back home.

We have our own game going on right here. While many have criticized our efforts to date, we know that we are winning this thing, albeit slower than we would like.

As we head into another construction year, we stand at a point to adjust, take inventory of our capabilities, strengths and weaknesses.

When they say “just wait until next year,” they're right. But next year is now here.

While the team may look different from an upper management at MNF-I perspective, while some of the construction coaching staff here may change, and despite an ever-changing bullpen of fresh arms, the overall game hasn't changed.

And, like last year, we're here to win.

I am fortunate to have a bunch of returning veterans on my command staff in GRD. You all have been doing this awhile – your rookie years are behind you. The expectations for your performance are higher.

That said, we're a unit with new blood coming in. Not just with our constant rotation of civilians, but also with key military positions transitioning as the 40th and 412th head home after a solid tour and the 34th and 416th falls in behind them.

We've taken some lumps, but we also know things are not exactly how they've been written.

Despite the critics, I would submit our team stats from 2006 and career stats from the start in 2003 are Hall of Fame worthy.

Our spring training will be short. Now that the transition is over at the highest level of our forces here, it is time to shake off the cobwebs, figure out what we're doing right and keep doing it, figure out what we did wrong and learn to stop making those same errors, figure out what we need to improve upon, and make sure we have the right people in the right position for the year ahead.

At the start of each season everyone is undefeated ... but they also are winless. It is a time for a fresh start.

Ok, enough talk.....PLAY BALL!

ESSAYONS!

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

Cmd. Sgt. Major's Message



Wow ...what a season last year. Most know that I call myself a proud Missourian for that is where my family is now and is where I will retire. Thanks to a great General Officer, I was given the opportunity to throw in the first pitch for a St Louis Cardinal's baseball game during the last season in their old stadium. So to have the St Louis Cardinals win the playoffs and ultimately the World Series last year, and to have it happened in their newly constructed stadium on the first season was absolutely great. Most know that I grew up in Indiana and then to have the Indianapolis Colts become National Champions by winning the Super Bowl was a bonus. Our GRD team had a winning season as well but that was last year, now is now.

Our Head Coach, our Commanding General, Brig. Gen. Michael Walsh has been putting our GRD play book into print as we prepare and focus on the business advice/input from our General Manager, the Chief of Engineers, Lt. Gen. Carl Strock, as we receive our new strategic policy for operations in the bigger franchise - Iraq - from our new Owner the MNF-I Commanding General, Gen. David Petraeus.

We have an unbelievable organization of talent on this construction team and our roster has never been more sound, solid and in shape. However, with every great team you need change to maintain the professional and cutting edge of one's business. We have already been recruiting new inbound team members during the non-off-season here on the battleground and reconstruction of the country of Iraq. Our rosters filled up fast upon the news of our need for a fresh lineup for the upcoming construction season. Unlike most seasons, we will change out in stride and the need for professionals dedicated to a winning season is absolute!

However, with every good challenge you always have patriots standing in the door. So our routine and battle rhythm is sound, our roster is filled and we all are gearing up for our continued construction mission. This is tough, demanding business and we have to insist that the members of the team are in great health, physically fit and mentally tough for the unexpected is all around us and preparation is everything. Our new team members will soon start their journey here and our seasoned members are preparing for their long journey home. So as the first pitch of the baseball season was thrown across the plate, we have and will continue our mission throughout the year and we look forward to seeing, reading about or watching on TV the initial kickoff and the first pass of the football season this fall.

Although we are having a bit of fun with our articles this month, let there be no doubt in anyone's mind that we are serious about our mission and the reputation of this great organization. My hope this season is that the GRD team, the U.S./Coalition partners alongside the Iraqi people comes out on top of their game this year. Keeping with my theme, I also hope that the Army One NASCAR, the St Louis Cardinals and the Indianapolis Colts all remain winners as well.

Americans understand that in the game of life, those who step on to the field of battle and challenge themselves to even greater heights and performance will always be winners. We know our efforts are significant and we all feel a sense of pride in our volunteerism to this effort and our patriotism we display everyday.

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

CSM Bill McDaniel
Gulf Region Division
Command Sergeant Major

Building the perfect team for takeover – GRD Logistics

While there may be thousands of people working on reconstruction efforts across Iraq, there are 35 people who play a major role that you'll never see in the news.

Those 35 people make up the U.S. Army Corps of Engineers Gulf Region Division Logistics Movement Coordination Center (LMCC), located in the International Zone. The LMCC coordinates the movement of coalition property throughout the country of Iraq. Without the materials moved by the LMCC, very little would be possible in the areas of security and reconstruction.

"The Logistics Movement Coordination Center is a collection of minds, banded together to solve a problem of movement and all its complexities," said Jack Holly, GRD Logistics Director. "Everything you see in the LMCC are tools to assist in that decision making process."

After two-and-a-half years, the LMCC is a well-oiled machine of materials movement. It hasn't been accomplished without more than a little bit of adjustment to the machine though.

From the beginning, the LMCC has been organized as a team that will one day be taken over by Iraqis. This envisioned end state created a couple of challenges from the on-set. First, even though the convoy environment is extremely dangerous - the LMCC could not be a classified organization if it was to support Iraqi apprenticeship. Secondly, although the movement environment is military - the LMCC had to be mainly contractors because the LMCC needs to be sustainable for reconstruction needs while coalition forces concentrate on the security mission.

Holly, who has been directing the LMCC since its inception in 2003, tackled these challenges by creating a new business model - a team primarily run by contractors in a military environment with a desired end state of total takeover by the Iraqi government. The LMCC was accomplished through what members of Holly's team describe as the "three Cs:" coordination, communication and cooperation.

Coordination

The initial issue boiled down to responsibility. While it was the contractor's responsibility at the LMCC to coordinate movements of materials around Iraq, it

was not included in their contracts that those movements needed to be coordinated with the military elements controlling the areas the convoys were moving through. This lack of coordination did not sit well with the military.

On the other end of the spectrum, military quick reaction forces, emergency response and medical evacuation teams were not explicitly responsible for covering the LMCC convoys. This lack of coordination was causing insurance premiums for the LMCC's contract companies to go through the roof.

Drawing upon his many years of experience as an officer in the U.S. Marine Corps, Holly recognized this lack of coordination and set out to resolve it. In short, he convinced the contract companies at the LMCC to request permission for, register and track their movements with the military controlling the battle space. The trade was a guarantee from the military for quick response forces and med-evac support in the event of a convoy attack.

Coalition forces were getting their logistics needs fulfilled, while keeping a better view of their operating environment, and the contract companies working at the LMCC received a safer work space which dramatically lessened their insurance premiums.

Communication

During the coordination phase of the LMCC, the need for effective communication between the contractors controlling and executing the movement and Coalition forces on the ground was recognized as the deal maker or breaker.

The foremost question: How to talk about movements in an unclassified environment without tipping off the bad guys? The answer was encryption of data, much in the same manner that banks do. The encryptions aren't foolproof, but are difficult enough that by the time the info is decrypted, the movements will be complete.

"We had to be unclassified - but that does not mean stupid. It means we have to use commercial methods of encryption. You understand the security concerns of certain things you do, but you're not under the restrictive umbrella of a Department of Defense security organization that makes working with other people, other countries and private industry very hard," said Holly.



Left and bottom next page: Iraqi apprenticeship is integral at USACE's Gulf Region Division Logistics. Iraqi workers are on the job at a warehouse in Abu Ghraib, Baghdad Province - so they can continue the work after Coalition forces leave.

Employees at the Gulf Region Division Logistics Movement Coordination Center request permission for, register and monitor convoy movements throughout the battle space in Iraq.
(USACE Gulf Region Division Photo)

The ability to safely track the reconstruction resources needed to get \$13 billion worth of reconstruction underway has not gone unnoticed by the commander of the U.S. Army Corps of Engineers Gulf Region Division.

“We can track our reconstruction resources directly from the border, and we can make sure we do that in a secure way. It’s a vitally important job. It’s vitally to what we do,” said Brig. Gen. Michael Walsh.

The second question: How to track the materials convoys in real time? Real time is necessary for two reasons - so Coalition forces know that the convoys are “friendly” and so when the convoys come under attack, help can be on the way within minutes.

The LMCC answered this need by using removable tracking devices on all their convoys. The tracking devices are monitored by employees at the LMCC and by Coalition forces. The complex computer software that monitors the tracking devices on the convoys is constantly being updated and reconfigured to better meet the LMCC’s needs. In fact, the contract company that designs the tracking software has an employee on the ground in Baghdad so needs can constantly be assessed and addressed.

Cooperation

The LMCC and Coalition partners are firmly within the cooperation phase now. In the past two-and-a-half years, more than 11, 300 convoys have been guided by the organization – including the delivery of more than 28,500 vehicles and 353 million rounds of ammunition.

Sadly, even the best cooperation in a war zone doesn’t eliminate danger completely. The dedicated workers of the LMCC have paid a high price for moving the materials that keep the Coalition moving forward. As of February 14, 2007, there had been 977 attacks on LMCC guided convoys, resulting in 129 dead and 370 wounded. Many of the killed and wounded have been Iraqi associates.

