



ESSAYONS

Forward

U.S. Army Corps of Engineers

Gulf Region Division (Provisional), Iraq - Volume 3, Issue 1

October 2006

**Amidst Transition and Change—
Reconstruction Continues**



October 2006

Volume 3, Issue 1

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AFAK, Iraq -- Sgt. Maj. Benny Hubbard, with the Army Corps of Engineers, Gulf Region Division, greets an Iraqi child prior to a ribbon cutting ceremony for the new Salah Hadi Obid elementary school in Afak. The Gulf Region Division has managed the construction of more 800 schools in Iraq, which have provided classrooms to approximately 325,000 students. (Photo by Tech. Sgt. Dawn M. Price)



COVER: Gulf Region Division Cmd. Sgt. Maj. Bill McDaniel (left) and then commander Maj. Gen. William McCoy prepare to encase the colors of the Project Contracting Office. PCO integrated into the GRD last December and officially stood down Sept. 30. The casing of the PCO colors was performed during GRD Change of Command Oct 14, 2006. (GRD photo)

ESSAYONS FORWARD
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Commanding General: Brig. Gen. Michael J. Walsh

Division/District Public Affairs staff:
 Thomas A. O'Hara (Chief PAO, GRD) * Kimberly Mielcarek (Deputy PAO, GRD) * Tom Clarkson (GRD)
 Erich Langer (GRD) * Norris Jones (GRC) * Polli Barnes Keller (GRN) * Jim Bullinger (GRS) * Ken Holder (GRN)
 Joe McClammy (Broadcaster) * Steve Wright (GRD, Reachback support)

KEEP IT LOCKED ON...

Al Asad	107.3 FM	Kirkush	107.3 FM
Ali Base	107.3 FM	Mosul	105.1 FM
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Baghdad	107.7 FM	Taji	107.3 FM
Balad	107.3 FM	Tal Afar	107.3 FM
Fallujah	105.1 FM	Taqquadum	107.3 FM
Kirkuk	107.3 FM	Tikrit	100.1 FM

Freedom Radio

Commander's Two Bits

“*Oh from the top of the towering
wall came the Master Brick
mason's hue and call,*

*Brick upon brick; lay them up quick, but
lay them to the line boys, lay them to the
line.”*



Those are the words from a poem, written by an Irish bricklayer from New York, which I used in my initial remarks shortly after receiving the colors and taking command of this fine organization.

I step into the footsteps of three previous commanders on a mission that, one day, I believe history will record as one of the most crucial of our generation. Personally, I feel it will also become the most significant of my career, and probably yours as well.

I step into command during a time of transition for the Gulf Region Division: transition of legacy organizations like the Project and Contracting Office, which has now integrated into the division; transition of our role to obligate the nearly \$14 billion Iraq Relief and Reconstruction Fund money to completion of those same projects; and transition of our role as provider of these services to the Iraqi government and its people to providing assistance to the government as it learns to build its own future.

For those of you who are a part of this transformed organization, but do not know the history of the Corps, you should realize that our role in building a foundation for democracy to succeed is not without precedent.

In 1775, before the establishment of our own democracy in 1776, the U.S. Army Corps of Engineers found its heritage when the Continental Congress established an Army with a chief engineer. Even then, engineering soldiers were fighting the revolutionary battle for freedom, establishing security, and providing the environment for the young United States to succeed.

We continue to provide that leadership today here in Iraq as we help these great people develop their own brave, new world. From the beginning, the U.S. Army Corps of Engineers was on the ground in Iraq during its liberation from Saddam's regime. We were here during the formation of the Iraqi Governing Council and its interim government, the drafting and ratifying of its constitution and the elections of Iraq's first sovereign, democratically elected government. And we'll be here as long as our commanders determine our mission is needed.

From Bunker Hill to Baghdad, from the seeds of the original 13 colonies to the sands of Iraq's 18 providences, the Corps is once again laying the foundation for freedom to succeed.

I'm proud to be here with you.
Time to place more bricks.
ESSAYONS!

Brig. Gen Michael J. Walsh
Gulf Region Division
Commander

Cmd. Sgt. Major's Message



I would like to take this opportunity to say that I am glad to be on board and part of such a positive team in the Gulf Region Division. As most know from their own experience, the vast majority of us volunteered to be considered and we were all selected to serve here

in Iraq. I am no different! I could have retired and gone to our farm in Missouri, but felt compelled to stay on and serve the U.S. Army Corps of Engineers' team. I have 31 years of active Federal service as a Soldier in the U.S. Army, and I decided to step up to the plate and participate in something truly historic. Like most of us, I have a family—a wife and four children with the oldest child, 19, in college and the youngest child, a little over a year old, at home with Mom.

Wow...where does the time go? I have been in this command four months already and in just that short time I have managed to visit each of the three Districts (North, Central and South) several times. I have visited six Area Offices, 14 Resident Offices, 28 Forward Observation Bases/Camps and have visited well over 40 construction project sites. I have traveled by air (fixed wing and helicopter) but mostly by ground via vehicles. I have visited our very own Gulf Region Division personnel at many of these locations, as well as visited with the maneuver and maneuver support troop units. I have also attended several briefings and meetings just to understand the organization and its vast capabilities, and the positive impact we are having on the people of Iraq.