The Way Forward

GRD Logistics and the LMCC have always had one end state: total takeover of operations by the Iraqi people. With this goal constantly kept in mind, Iraqis are working and succeeding at the LMCC and on the convoys moving across their country.

Iraqis also are working at the GRD Logistics warehouses in Baghdad and Um



Qasr - learning the additional skills of inventory control along with materials movement.

“I’m very glad to be working for this company. I have learned many things and this allows me to serve my country and provide for my family’s future,” said one Iraqi GRD Logistics employee (anonymous due to security concerns).

There have also been lessons learned for the U.S. Army Corps of Engineers and Coalition forces. The LMCC is a new business model and it works. The military outsourcing to contractors who outsource to Iraqis not only gets the job done now, it’s ensuring that after Iraqis have total independence- the job will continue to get done.

And according to Holly, perhaps the biggest lesson learned at the LMCC is to operate in a learning environment.

“The battle field is changing so dramatically every day and every week that it is a luxury of laziness to accept that what worked last week will work next week. It doesn’t happen. Every week you have to analyze, re-look, reevaluate and maybe come up with changes as to how you’re doing things.”

Julie Cupernall, GRD

LMCC Facts & Figures
(As of 19 Feb 07)

18,029	Customs exemptions processed
13,222	Logistic support requests and ground transportation requests processed
16	Rail missions monitored
11,355	Convoys monitored
28,648	Vehicles delivered
426K	Weapons delivered
353M	Rounds of ammunition delivered
3M	Items of body armor and helmets delivered
589.5K	Uniforms delivered

The Real Cost of Business

1001	Convoys attacked (8.81% attack rate on all convoys-1:11.3)
129	Killed (security & drivers)
389	Wounded (security & drivers)
4	Missing (security and driver – FN and HCN)
198	Vehicles destroyed (trucks and security)



Rehabilitation of Baghdad Plant Helps Address local Power Shortage

With a population of more than 6 million, three times more people than any other governorate in Iraq, Baghdad's electricity needs are substantial. Five area power plants currently struggle to supply the city's residents with an average of six hours of power per day. However, this still falls short of U.S. reconstruction goals of 10-12 hours of power daily and pre-war conditions of 16-24 hours daily.

To help address Baghdad's electrical shortfall, the GRD Electricity Sector is working to rehabilitate five local plants, all of which are in poor condition due to poor maintenance, lack of funds, and little to no training under Saddam's regime.

One of these plants is the Qudas Power Plant located just north of Baghdad. When initial Iraq Relief and Reconstruction Fund (IRRF) work started at Qudas in September 2003, there were only two gas turbine generators in place, which together put out approximately 180 megawatts (MW). This was enough to power 160,000 homes or 975,000 people.

The Electricity Sector has since installed an additional six gas turbine generators. These six generators have a total feasible capacity of 312 MW, enough to power 265,000 homes or 1.6 million people.

"It's a pleasure to watch both the Iraqi plant workers and the O&M (operations and maintenance) crew working together to solve the difficult problems inherent in running a plant of this size," said Col. Jon Christensen, director of the GRD Electricity Sector. "Both learn from each other, and as a result of their joint efforts, the plant runs at a more efficient level."

This February work began on the Qudas Expansion Project to install two additional gas turbine generators. These two generators will have a total feasible capacity of 246 MW. This is enough to power 220,000 homes or 1.3 million peo-

ple. This project is expected to be complete by December 2007.

Once the Qudas Expansion project is complete, the total number of generators at the plant will be 10, which will provide an overall feasible capacity of 738 MW - enough to power 665,000 homes or 4 million people.

The Qudas Expansion Project will be performed using local contractors. This is beneficial in three ways:

- It is very cost effective and much cheaper than bringing in workers from outside Iraq.
- Using local nationals on site makes the project safer as they are less of a target and attract less attention than workers from outside the country.

The hiring of local workers pumps dollars back into the surrounding community, boosting the local economy. Currently about 20 local workers are on site at Qudas, but by May this number is expected to rise to more than 100 and stay at this level over the next eight months, or until project completion.

Other projects include inspection and repair of several of the plant's gas turbines, which, once complete, will increase the plant's ability to sustain power generation to the immediate Baghdad area.

Another of the planned projects is to refurbish one of the plant's generators and change out the engine. At present the generator, rather than contributing megawatts to the overall system, is being used as a source of spare parts. However, the Electricity Sector is working closely with the Ministry of Electricity to fix the generator and is currently in the process of ordering spare parts. The parts are currently expected to arrive in April.

Maintaining reliable spare parts on hand to replace those worn during operations, maintaining a proper maintenance schedule rather than running the generators to the point of failure, a consistent supply of higher grade fuels, and interdiction of transmission system to distribute

the power - all of these consistent hurdles provide a challenge to the team at Qudas. "The Qudas plant is a great example of a successful effort to improve electrical capability in Baghdad," said

Brig. Gen. Michael Walsh, Gulf Region Division commander. "It is also an example of the many hurdles that still exist and the complexity of the overall challenge in providing additional power throughout Iraq."

However, in spite of these hurdles, Qudas has been steadily adding megawatts to the grid.

In addition, Qudas is the flagship for the power plant O&M program, due largely in part to a joint effort between plant staff and the GRD Electricity Sector to integrate modern standard operating procedures into the ME culture. One example of this is that plant staff now use work order logs to identify deficiencies in the plant and get them fixed in a timely manner.

"The plant manager at Qudas has been very accepting of new O&M ideas," said Tom Waters, GRD Electricity Sector Deputy Program Director.

"The O&M teams have worked hard to develop a good relationship with the plant manager and, because of this, the plant manager has been very receptive to recommendations made by the teams and is quite open to new procedures being put into place. The level of cooperation between the plant manager, the ME and the subcontractor at this plant is really a great success story."

In addition, the subcontractor, Washington Group International, in conjunction with the ME, has conducted on the job training for plant staff, which in turn has helped the plant to perform better.

The subcontractor and the ME have also been working together very closely to find solutions to operation issues at the plant, such as a recurring problem with bacteria in the fuel. Now trained to resolve such issues, plant personnel will be able to address similar problems in the future without assistance from the subcontractor.

"This is a good example of how we are empowering Iraqis through mentoring," said Waters. "Plant staff will now be able to act independently should they run across common problems such as this down the road."

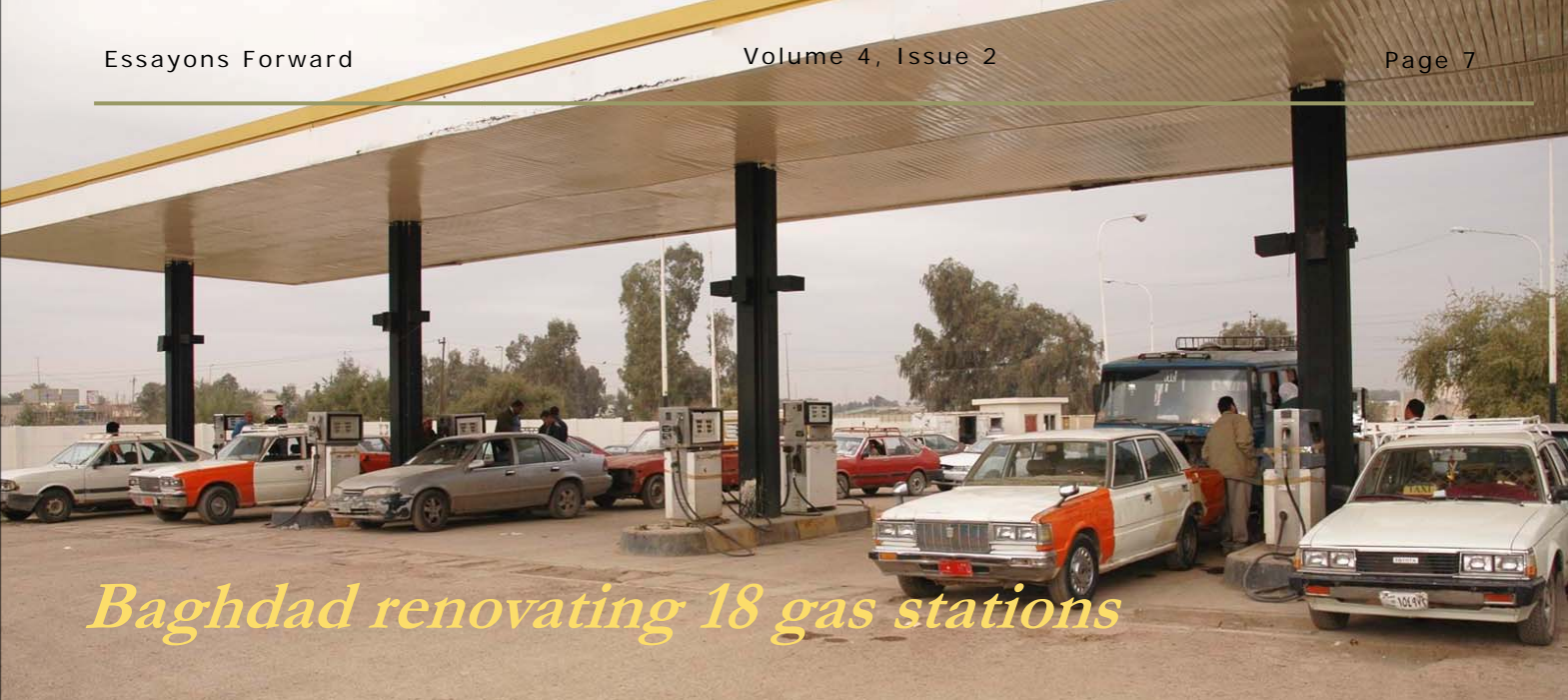
Another success story at the plant was a joint effort between the ME and the subcontractor's mobile maintenance teams to repair an electrical switchgear building that had caught fire last September. Due to major equipment damage from the fire, restorations were initially expected to last up to six months minimum, but the mobile maintenance teams



Iraqi workers repair one of the restored turbines at the Qudas plant.

(USACE photos by Thomas O'Hara)

Continued on page 19



Baghdad renovating 18 gas stations

Only four of 18 pumps are currently working at this Baghdad gas station, but soon 18 new pumps will be installed.

Despite being in one of the world’s largest oil producing countries, Iraqis continue to wait in long lines to fill their vehicles with gas. Iraqi officials are working with Coalition forces to correct that problem as 18 Baghdad gas stations are currently being refurbished.

“The pumps are old and worn out,” said 1st Lt. Andrew Webber, a member of 2nd Brigade’s Infrastructure Coordination Element (ICE), 1st Cavalry Battalion. “The first station we stopped at today in south Baghdad had only four of 18 pumps operational, the second one had none. The upgrade will dramatically improve that situation.”

Webber noted that many residents have opted to buy black market gas - costing two or three times the standard rate to avoid those long delays. “We’re helping the City of Baghdad in a systemic way and it’s going to have a very positive impact on residents everywhere.”

An average of about \$180,000 is being spent to renovate each gas station. Most of the work started in late-November/early-December and overall is nearly 50 percent complete.

“Those renovations include all new pumps, general clean-up, repair and repainting of the perimeter walls, building new guard shacks, and installing overhead cover on the pumps to provide shade in the summer,” said Maj. Robert Nash with the

U.S. Army Corps of Engineers. “We’re working in partnership with the Ministry of Oil to get this work completed. They want gas, diesel and kerosene more accessible to Iraqis everywhere.”

According to two gas station managers in south Baghdad, supply currently is not a problem. One manager reported all his above ground and underground tanks were full of diesel, gasoline and kerosene.

“Iraq’s Ministry of Oil has committed to provide fuel to those 18 stations,” Nash continued. “It’s a very good sign to see that the fuel is getting to these stations. It’s pretty common right now to see lines over a mile long and drivers pushing their vehicles because they’ve run out of gas. When Iraqis can go and get gas and it’s no big deal, that’s going to have a huge positive impact. If local people are happy, they’re more apt to be upset when the bad guys show up. So this goes hand-in-hand benefiting Iraq’s security.”

Nash recognized both the 2nd Brigade 1st Cavalry Division and the 9th Engineer Battalion for their help in getting out to the projects and seeing what’s going on. “We couldn’t do this job without their support.”

Webber added, “We’re all part of the same team trying to get Baghdad up on its feet.”

Norris Jones, GRC



A Baghdad motorist waited in line three hours to fuel his vehicle. The situation should dramatically improve as 18 gas stations currently are being renovated and non-working pumps replaced with new ones.

(USACE photos by Norris Jones)



Helping Baghdad's youngest residents get well

Construction continues on renovating the Alwaiya Children's Hospital in east Baghdad. Nearly 100 Iraqi workers are involved with the \$2.9 million project that is expected to be completed in August.

Currently, workers are plastering, installing ceramic wall tiles and terrazzo floors, new ceilings, painting, electrical and putting in heating and air conditioning duct work. Half the 217-bed facility has already been upgraded and is in use. Hospital Administrator, Dr. Tariff Fazil, says his staff sees an average of 350 patients daily and most are cared for as outpatients. About 30 to 35 youngsters are admitted. "We're very pleased with the improvements," he added.

"It touches your heart every time you walk through their door," says Iraqi Engineer Abdul-Kareem, who is employed by the U.S. Army Corps of Engineers (USACE) overseeing the work. "It comes down to the basics of humanity and helping save people's lives. Doctors and nurses there are now using equipment that was simply not available two years ago."

The projects include a new water purification system, new mechanical system (both air conditioning and heating), medical waste incinerator, oxygen plant and central vacuum system,

nurse call system, intercom paging system, data communications network, new restrooms, new exhaust system to remove unhealthy air and odors, a new generator for emergency power, new lighting, and structural repair

"This hospital takes care of the poorest people in Baghdad. The medical staff had been working in absolute miserable conditions prior to our start of the project. Newborns and young children were dying there every day," said the 33-year-old engineer, who is a lifetime resident of Baghdad. "We've made a difference and I'm pleased to have been part of it. Alwaiya Children's Hospital is now providing healthcare at the same high standard as private hospitals here. It's great to see these youngsters benefiting from our efforts."

Joe Nolin, Resident Engineer of the USACE International Zone Office, says when he recently visited the project he was amazed at the number of families being helped every day. "Although we have work going on throughout the facility, they've been able to stay open. Obviously, there's a huge need for quality health care in Iraq and it's heart-warming to see the progress going on there. Just the little things we take for granted in the U.S. such as air conditioning and an oxygen plant were unavailable until we stepped in. This is definitely a great story."

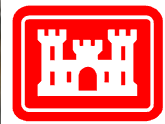
Nolin's office is responsible for essential service improvements in half of Baghdad. They currently oversee about 150 projects valued at more than \$500 million, including installing new potable water and sewer networks, paving roads, putting in neighborhood electric distribution networks, rehabilitating water treatment plants, repairing sewer lift stations, constructing public healthcare centers, renovating schools, and rebuilding gas stations.

Norris Jones, GRC

Alwaiya Children's Hospital is being renovated under a \$2.86 million contract – with the work expected to be completed in August. The facility continues to see an average of 350 patients daily despite the ongoing construction.

(USACE photo by Norris Jones)





Gulf Region Division

Reconstruction in Iraq Special Pullout Briefing Section



**US Army Corps
of Engineers®**

www.grd.usace.army.mil

February 2007

Iraq reconstruction designed to support all of Iraq

(Cumulative data compiled up to Feb 24, 2007)

Reconstruction 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 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 is being pulled from the GRD Benchmark. 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 24 Feb 2007, USACE/GRD has:

4,135 planned projects -construction cost of \$7.58 B; program cost of \$8.84 B

3,128 completed projects – construction cost of \$4.15 B; program cost of \$4.39B.

765 ongoing projects – construction cost of \$2.95 B; program cost of \$3.28 B.

142 projects awarded, but not yet started.

Electricity

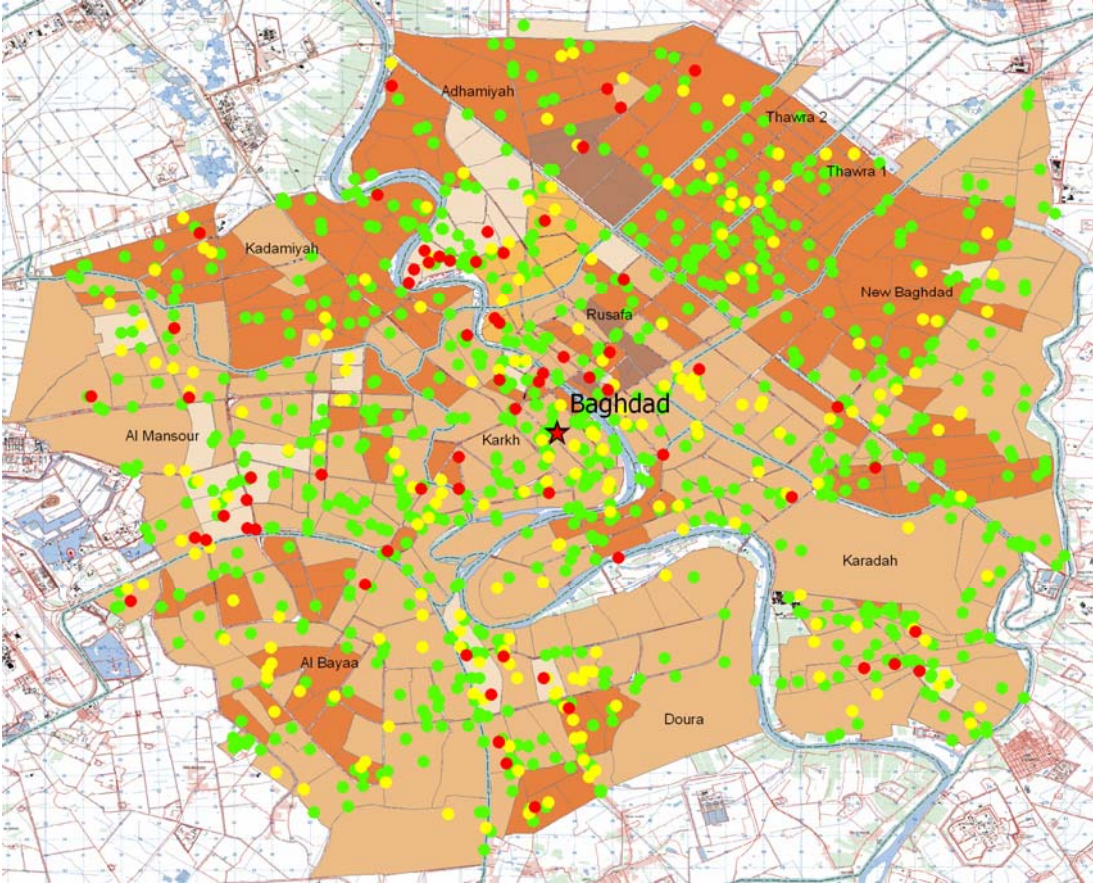
- Of 1,879 megawatts planned, 1,420 megawatts have been added and restored increasing the capacity of electrical power to serve 1.3 million households (6.5 million Iraqis or 20 percent of the population).
- 528 planned, 315 projects completed with 164 on-going,
- Strengthened and stabilized the electrical 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