We know that leaders, project engineers, and quality assurance and quality control personnel, as well as some support personnel have to accomplish our mission by traveling to and from the projects sites. I would hope none of us will ever lose sight of that aspect of our mission or allow the harrowing affects of those things around us (improvised explosive devices, mortars and small arms fire) to compromise our ability to accomplish the mission. Unfortunately, these things are the negative aspects of our environment and are factors in our daily planning for operations while we participate in this noble effort of building a new Iraq.

My hat is off to all who stepped up to home plate and volunteered to be here. Putting yourself at risk in an environment that has many unknowns and dangers for this mission says volumes about your character and your personal courage, your devotion to duty and the value you place on selfless service. A patriot! There will always be those who will talk the loudest, but few of them will ever step up to the plate. For you see, it is easy to talk about doing something bigger than yourself and doing it for all the right reasons then it is to actually do it. All I can say is thank you for your loyalty, duty, respect, honor, selfless service, integrity and personal courage.

I understand that the decision and the sacrifices are not always ours to make or ours to endure by ourselves. So with that said, let me say thank you to all the spouses and family members for their service to our country, their personal commitment and their many sacrifices as you experience the separation and the risk as well. In my book, our spouses and family are the unsung heroes and patriots. You are the ones dealing with and tackling the day-to-day family business that is not necessarily easy to do by oneself. Oh yes, I can't forget the wondering and worrying piece either.

Again, I look forward to making a positive difference every day for all of us who are dedicated to our reconstruction mission and making a difference for the Iraqi people. God bless.

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

Walsh takes command of Gulf Region

Brigadier Gen. Michael J. Walsh took command of the U.S. Army Corps of Engineers, Gulf Region Division in Baghdad, on Oct. 14, 2006, from Maj. Gen. William H. McCoy at a ceremony on the Gulf Region Division's Headquarters compound in Baghdad, Iraq.

"*Essayons* – let us try – when others have failed. *Essayons* – when others don't know what to do. *Essayons* when it has to get done," said Walsh as he addressed the crowd of more than 100. "That word is an idea and a passion, as is the other Service's Engineer mottos."

"Every man and women here is serving because of an overpowering sense of duty and an understanding of the urgency in human affairs ...," he continued. "I have been impressed and am full of gratitude, thank you members of the GRD for your service. I am proud that I will be able to add my name to your history."

The ceremony began with a Color Guard presentation – members of each branch of service, the Project and Contracting Office, the U.S. Army Corps of Engineers civilians and the country of Iraq were represented. The reviewing officer was Gen. George Casey, commanding general of Multi-National Forces-Iraq. Lt. Gen. Carl A. Strock, commander of the U.S. Army Corps of Engineers, was in attendance. Providing music for the ceremony was an ensemble from the 4th Infantry Division Band.

Prior to the change of command ceremony, McCoy and Cmd. Sgt. Maj. William McDaniel cased the colors of the Project and Contracting Office symbolizing the completion of the PCO mission and the transfer of their functions to the Gulf Region Division. (*See story next page*)

Walsh assumes command of GRD after serving as Commander of the South

Atlantic Division since June 24, 2004. His previous assignment was Chief of Staff, U.S. Army Corps of Engineers (USACE). As SAD Commander, Walsh oversaw engineering, construction, and real estate activities for the Army and Air Force in the Southeastern United States, Latin America and the Caribbean.

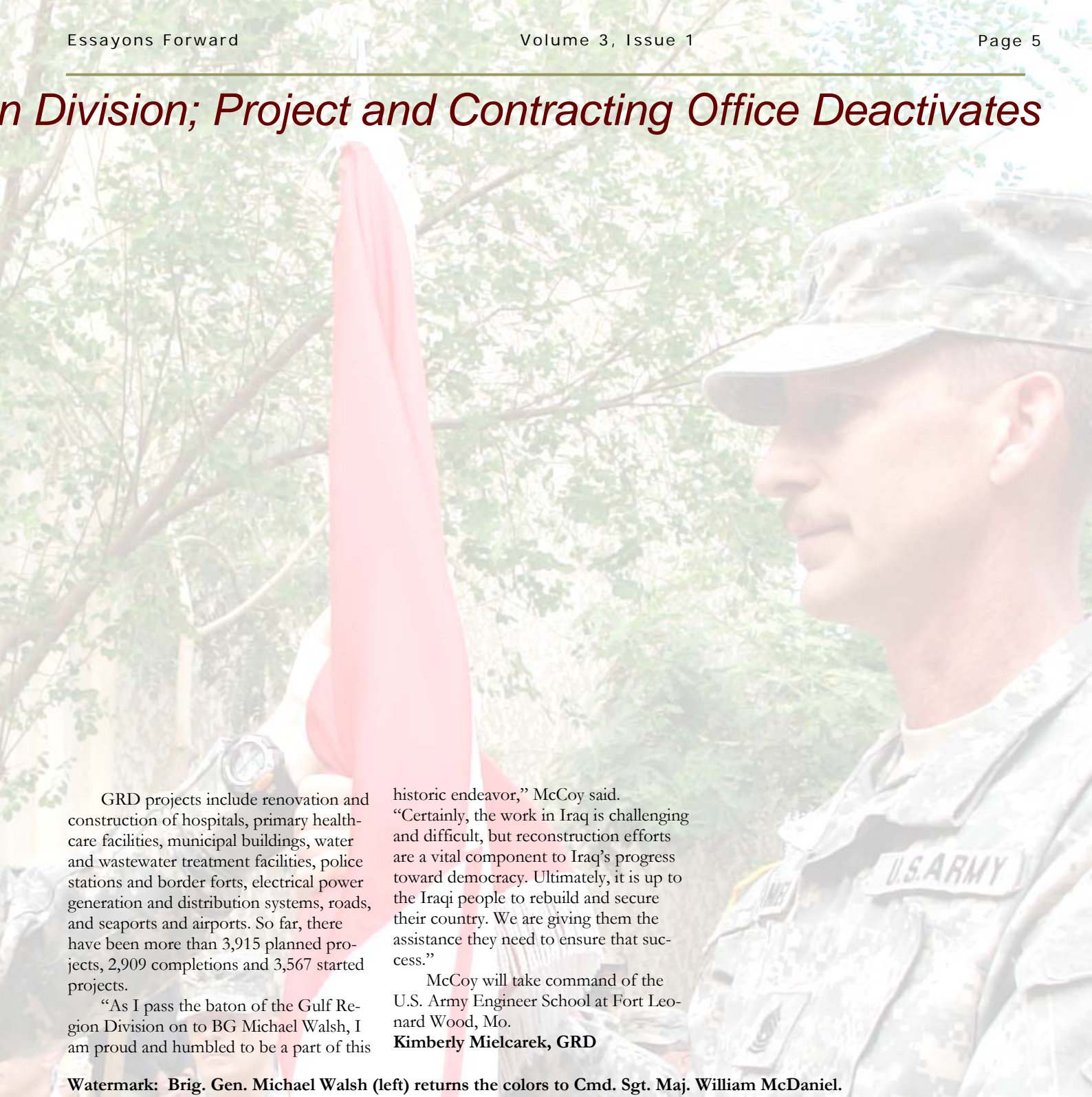
Walsh graduated from Polytechnic Institute of New York in 1977 with a bachelor's degree in civil engineering. He also earned a Master's Degree in Construction Management from the University of Florida.

GRD's reconstruction effort is two pronged: Rebuild the critical yet long neglected infrastructure to provide essential utility services; and Deliver to local communities' smaller, yet vital, projects providing facilities for basic services in healthcare, transportation and education.

(From left) Maj. Gen. William McCoy, Gen. George Casey and Brig. Gen. Michael Walsh salute during the National Anthem at the Gulf Region Division change of command on October 14, 2006. Walsh took over command from McCoy. (GRD Photos)



Division; Project and Contracting Office Deactivates



GRD projects include renovation and construction of hospitals, primary health-care facilities, municipal buildings, water and wastewater treatment facilities, police stations and border forts, electrical power generation and distribution systems, roads, and seaports and airports. So far, there have been more than 3,915 planned projects, 2,909 completions and 3,567 started projects.

“As I pass the baton of the Gulf Region Division on to BG Michael Walsh, I am proud and humbled to be a part of this

historic endeavor,” McCoy said. “Certainly, the work in Iraq is challenging and difficult, but reconstruction efforts are a vital component to Iraq’s progress toward democracy. Ultimately, it is up to the Iraqi people to rebuild and secure their country. We are giving them the assistance they need to ensure that success.”

McCoy will take command of the U.S. Army Engineer School at Fort Leonard Wood, Mo.

Kimberly Mielcarek, GRD

Watermark: Brig. Gen. Michael Walsh (left) returns the colors to Cmd. Sgt. Maj. William McDaniel.



Maj. Gen. William McCoy, outgoing GRD commander, and Cmd. Sgt. Maj. William McDaniel, GRD command sergeant major, case the colors of the Iraq Project and Contracting Office. PCO integrated into GRD during December 2005. The casing of the colors, Oct 14, recognized the end of the agency’s mission in Iraq.

Milestones for the Ages - Project and Contracting Office

The Gulf Region Division's recent change of command marked a couple of milestones in the evolution of Iraq reconstruction. As Maj. Gen. William McCoy passed the colors to new GRD commander Brig. Gen. Michael Walsh, the Division was also casing the colors of the U.S. Army's Project and Contracting Office (PCO).

Dual hated since December 4, 2005, McCoy served as GRD commander for more than 15 months and PCO Director since former PCO director, Hugh Exton passed the PCO torch to him 11 months ago.