- 90 oil projects planned, 47 completed, 36 ongoing.
- Of 3 million barrels per day of planned capacity, current oil production capacity is at 2.5 million barrels per day.
- Oil production increased 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.

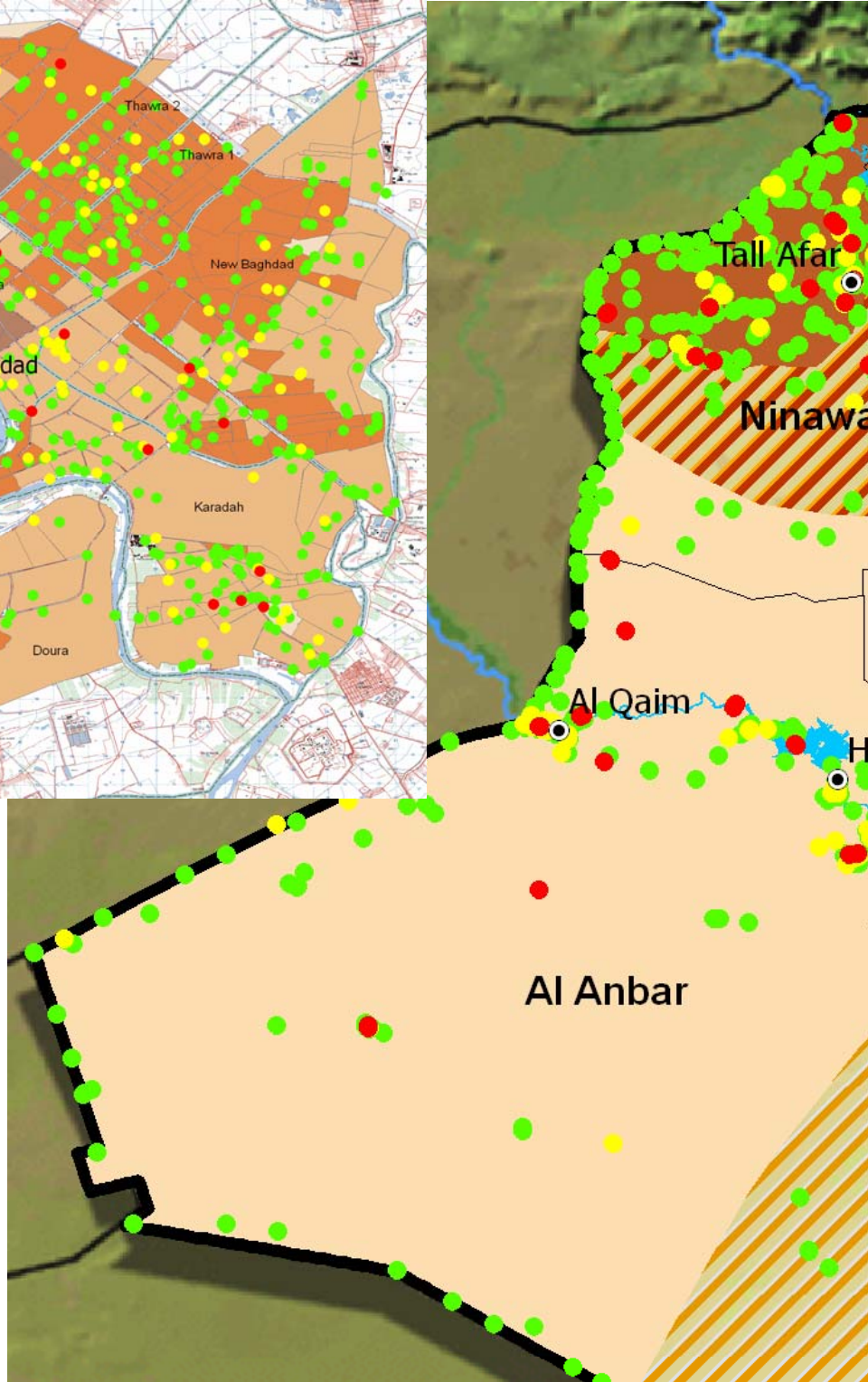




BAGHDAD MAP

RELIGIOUS SECT

-  SHIA
-  SUNNI
-  SHIA-SUNNI
-  SUNNI-SHIA
-  Mixed



Reconstruction supports all of Iraq

Reconstruction projects throughout Iraq, from the beginning of the effort in 2003, have been identified through engagement with the government of Iraq and the various ministries to ensure concerns throughout the country are met without preference to any particular geographical location or sect.

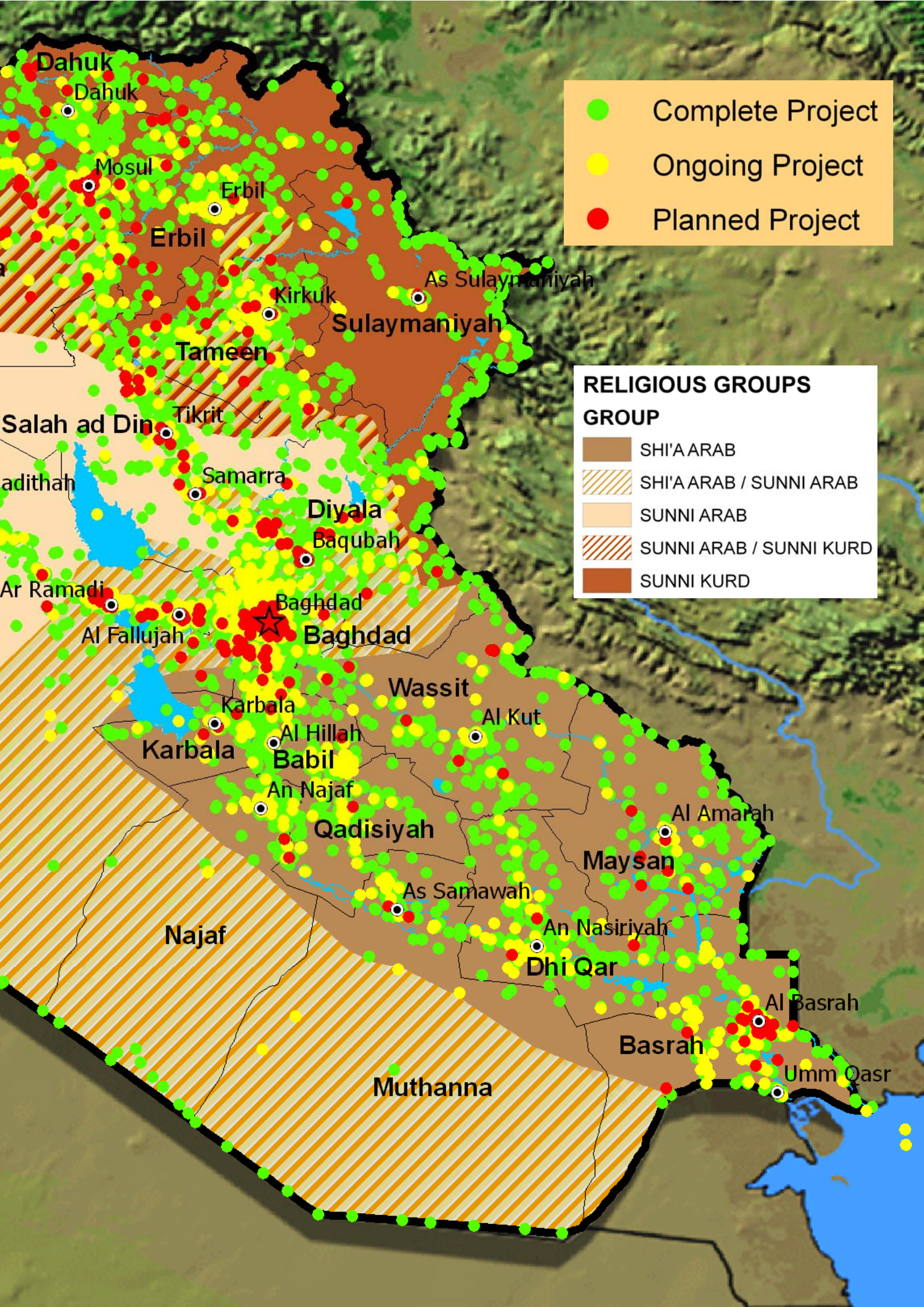
Of the more than \$20 billion invested by the US government for the foundation of the reconstruction effort, investment has mainly been on a per capita basis ensure this equity is maintained.