A May 2004 presidential directive established PCO as a temporary U.S. Army organization charged with providing acquisition and management support for acquisition and management support for Iraq's reconstruction.

Reconstruction following post war conflict is not new the Army.

The well known 'Marshall Plan' (1948-1952) was widely believed as a major factor in post World War II Western Europe turning toward capitalism vs. communism. The program provided \$13 B to 16 European nations to assist with public works reconstruction and stimulate economic growth.

Fifty years later, following the liberation of Iraq, it became quickly apparent to military leaders that Iraq's infrastructure needs were equally daunting.

President Bush and Congress recognized the Herculean effort that was needed. Three decades of little or no infrastructure construction or rehabilitation. The \$18.44B Iraq Relief Reconstruction Fund (IRRF) – Public Law 108 – 106 was an emergency supplemental appropriations act to get reconstruction moving. A unique relationship between the Department of Defense (DoD) and the Department of State (DoS) would implement the IRRF program. And under the signature of President Bush, National Security Presidential Directive #36 PCO was established.

"As a temporary organization, PCO was responsible for managing the lion's share of the \$18.44B appropriated by Congress to support the reconstruction of Iraqi infrastructure," said U.S. Navy Rear Admiral (Ret.) David Nash, PCO's first director in 2004. "Responsibilities included activities associated with program, project, asset construction and financial management of the reconstruction effort undertaken by the U.S."

As PCO Director, Nash was responsible for completion of the PCO mission. He had originally worked for Ambassador J. Paul Bremmer's Coalition Provisional Authority (CPA). He would manage PCO and DoS' Iraqi Reconstruction Management Office (IRMO) until transferring the PCO reins to PCO Deputy Director, Charlie Hess.

From the start, the program management from PCO worked in conjunction with the GRD's execution of pro-

gram contracts. GRD's first commander, Maj. Gen. Ronald Johnson, was dual-hatted as Deputy PCO-Iraq to Nash.

"PCO is all about the U.S. and nations of the world working together to provide the beginnings for the people and a country in need of a friend, said Nash. "Together, the U.S., Iraq and others who take part will create not only a modern future for one nation, but will also discover the bonds of unity that are forged between free and prosperous people."

Helping Iraqis rebuild their country was the goal of various focused sectors: electricity; public works and water; oil; buildings health and education; security and justice and; transportation and communications.

The goal of the electrical sector was to develop new electricity generation, transmission and distribution systems while expanding the capacity of existing systems throughout the country. Paramount was providing equitable access to power for all Iraqis. Although Baghdad hasn't attained the 12 – 14 hours of electric power per day average most of the

remainder of the country is receiving more power that they ever had under Saddam.

Water, although an abundant natural resource in Iraq is contaminated and polluted in many areas. World health groups attributed Iraq's poor quality of potable water to be a primary factor in the nation's high infant mortality rate – one of the highest in the world. Antiquated water treatment plants and a severely lacking sewage treatment program were targeted early as essential needs. The construction of new facilities and rehabilitation of older ones will result in 4.8M Iraqis benefiting from clean potable water.

"Over 98 percent of Iraq's exports and income for the country come from oil," said Ambassador Daniel Speckhard, Deputy Chief of Mission and former Iraq Reconstruction Management Office (IRMO) director.

IRRF funded efforts are helping. Projects managed by PCO have completed an important oil pipeline river crossing and soon will help increase capacity with a new 40 - inch line that together will help export more oil to Turkey. Other northern and southern Gas Oil Separation Projects are responsible from increasing capacity. Initiatives at Iraq's Basra Oil Terminal will increase efficiency, safety and establish reliable metering.

Oil field well work over work underway will increase production from many fields. And within a month, infrastructure work will be complete and will be helping provide 3,000 daily metric tons of cooking gas for Iraqis. Another reconstruction goal on line to be attained is daily oil production of 3 million barrels per day.

Added revenues fueled by oil production are already helping increase Iraq's contribution toward the country's

"Together, the U.S., Iraq and others who take part will create not only a modern future for one nation, but will also discover the bonds of unity that are forged between free and prosperous people."

—Nash

infrastructure needs. In fact, in 2007 the Government of Iraq is doubling funding toward electrical infrastructure work. Other ministries are spending more, as well – thanks to the increased vitality of oil sector infrastructure work.

The Facilities and Transportation (F & T) Sector combined programs from buildings health and education; security and justice and transportation and communications. The F & T sector’s goals and accomplishments were many. New and rehabilitated schools, police and fire stations, train stations, border forts and control points and judicial and correctional facilities.

Perhaps the most innovative efforts; however, are in healthcare. Under Saddam, no new hospitals had been built in since 1986. And preventative health care for Iraqis was even less of a priority. To remedy the need, PCO spearheaded an effort to rehabilitate 23 hospitals across the country and build 142 new primary health clinics (PHC). Security and other issues have slowed the targeted completion of these facilities. But, the U.S. government has committed additional capital resources to complete most PHCs by mid 2007.

PCO functions came under the leadership of GRD’s commanding general, then Brig. Gen. William McCoy, in late 2005 and were completely incorporated into GRD on Oct. 1, 2006. Today, the men and women in uniform – Army, Air Force, Navy and Marines – and DoD civilians and contractors continue to help rebuild Iraq.

After seeing first hand Iraq’s antiquated infrastructure needs, professional estimates now believe it will take over \$100B to rebuild Iraq. Regardless, the reconstruction efforts of GRD and legacy PCO will result in nearly 4,000 new and rehabilitated infrastructure projects.

Infrastructure construction involves a commitment of both time and money.

As PCO Director in 2005, Charlie Hess may have stated it best. “Say you had a \$300,000 house and it was totally destroyed by Hurricane Charlie that did major damage to some areas of Florida,” said Hess who spent many years with the U.S. Army Corps of Engineers and later Homeland Security. “I could get a house up for you in 24-hours but would you want to live in that house? Or would you prefer I spend five or six months to build a quality house that will meet your needs for the future.”

Yes, providing quality infrastructure for the Iraqi people continues.

Erich Langer

Department of the Army Starts Final Iraq Reconstruction Projects

The Gulf Region Division of the U.S. Army Corps of Engineers, announced the final remaining projects under the \$13.5 billion apportioned by the U.S. Congress to the Department of Defense for Iraq reconstruction project funds have been obligated by the end of the 2006 fiscal year. In addition more than 2,670 projects have been completed during the past 3 years, a significant portion of the reconstruction program.

Dean G. Popp, the Director of Iraq Reconstruction and Program Management Office for the Army, wrote in a congratulatory e-mail to the Army’s reconstruction teams, both past and present that, “Never has so much been done, so well and so quickly, by so few.”

This milestone represents a significant step toward completion of the legislation passed in November 2003 titled the Iraq Relief and Reconstruction Fund (PL 108-106). The fund appropriated \$18.4 billion for the reconstruction of Iraq and Congress identified a three year period for all the funds to be obligated on contract. The U.S. Army’s portion includes approximately \$4.4 billion for non-construction goods, such as security and law enforcement, vehicles, hospital beds, and other goods; and a \$9.1 billion for construction that includes a wide range of infrastructure projects including: electricity generation and oil production, water and sewage treatment, school construction, and, in limited areas, an emergency call (i.e. 911) service.

Iraq’s reconstruction is the largest and most complex reconstruction program undertaken in a single country and is intended to provide a foundation for future reconstruction activities by the Iraq government.

The combined expenditure of U.S. and Coalition partners has raised production capacity levels in the critical areas of oil and electricity to exceed pre-war (2002) levels. Currently, more than 330,000 grade school students have improved classrooms, and 248 Iraqi border posts protect 2,000 miles of border. Overall, the Army team has completed more than 2,670 construction projects out of a total planned program of 3,683 projects. This milestone represents the culmination of three years of work in a dynamic and dangerous environment that requires constant shifts in resources and increases in security.



As the relationship between the Project and Contracting Office and the Gulf Region Division evolved from 2003 through 2006, the integration of those missions were reflected in the organization crests.

Education: Build the Man First

Education was the focus of a media event hosted by the Gulf Region Division in early October. The panel-style event included dignitaries from the Government of Iraq and experts from the U.S. government. All areas of education were discussed – from facilities to teachers to supplies.

Participating in the discussion were Dr. Khudhayr Al-Khuzae, the Minister of Education, and Dr. Zuhair Al Chalaby, the General Director of the Government Communications Directorate, from the Government of Iraq; Alan Cross, the senior advisor for Education for the Iraqi Reconstruction Management Office; Randy Kolstad, the director of USAID's capacity development office; and Col. Bart Hedley, the Gulf Region Division's sector lead for the Facilities and Transportation sector.

"Iraq is the cradle of civilization. Writing was invented in the land of Iraq, the ancient philosophers and scientists were from Iraq," Al Khuzae said. "We have the right to be proud of Iraq and our history. If we want to build the country, we have to build the man first."

The way to do that, the Minister continued, is by focusing efforts on educating Iraq's future – its children. Efforts should include proper learning facilities, up-to-date curricula and well qualified and properly compensated teachers.

The Government of Iraq, through the Ministry of Education, is working on improving the standards of teachers by considering salary increases, opportunities for higher learning and increased compensation for teachers in rural areas.

USAID is working with the Ministry of Education to improve the quality of education at the primary, secondary and university levels, Kolstad said. One of the ways USAID has addressed that goal is by training 90,000 teachers. Other goals are to "increase enrollment, improve the quality of primary and secondary education, and ensure that classrooms have sufficient supplies," he continued.

While training and supplies are needed, the Minister said, "reconstruction is important for a healthy learning environment." Clean, student-friendly, schools have a positive impact on children's learning, he said.

In response to the Ministry of Education's mandate for better learning facilities, the Gulf Region Division has built or renovated more than 800 schools, Hedley said. Some of the renovations include water and sewage repair or replacement, roof replacement, recreational yards, electrical system repair or replacement, in addition to painting, the installation of ceiling fans and new doors and windows.