The increased use of provincial reconstruction teams (PRTs) will further engage the local Iraqi decision-makers in the identification and prioritization of projects to improve essential services throughout Iraq.

“United States foreign assistance funds provided through the PRTs are allocated equitably across Iraq, regardless of sectarian affiliation or geographic location,” said U.S. Ambassador Joseph Saloom, Iraq Reconstruction Management Office for the U.S. Embassy in Baghdad. “These funds support projects in each of the provinces - projects that are having visible impact in their communities today.”

As these two maps illustrate, many individual specific and large scale capacity projects have been located in major population areas and represent a sizeable investment in those regions while the affects of those larger projects extend across provincial lines. Investment in oil, electricity and water infrastructure are examples these large scale projects designed to support the country in an equitable manner.

New proposed Iraqi legislation, like the Hydrocarbon Law, helps ensure profits from natural resources such as oil are equitably re-invested by the country of Iraq across all eighteen provinces.



- Complete Project
- Ongoing Project
- Planned Project

RELIGIOUS GROUPS

GROUP

- SHI'ARAB
- SHI'ARAB / SUNNI ARAB
- SUNNI ARAB
- SUNNI ARAB / SUNNI KURD
- SUNNI KURD

- Liquefied petroleum gas production capacity increased post war by 1,700 tons per day.
- Employed approximately 5,000 Iraqi citizens per wk.



Water

- 823 water projects planned, 530 completed, 240 ongoing.
 - Of those, 480 water treatment and sewage projects completed, with 169 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

- 2,694 facilities projects planned, 2,236 completed, 325 ongoing.

Transportation and Communication

- Completed 261 kilometers of village roads. An additional 166 kilometers of village road projects are on-going.
- 102 railroad renovation projects at 92 railroad stations have been completed, which accounts for 93 percent of total railroad stations.
- 20 of 29 aviation projects are completed, affecting 3 airports, affecting 4,000 passengers per day.
- Completed six 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 - 124 Primary Healthcare Centers are under construction with 31 complete and nine impacted by insurgent activities.
- Of the 41 hospital renovation projects planned - 11 are ongoing with 28 completed, at 20 hospitals across the country.
- 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 school projects are 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.

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

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 27 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.





Students applaud during the opening ceremony earlier this week of a new girls' high school in north Baghdad. The \$470,000 project includes 16 classrooms that handle an enrollment of up to 450 students. Ali Bunni, the Qada Council's deputy chairman, said during the ceremony that he could not adequately express in words his community's happiness about the new facility.

North Baghdad community opens new girls' school

Residents in north Baghdad hosted the official opening of a new \$470,000 16-classroom girls' high school Feb. 5. Ali Bunni, deputy chairman of the Qada Council there, officiated at the ribbon cutting along with local three tribal sheiks. His community had been trying to get a new school built for years long before Coalition forces arrived, Bunni said, but it was the Coalition forces' generosity that made it happen. "We cannot adequately express our happiness on this special occasion," he continued. "This is great news for the 40,000 residents in this area."

The school's headmistress pointed out that girls in that area had to travel long distances to go to high school and most stopped attending once they completed primary school. "The construction of this building offers these girls an opportunity to complete their secondary education at which point they can qualify for better job opportunities or college," she noted.

Several students stepped up during the formal program and read poems about the importance of education. All the students joined in a chant saying, "By working hard and education, we'll build this country."

Col. Debra M. Lewis, commander of U.S. Army Corps of Engineers Gulf Region Division's Central District, was asked to speak and told the audience, "Today is a very special day. Our future lies in education. You wanted this to happen and it has taken many days and many sacrifices. Edward Lewis once said, 'We define ourselves by the best that is in us, not the worst that has been done to us.'" She then led a round of applause for all who worked so hard to make the Grand Opening such a special occasion.

Ali Bunni, Qada Council's Deputy Chairman in north Baghdad, officially opens a new girls' high school earlier this week with a ribbon cutting. (USACE photo by Norris Jones)

The 414th Civil Affairs Battalion enhanced the project through the Commander's Emergency Response Fund, purchasing 225 two-person desks, blackboards, chalk, computers, file cabinets, installation of a new concrete basketball court, and school supplies for all students.

"Local residents told me how important this school was to their community and I got numerous calls wanting to know when it would be finished," said Capt. Holly Hanson, a 414th team leader. "The local council got involved and provided us a list of what the teachers needed and we were happy to help."

Construction on the 1,500 square-meter two-story structure started a year ago for an enrollment of up to 450 students. Apart from the classrooms, the facility includes five faculty rooms, restrooms, generator, and a 130 square-meter guard house.

At the end of Calendar Year 2006, GRD has constructed or renovated 962 schools – providing quality learning environments for more than 500,000 students.

Norris Jones, GRC



A contractor is nearly finished repairing a sewer collapse with 280 meters of new 900 millimeter (35.5 inch) sewer pipe in Mahalla 824 in south Baghdad. That project has eliminated a large pond of sewage effluent providing families there a much healthier, cleaner environment to raise their children. (USACE photos by Norris Jones)



South Baghdad neighborhoods get water, sewer upgrade

Crews are busy installing new water mains in three small neighborhoods in south Baghdad and another contractor is just about finished repairing a major sewer collapse there.

Major Robert Nash with the U.S. Army Corps of Engineers says, “The Iraqis like seeing people working in their community. That particular area in Doura has been neglected for decades and residents appreciate our efforts.”

He’s optimistic about that particular neighborhood’s future despite ongoing insurgent clashes. “People are starting to get a grasp of what’s really going on and what we’re trying to do. There are more shops open, more people walking around, more kids playing in the street than I’ve seen in a long time. We’re working shoulder to shoulder with Baghdad’s government to make this happen.”

Nash believes that once the essential service improvements are completed including new roads there, those neighborhoods will look completely different and much nicer. “We’re hopeful people will once again take pride in their neighborhoods and

Contractors in Doura are installing nearly 41 miles of new water mains that will connect hundreds of homes to a more dependable network of fresh, potable water. Those mains range in size from 4 inches to 12 inches replacing a dilapidated worn out system prone to numerous leaks. The improved water pressure will benefit the entire community.



keep things cleaned up. Best case scenario is that the people themselves will push the bad guys away. That’s happened in other parts of Iraq and I’m confident it will happen here. It just takes time.”

Each of the three mahallas (neighborhoods) is getting about 22,000 meters of new water mains installed, ranging in size from 100 millimeters to 300 millimeters (4 to 12 inch pipe). “We’re putting in a total of about 41 miles of water mains in those three areas,” Nash continued.

Regarding the collapsed sewer main in Mahalla 824, the contractor is replacing 280 meters with new 900 millimeter pipe (35.4 inches in diameter). “We’re just about finished with that project and it’s definitely making a dramatic improvement eliminating a huge pond of standing sewage that has been there a long, long time.”

Echoing Maj. Nash’s comments was Maj. Chip Daniels, Operations Officer with 2nd Brigade Special Troops Battalion, 1st Cavalry Division.

“Residents are seeing that we and their government are committed to bettering their community and this definitely has a direct positive impact on the security situation. Iraqis there, when they wake up in the morning, want clean water in their homes, a functioning sewer system, the ability to send their kids to school, be able to go to work, and have a life as a family. We’re doing everything we can to give them that opportunity. There are a few bad people out there who are trying to hold up progress in this country, but all in all, the average Iraqi wants to move forward and they want to get beyond this.

Daniels concluded, “Improving the essential services lets residents see that things are getting better. A vast majority of Iraqis want a future for their country and this is a step in that direction.”

Norris Jones, GRC

(Reporter’s note: Iraqi contractors are currently involved in over 100 water and sewer projects throughout Baghdad Province. Nash recognized the maneuver units he works with from the 2nd Brigade 1st Cavalry Division and the 9th Engineer Battalion for their continued help in getting engineers out to projects so his staff can identify any problems and take corrective action. “We could not do our job without their help.”)

Maximum Security Correctional Facility Helps Secure Iraq's Future

The U.S. Army Corps of Engineers (USACE) continues to help the Iraqi government move forward with developing its infrastructure, build upon its security and justice systems, and improve the quality of incarceration facilities.