Working together, the Ministry of Education and the U.S. government continue to improve the learning conditions of students in Iraq striving to ensure that "cradle of civilization" continues to nurture its most precious commodity – its children.

Kimberly Mielcarek, GRD

Joint Reconstruction Operations Center: Working together to synchronize efforts

Coalition Forces and the Government of Iraq have joined together to establish a common operational picture of reconstruction efforts in Baghdad, as part of the Baghdad Security Plan. Operation Together Forward, an Iraqi planned and led operation, strives to improve security in Baghdad by focusing on "clear, hold, build" efforts - clearing targeted neighborhoods of violence, holding the neighborhoods, and building essential services projects that will have an immediate and sustained affect on Iraqis living in the neighborhoods.

In order to unify efforts and make the most impact, the Joint Reconstruction Operations Center (JROC) was created to coordinate and synchronize Baghdad reconstruction efforts. The JROC consists of representatives from Multi-National Forces-Iraq, Multi-National Corps-Iraq, Multi-National Division-Baghdad, the U.S. Department of State, the Provincial Reconstruction Team-Baghdad, the U.S. Agency for International Development (USAID), the Government of Iraq, and the U.S. Corps of Engineers-Gulf Region Division.

Each organization feeds its data into one source – the JROC – to form a common operational picture. The JROC then presents a unified voice to the Joint Planning Commission, which then maps out essential service projects to be undertaken in each of the targeted areas.

"The common operational picture gives us outstanding situational awareness of reconstruction efforts in support of the 'build' phase of Operation Together Forward," said Lt. Col. Reinhard Koenig, the Gulf Region Division's liaison to the JROC. "Reconstruction is critical to ensuring the success of the Baghdad Security Plan."

A broad range of essential services projects already have been identified in the five neighborhoods currently targeted – Doura, Bayaa, Mansour, Kadamiyah, Adamiyah. As of Oct. 22, 2006, GRD has identified 105 projects in the sectors of sewer, water and electricity at a construction cost of \$35 million; 34 projects have been completed at a construction cost of \$5 million.

"The more we strengthen the infrastructure, the more we weaken the insurgency and give the Iraqi citizens a reason for hope in the Government of Iraq," Koenig said.

As of Oct 14, 2006, the DoD has 3,566 total planned projects representing a construction cost of \$7.22B in areas of Security and Justice; Public Works and Water; Oil; Buildings, Health and Education; Transportation and Communications; and Electricity.

- 648 are under construction at a construction cost of \$2.58 B.
- 2,597 have been completed at a construction cost of \$3.49 B.
- 3,245 projects have started at a construction cost of \$6.07 B.

Kimberly Mielcarek, GRD



Gulf Region Division

Reconstruction in Iraq Special Pullout Briefing Section



US Army Corps of Engineers®

www.grd.usace.army.mil

October 30, 2006

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.

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.

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

As of 23 OCT 06, DoD has 3,566 total planned projects representing a construction cost of \$7.19B.

- 683 are under construction at a construction cost of \$2.73B.
- 2,612 have been completed at a construction cost of \$3.53B.
- 3,295 projects starts at a construction cost of \$6.26B.