Rick Mers, a USACE project engineer serving in Iraq for the past 29 months, has overseen the contract for the new Nasiriyah Maximum Security Correctional Facility being built in the Dhi Qar Province for the past 14 months.

"The initial construction started Nov. 2, 2004, but delays occurred when the original U.S. contractor withdrew from the project after making little headway," Mers said.

An Iraqi construction firm stepped in to take over the contract in 2006 and is now making progress.

Mers, who hails from the Huntington District in West Virginia, said this project would help alleviate a congested Iraqi confinement system.

"Inmates at the other prisons such as the politically-sensitive Abu-Ghraib and Camp Bucca may eventually be housed at this prison," he said.

Mers makes frequent visits to the prison to check on the contractor's progress. The multi-million dollar project is over a third of the way through to completion he said.

The sprawling facility is designed after modern U.S. standards for prisons, providing for humane treatment of inmates.

According to Mers, when finished in late October or November, the prison will have two 400-inmate maximum-security buildings, each with its own attached visitor control building and an exercise area.

"In addition, four prefabricated steel buildings will house a medical intake and release building, a maintenance building, and a kitchen and laundry facility," Mers said, "There is also a Mosque for prayers and other religious events."

He said the facility will be self-sufficient with an administrative building, armory, water treatment plant and storage tanks, and a sewage treatment plant.

"The prison will be capable of producing its own electric power within its utility area," Mers said, "It'll have four generators and fuel tanks, associated transformers and switchgears to provide power."

According to Lt. Col. Gustavus "Gus" Washington, a senior project manager for the Security and Justice sector at the Gulf Region South District Headquarters, "Currently this is the only facility of this type and scope being managed by our district."

"Future work at the prison, which is not part of the current contract, includes another 400 inmate maximum security building, an education and vocational building, and an industries building," Washington said.

The USACE has other correctional projects they oversee.

"There is one other facility under construction utilizing the design of the Nasiriyah site," said Lt. Cmdr. Mike Lowry, another Security and Justice project manager with the Gulf Region Division Headquarters in Baghdad.

"That project is a 1,800 bed facility at Khan Bani Sa'ad in the north," he said.

Lowry's office provides additional management support and coordinates with Iraqi Ministry of Justice on correctional system facilities.

"There is another major prison project underway at Zrka Dahuk using a different site plan, and renovation projects to existing facilities in the Al Anbar and Baghdad Provinces," he said.

"The completion of these modern correctional facilities will help improve the quality and availability of inmate incarceration space. Completion is essential to maintaining human rights and advancing the rule of law," he said.

James Bullinger, GRS



A skilled Iraqi craftsman installs ceramic tiles in a bathroom for a medical treatment facility at the site of the Nasiriyah Maximum Security Correctional Facility.



Rick Mers, left, project engineer, and Lt. Col. Dale Johnson, center, both with the U.S. Army Corps of Engineers, discuss progress on the prison with Iraqi engineers and construction company representatives during a January visit.

(All photos by James Bullinger)



Iraqi construction workers prepare to refill a trench where concrete and re-bar footers have been recently installed. The new prison project employs an average of 200 workers a day, helping the local An Nasiriyah economy.

Watermark: engineers tour site in January.

U.S Army of Engineers Help Build Potable Water Treatment Plant

The Umm Qasr water treatment plant, one of the six largest infrastructure projects in southern Iraq, provides potable water for Umm Qasr port facilities and the town of Umm Qasr, thanks to the efforts of the U.S. Army Corps of Engineers.

The Corps has drilled two wells for water, built the building, installed 10 storage tanks, supplied and installed the reverse osmosis equipment and hooked up the power. "Everything has been done from the ground up," said Natalie Sudman, project engineer with Gulf Region South District (GRS). "These things were requested by the Basrah governorate. They are now debating whether or not the water is specifically for the Port or for all of the public."

The \$341,322 project is one of the more important ones for Umm Qasr, according to Ali, and Iraqi project engineer for GRS. "I think that the water treatment plants and the other projects that we (Corps) do benefit individual Iraqis and help make a positive difference in their everyday lives," Ali said, adding that the reverse osmosis plant will start operations early this year and have the capacity to produce up to 25 cubic meters of water per hour.

"Before the war in 2003, which liberated Iraq from tyranny, Umm Qasr citizens used to buy drinking water from the city of Basrah, which is about 60 kilometers away," Ali said. "Currently there are more than six water treatment plants projects under construction in the southern reign of Iraq. Most of them are scheduled to (start) later this year."

The Corps provided the two wells, each 20 to 30 meters deep, to ensure a reliable source of water, Sudman said. "These newly completed wells bring water right from the ground," she said. "The project is expected to provide potable water to approximately 200,000 citizens."

She added that the new storage tanks, capable of storing 25 cubic meters of water each, will allow the plant to have a surplus, enabling water to be available all the time. "If the plant needs to be shut down for maintenance or if the power goes out for a while or something of that nature, there will still be a reserve of water available for people to use," she said.

GRS' mission also is to provide contract oversight for the project. "We're (Corps) responsible for making sure that the contractor builds the water treatment plant according to plans and specifications," Sudman said. "The Iraqi government will

assume full responsibility for this project and for the national reconstruction. To ensure that happens, these projects involve working with and training Iraq's workers to manage and implement their own projects."

In order to provide a reliable source of power for the water treatment plant, GRS has installed a 1,200-kilovolt electric generator. "The completion of the plant will have great impact on the town of Umm Qasr, which has suffered from a shortage of potable water for over 20 years," Ali said. "The growth potential for Basrah is unlimited as long as there is a clean reliable source of water serving the community."

Money for these infrastructure upgrades comes from the Iraqi Relief and Reconstruction Fund (IRRF) effort. With the IRRF funds and GRS' assistance, the national infrastructure is starting to take new shape in Basrah, and the people are beginning to realize that multinational coalition forces are here to help Iraqi people in rebuild their nation.

As of Dec. 31, 2006, GRD has 825 water projects planned throughout Iraq – with 506 projects completed. Of those, 480 are water treatment and sewage projects providing potable water capacity to approximately 2.2. million Iraqis.

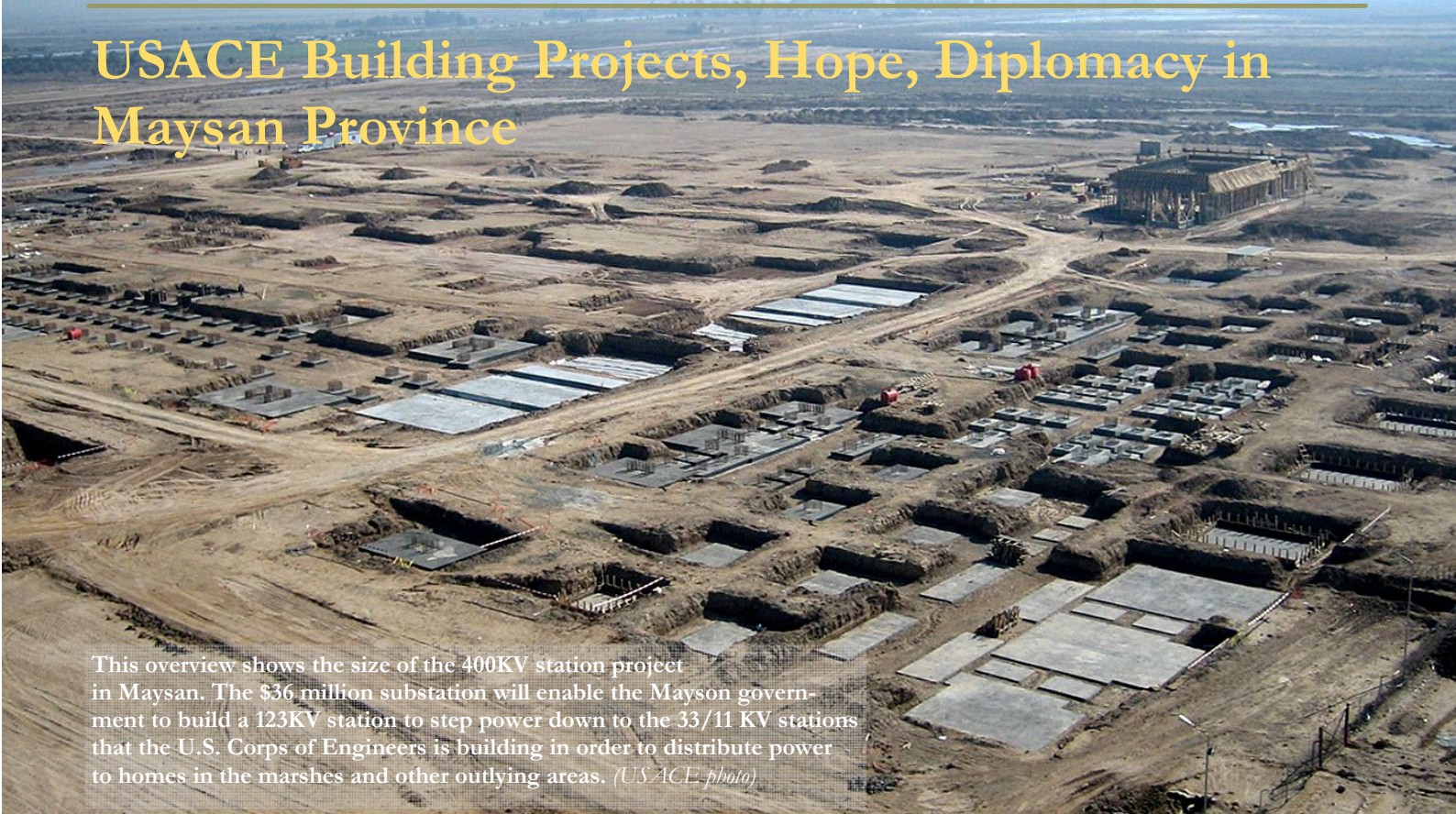
A. Al Bahrani, GRS

"The growth potential for Basrah is unlimited as long as there is a clean reliable source of water serving the community."
—Ali
Iraqi Project Engineer