Electricity Sector – as of Oct. 30, 2006

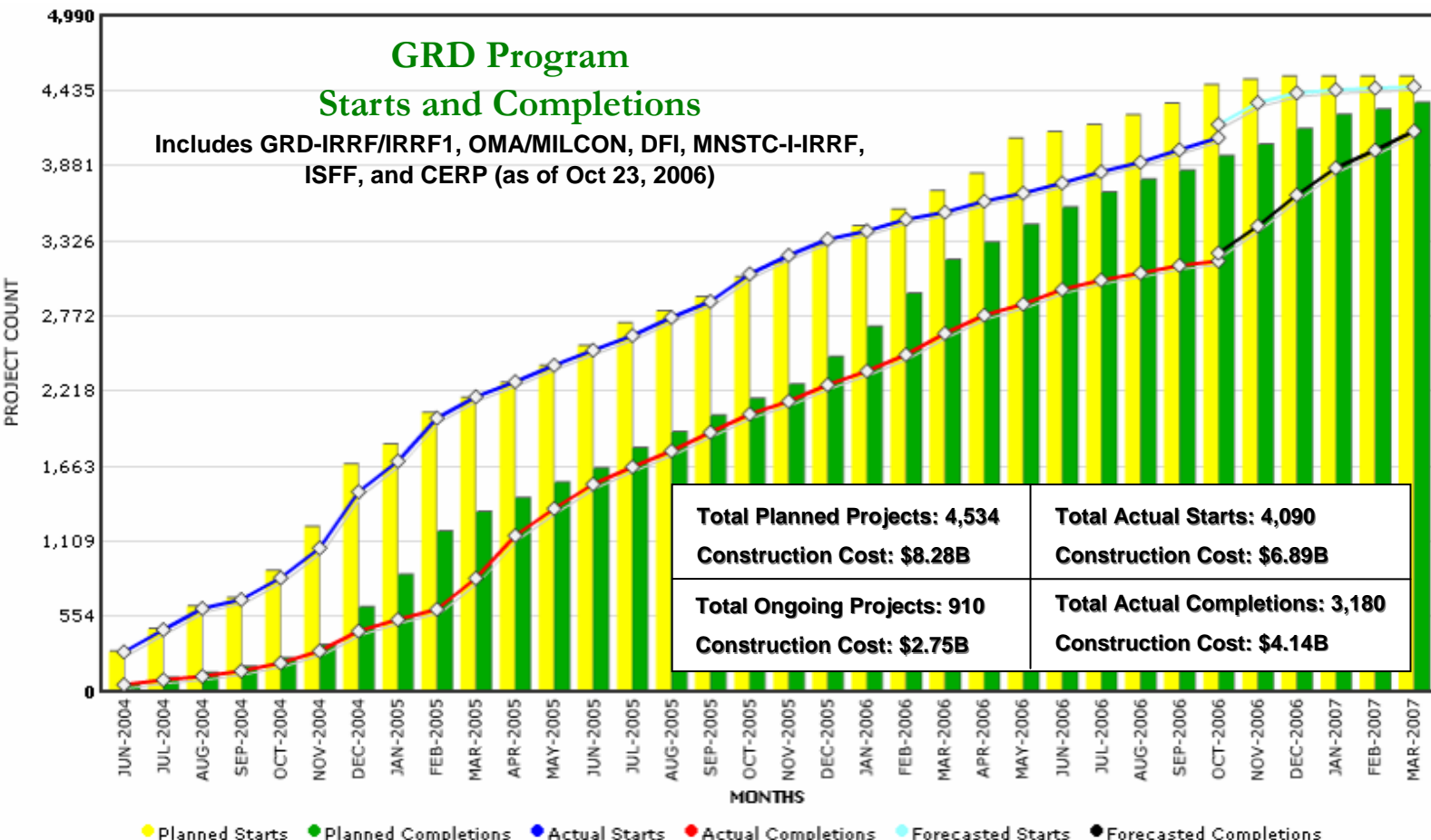
The World Bank estimate to rebuild the electrical system in Iraq is \$20 billion. Of that amount, the Iraq Relief and Reconstruction Fund II will provide \$4.3B. The estimated completion date for the last GRD managed, non-Project Partnership Agreement electrical projects is April 09. The metrics and goals for the electrical program are:

Metric	Goals	Last two week average
Hours of electricity per Day throughout Iraq	10-12 hours	13.2 hours of electricity for Iraq
Hours of electricity per Day for Baghdad	10-12 hours	7.4 hours of electricity for Baghdad
MW power generated (Peak)	6,000 MW	4,827 MW of power generated
MW of reliable Transmission Capacity	6,000 MW	5,500 MW of reliable Transmission Capacity

Generation: Of the 20 projects (\$590M) programmed to generate electricity in Iraq, 19 projects (\$424M) are complete, 1 project (\$166M) is in progress. The estimated completion date for the last generation project is October 2007.

Generation Operation, Maintenance and Sustainment (OMS): Of the 23 projects (\$250M) programmed for electrical OMS in Iraq, 19 projects (\$233M) are in progress and 4 (\$17M) are complete. The estimated completion date for the last OMS project is April 2009.

Transmission: Of the 57 projects (\$899M) programmed to transmit electricity in Iraq, 46 projects (\$681M) are in progress and 11 projects (\$218M) are complete. The estimated completion date for the last electrical transmission project is November 2007; however the latest Project Partnership Agreement projects could stretch into 2009.





Erbil Water Treatment Plant, Erbil. Completed July 2006. Providing potable water to approx. 330,000 local residents.