An Iraqi laborer works to prepare for the installation of a chain link fence to protect the storage tanks at the Umm Qasr water treatment facility. (USACE photo by A. Al Bahrani)

USACE Building Projects, Hope, Diplomacy in Maysan Province



This overview shows the size of the 400KV station project in Maysan. The \$36 million substation will enable the Maysan government to build a 123KV station to step power down to the 33/11 KV stations that the U.S. Corps of Engineers is building in order to distribute power to homes in the marshes and other outlying areas. (USACE photo)

Tensions within the Maysan Province have made it difficult to communicate with local officials and move forward with reconstruction projects, but things there may be improving thanks to the efforts of the U.S. Army Corps of Engineers.

A resident office was established in Camp Abu Na’ji earlier in the conflict, but was moved to the Basra Area Office in June 2006, not only because of security issues but because of changes in MND-SE’s (Multi-National Division – Southeast) operational strategy, according to Lt. Col. Sherrell Crow, Maysan Resident Engineer. MND-SE sector is secured by the British military.

“Rather than stay conducting operations from a fixed location near Al Amarah, MND-SE decided to make itself more of a mobile security force, orienting primarily at the Iraq-Iranian border, blocking smuggling and other such activities,” Crow said. “They also try to ensure local security with the sheiks and the Marsh Arabs. There is a heavy JAM (Jaish al-Mahdi) presence throughout the province but the provincial government has SCIRI (Supreme Council of Islamic Revolution in Iraq) elements within it.

“SCIRI is the political arm of Badr, a pro-Iranian sect of the Iraqi government, and JAM is the militia Muqtada al Sadr. So you have two things – Sadrist and Badr. The government is more oriented toward

SCIRI, but there is a fairly large Sadrist movement within the government and this makes things tenuous for everyone.”

Crow noted that working within these constraints challenges him and his project engineers, and that mobility issues hamper close scrutiny of the projects. He added that Iraqi engineers who work the projects generally live in the area and rarely come to Basra for meetings. “We communicate by e-mail for the most part,” he said. “But let me be clear – it is very dangerous in Maysan, more so than any other southern province. Militia members walk the streets openly. We are limited in how far we can go; however, this hasn’t stopped us.”

One of the hallmark projects being built in Maysan is a 400 Kilovolt (KV) electrical substation project, valued at \$36 million, which, according to Crow, will eventually tap into the already existing 400 KV transmission lines that already exist within Maysan. He explained that the process begins with electrical generation created by huge turbine engines, generators outside of Maysan to the southeast.

“All they have largely is distribution,” he said. “But the existing 400KV lines coming from Basra must be stepped down to 132KV, and that, in turn, has to be stepped down to 33/11 KV to be distributed locally.”

GRS also is currently constructing eight 33/11 KV substations that will

eventually supply the electricity to neighborhoods and industry, and that this power has to be stepped down even more to be distributed to homes and businesses. “The Minister of Electricity will have to program more projects to provide the final links between the 132KV part of the substation and these 33/11 substations,” he said. “Once completed these electrical projects will provide the principle power to the southern and central part of the province.

“Right now, on the southern end of the province, they have hardly any electricity. This is principally the marsh areas and the cities located around that area – cities like Qalat Salih and Majjar Al Kabir, the second largest city in the province with a population of 200,000 people; they have some electricity but it is spotty and is supplied by substations to the north that are well over their capacity.”

Other projects being built in Maysan include four primary healthcare centers and a \$6 million, 23-kilometer road project, recently getting underway. “What we are doing is paralleling an existing road,” said Crow. “That road is one of busiest in province and has large volumes of truck traffic. It essentially is a two-lane road now and we are building an additional two lanes, with three bridges through the largely agricultural area between Al Maysana and Al Amarah to the north.”

He emphasized that 10 kilometers of utility lines will have to be relocated, a

Iraq Electrical Grid gets a Boost

The \$31.2 million rehabilitation and expansion of a 400kV/132kV substation, along with the five feeders in the Diyala Province, will provide a more reliable power source for more than 63,000 people.

Built by local construction companies with quality assurance managed by the U.S. Army Corps of Engineers, these renovations and additions will add stability to Iraq's electrical grid. The 400kV substation – called Baghdad East - is considered to be an important component of the national electrical system, having a significant impact on the national grid.

Rehabilitating the substation not only improves the electrical distribution network in the province by reducing the load of the already overloaded substations; it also increases the reliability of the power supplies for domestic, industrial and commercial uses with less down time.



This substation ties into the Supervisory Control and Data Acquisition system (SCADA). SCADA is the system that controls the overall national power management and national electrical grid system monitoring and control. It also synchronizes the power facilities throughout Iraq so they work together as a system, which ultimately protects the national network from shutting down when there is an unsynchronized situation.

Shutdowns are common in Iraq as the electrical systems are not yet stable and consumption is more than the source can handle. SCADA is designed to reduce and eventually eliminate blackouts by the continuous automatic monitoring and control of the system, which results in a smooth power management procedure and distributes the power available on the national grid evenly all over the country.

“Since 2003, the Government of Iraq has imported electricity from Turkey and Iran, and at one time Syria, to help sustain the national system,” explains Saman Mosa, a U.S. Army Corps of Engineers electrical sector project manager. “This solution adds power to the national grid, but at a great cost. The goal is for Iraq to be self-sufficient and provide its own power source, instead of sending money

out of the country that can never be recovered.”

It would take almost 10,000 megawatts of electricity to sustain Iraq with constant power 24 hours a day, seven days a week. Currently, the country is only producing 3,300 MW, which is only 33 percent of the actual demand and leaves a shortage of 67 percent. The country average is seven hours of power a day broken into 2 to 3 hour increments throughout the day.

“While the impact of these projects may not be felt immediately,” explained Maj. Neil Doherty, U.S. Army Corps of Engineers, deputy area engineer-forward, “they are all a part of a larger plan. If the projects continue to proceed at this pace, the people of Iraq will see the results in a matter of months.”

Currently, the U.S. Army Corps of Engineers-Gulf Region North has 35 completed substations with four under construction and four more scheduled for construction within the year.

Polli Barnes Keller, GRN

Ninewa PRDC is Stepping up to the Challenge-Iraq Roads are receiving a Face-lift

As the decision making for construction projects fall more to the local and regional governments, the Provincial Reconstruction Development Committees (PRDC) are stepping up to the challenge.

Eleven concrete road paving projects - at the cost of \$3 million - were recently awarded in the Ninewa Province to 10 municipalities. These 11 projects were recommended by the local PRDC.

Created through the Provincial Reconstruction Team (PRT), the PRDC was designed to teach, coach and mentor Iraqi engineers in all aspects of project and reconstruction and development. Committee membership is composed of elected Provincial Council members and Iraqi government engineers, while the PRT representatives serve as advisors to this committee.

The U.S. Army Corps of Engineers plays an important role in the overall PRDC process. “We ensure each PRT is staffed with an engineer officer serving as the PRT lead infrastructure engineer,” said Lt. Col. G. Thatch Shepard, deputy commander of the U.S. Army Corps of Engineers, Gulf Region North. “This PRT engineer serves as an advocate, coach, trainer and mentor for the Provincial Government on infrastructure initiatives. In addition, the engineer serves as the liaison with the construction executing agent, which for this area is generally our Corps local area office.”

The PRDCs objective is to look at proposed projects based on input from each of the communities' local or district Provincial Council under which they serve, establish priorities and attempt to identify funding for those priorities in the order in which they are listed.

These 11 road projects are funded through the Commander's Emergency Relief Response Program (CERP) - one of many funding programs available to the Multi-National Force-Iraq. CERP was developed to provide commanders with means to respond to urgent humanitarian relief and reconstruction assistance that can be implemented quickly and have an immediate impact on the Iraqi people.

Paved roads do just that. Currently under construction in this area are 58 CERP projects identified by the PRDC.

Projects targeted for this type of funding, are sent through the local Military Support Command's submission process. For many of these projects in the Ninewa Province, the U.S. Army Corps of Engineers-Gulf Region North is specified as the execution agent.

The appointment of the executing agent is determined by several factors: the Support Command's technical qualifications, manpower to execute the project, and many times as the Support Command reaches the end of its tour there is not enough time to complete a project.

The U.S. Army Corps of Engineers with its continuing presence in Iraq provides continuity to these projects identified by the Military Support Commands as they transition in and out of the country.

As the execution agent, the Corps advertises the projects to local contractors via local municipal Web sites, awards the contracts and then provides supervision and administration to ensure the construction and contract are successful.

“The PRDC in the Ninewa Province is quite successful,” said Lt.Cmdr. Suzanne Montgomery, U.S. Army Corps of Engineers PRT infrastructure engineer. “I attribute their success to the brave Iraqis that refuse to let terrorists and corruption control them and their country.”

Security is one small piece of the over all success for Iraq. There must be unity and prosperity as well, and to achieve those there must be strong governance, local businesses and the ability for provincial and local councils to meet and provide direction and guidance.

“These Iraqis serve the people of Ninewa by listening to their constituents and making decisions that benefit the entire province not one religious sect or ethnic group,” said Montgomery. “Through teaching, coaching and mentoring the PRDC, the political processes continue to mature into an open and

transparent government that will be successful long after the U.S. forces leave Iraq.”

Scheduled for completion in April 2007, the impact of these roads to the local communities will contribute to the economic activity, emergency response, law enforcement and safe pedestrian travel within Ninewa.

Polli Barnes Keller, GRN

Iraqi village shows what working together can accomplish

A small town in north Baghdad Province provides a positive glimpse of Iraq’s future. Assriya Village, located outside Camp Taji, has about 4,600 residents representing all sects.



“Assriya” in Arabic means “modern” and its name exemplifies the way residents treat each other. They worked together to build a Women’s Center that officially opened in August and today that facility is producing apparel for children.

The \$230,000, 400-square-meter facility includes 12 sewing machines and 12 computers to encourage female business opportunities. Local residents have sewn dozens of dresses, sold many in the local market, and are now looking to expand their business enterprise.

They are working with Camp Taji to open a store there. They also are contacting Baghdad merchants about the possibility of selling their apparel.

Col. Debra Lewis, commander of the U.S. Army Corps of Engineers (USACE) Gulf Region Central District, recently visited the facility and talked to those operating it. “It’s great to see the community’s positive outlook and pride in what the Center represents,” she said.

Lewis brought with her 16 boxes of fabric, thread and other sewing items donated by Americans wanting to help. (The Daughters of the American Revolution and Seattle churches are among those supporting the effort.) Six of the local women who are part of the work force all expressed their sincere appreciation.

Lewis plans to continue seeking state-side support for this facility, and doing whatever else she can, after seeing the

impact this is having on that community, she said.

On a sad note, the local village’s leader, Sheik O’Rahman Hama Raheem, was kidnapped on a trip into Baghdad in December and was later killed. He was the town’s biggest advocate to get the Women’s Center up and running. His son, Sheik Luqman Raheem, has stepped in and is continuing his work. Luqman thanked Lewis for the donations saying it helps local families better their lives.

The 414th Civil Affairs Battalion at Camp Taji was responsible for getting the project funded through the Commander’s Emergency Response Program. USACE oversaw the construction of the facility. Cpt. William LeFever with the 414th says Luqman has done a good job getting the Women’s Center going and also has plans to open an Internet cafe there to generate even more revenue for the facility.

Norris Jones, GRC

Maysan—Continued from page 17

task which is being completed concurrently by the Iraqis. The Iraqi design-build firm got its notice to proceed on Oct. 5 2006 for the 360-day contract. “The project is approaching the seven percent completion mark,” he said. “They are a bit behind schedule because of the weather, but they will make it up during the warmer spring days ahead.”

Both of these projects (the 400KV and the road) employ about 490 people – 450 on the electrical project and 40 currently for the road. That number for the road could increase when the project picks up speed.”

One of the most important things to note, according to Crow, is the fact that USACE has been successful in engaging a hostile government and bringing them back to the negotiating table. “Things came to a head right before the British pulled out of Abu Na’ji,” he said. “The Maysan governor walked away from the Coalition and for eight months there was no diplomacy at all. There were attempts to maintain relations with chief of police and some security elements, including the Iraqi army, but from the provincial government there was no dialogue.

“USACE interestingly enough was able to get a few of the provincial council members back to the table. Now the Maysan government sees this as positive steps – they see the coalition as coming back. We’ve got something to offer them and will try to engage and help by doing capacity building with their public works organization.”

Crow noted that other donors are working within the province and that the coalition construction is a small percentage of what is being done. “These folks (in Maysan) are trying to manage the complexity of all the things being pushed their way,” he said. “But we (the coalition) have come back and have worked with them to get another eight projects or so approved through ESF funding and will continue other project applications. GRS (Gulf Region South) was a big factor in opening diplomatic relations because now the governor is coming to these meetings: the PRT (Provincial Reconstruction Team).

“Maysan has a PRDC (Provincial Reconstruction Development Committee) and they are actually more focused and are generally more in agreement on priorities than Basrah’s PRDC is. They have provided us a prioritized list of 30 projects and we have funded the top five. We are working on the sixth with others waiting and we will get them all through. If we continue to instill trust in the government of Maysan, this will help alleviate tensions there and make our job that much easier.”

Betsy Weiner, GRS

Qudas—Continued from page 6

and the ME worked closely together and were able to get the building and equipment rehabilitated by December.

“Working together to find solutions to real world problems such as this is great training for our Iraqi counterparts,” said John Dempsey, Generation Engineering Advisor, Iraq Reconstruction Management Office. “The lessons they learn are valuable ones and will help to poise them for future success.”

Continuing, he said, “They are not only learning the technical ins and outs of how to better operate these plants, but they are gaining a stronger

sense of self confidence and a better understanding of their role in the whole plant management process. It’s great to watch them blossom, they are really excited about the things we have to teach them.”

Summarized Dempsey, “They really do have high hopes for a brighter future for their country and are eager to embrace what they see as an opportunity to improve both themselves and their place of work. To paraphrase an old saying, ‘Build a man a fire, and he will be warm for a day, but set a man’s spirit and imagination on fire, and he will be able to keep himself warm for a lifetime.’”

Jenna Bisenius, Thomas O’Hara, GRD



Hail and Farewell

Hailing:

CPT Dan Alves, GRD
 COL Paul Babin, GRD
 Ike Borja, GRC
 Milton Boyd, GRD
 Bernice Chavez, GRS
 George Christensen, GRS
 MAJ Rod Cromwell, GRD
 Steve Daughtery, GRD
 Edward Dean, GRS
 MAJ Hattie Davis, GRN
 Allen Diaz, GRN
 Christopher Egas, GRN
 SSG Daina Elliott, GRD
 CDR Steven Frost, GRC
 Al Gapasin, GRC
 Norma Gapasin, GRC
 Cynthia Gianareas, GRD
 MAJ Christopher Haase, GRD
 Heidi Hansen, GRD
 MAJ Todd Lazaroski, GRD
 Jim Marple, GRS
 MSGT Charles Miller, GRS
 CPT Kevin Morrison, GRD
 Daniel Lillard, GRC
 LT Wally Ludwig, GRD
 LT Daniel Lutz, GRD
 Walter Mattingly, GRC
 Maria Otero, GRC
 MSG Jimi Oyefeso, GRD
 Ken Reed, GRN
 Ben Roos, GRN
 Richard Sallans, GRC
 Henry Shelton, GRC
 CPT Sarah Sinclair
 Brian Souter, GRC
 Lisa Spell, GRD
 LCDR Tim Spicer, GRD
 CDR Steven Stancy, GRD
 Norbert Suter, GRN
 LCDR Clint Tracy, GRD
 Frank Trent, GRD
 Lewis Tyler, GRS
 Sharon Turner, GRD
 Richard Walker, GRC
 PSI Rose Wasko, GRD
 Levonson White, GRN
 LCDR Eric Williams, GRD
 Ralph Youins, GRS
 MAJ Michael Zuhlsdorf, GRN

Farewelling:



**Wayne Robertson
GRS**



**MAJ Kevin Stoll
GRS**



**CDR Michael Gill
GRD**



**LT Jon Letourneau
GRD**



**MSGT Robert Drown
GRD**



**LTC Dwight
Webster, GRD**



**Lawrence Vogan
GRD**



**COL John Smith
GRD**



**James Bullinger
GRS**



**Gary Jones
GRS**



**LTJG Eric Farley
GRD**



**Scott Abraham
GRN**



**MSG Tawna Ayers
GRN**



**LTC Kelly Butler
GRN**



**Lanette Chavez
GRN**



**Barbara Cover
Spear, GRN**



**Dan Lillard
GRN**



**George Sims
GRC**



**Kevin Addison
GRC**



**D.J. Moser
GRC**



**MAJ Mark Stimer
GRD**



**Francis Russell
GRD**

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