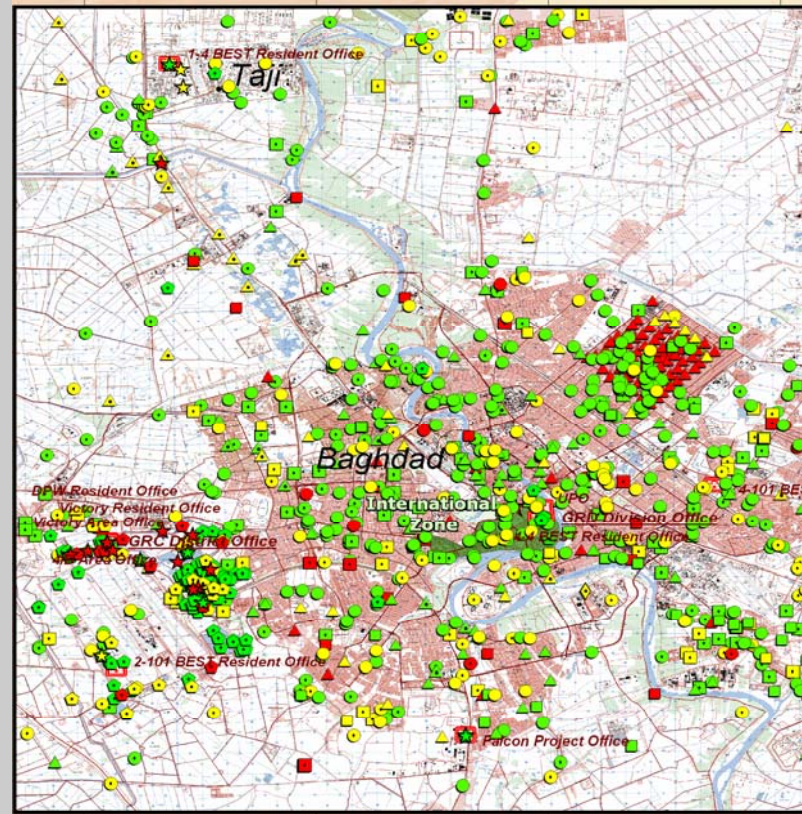
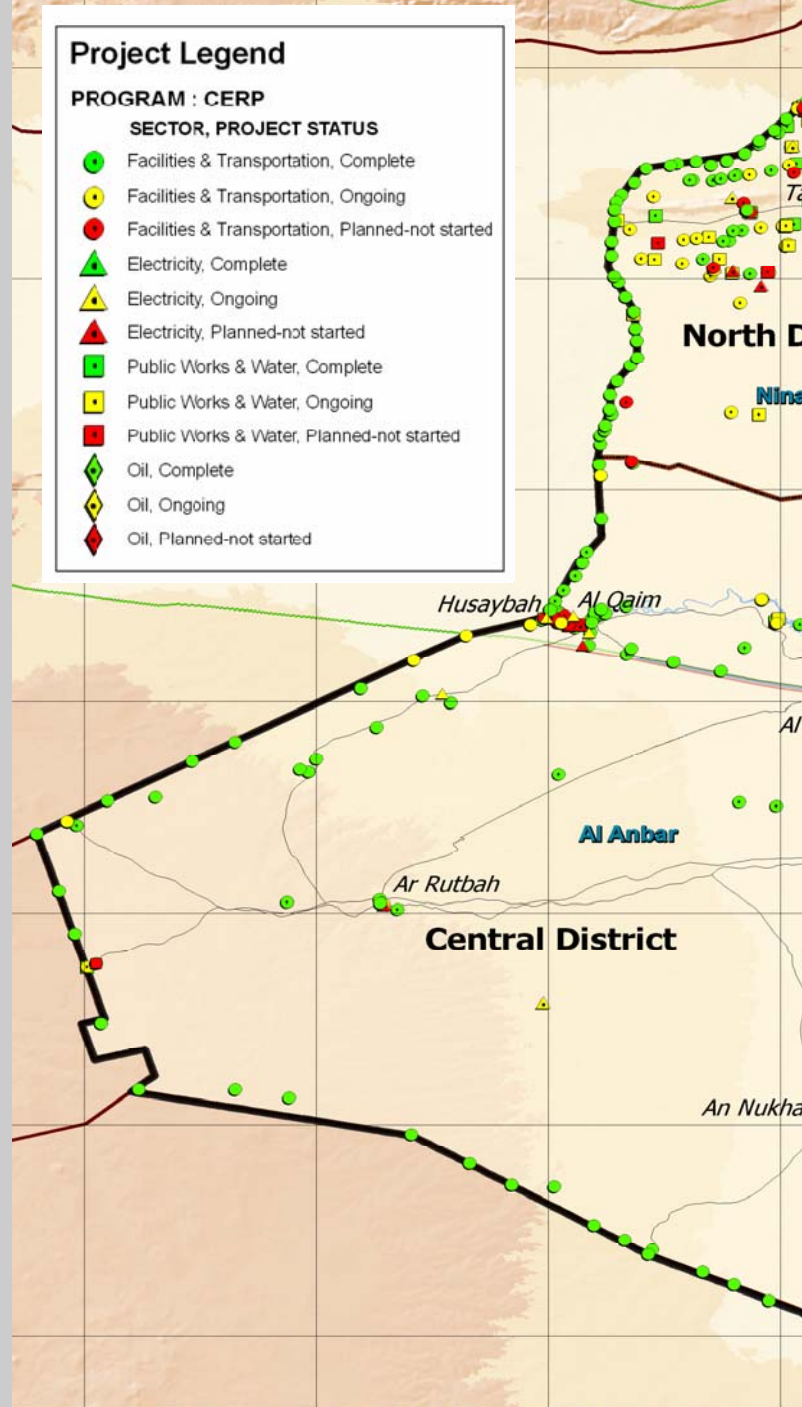
Qudas Power Plant Expansion, Baghdad. Latest \$141 million expansion project will add 220-260 MW to the power grid and strengthen the Baghdad ring.



Sheile Primary School, Dahuk Province. The \$416,000 model school new construction project serves 825 students.

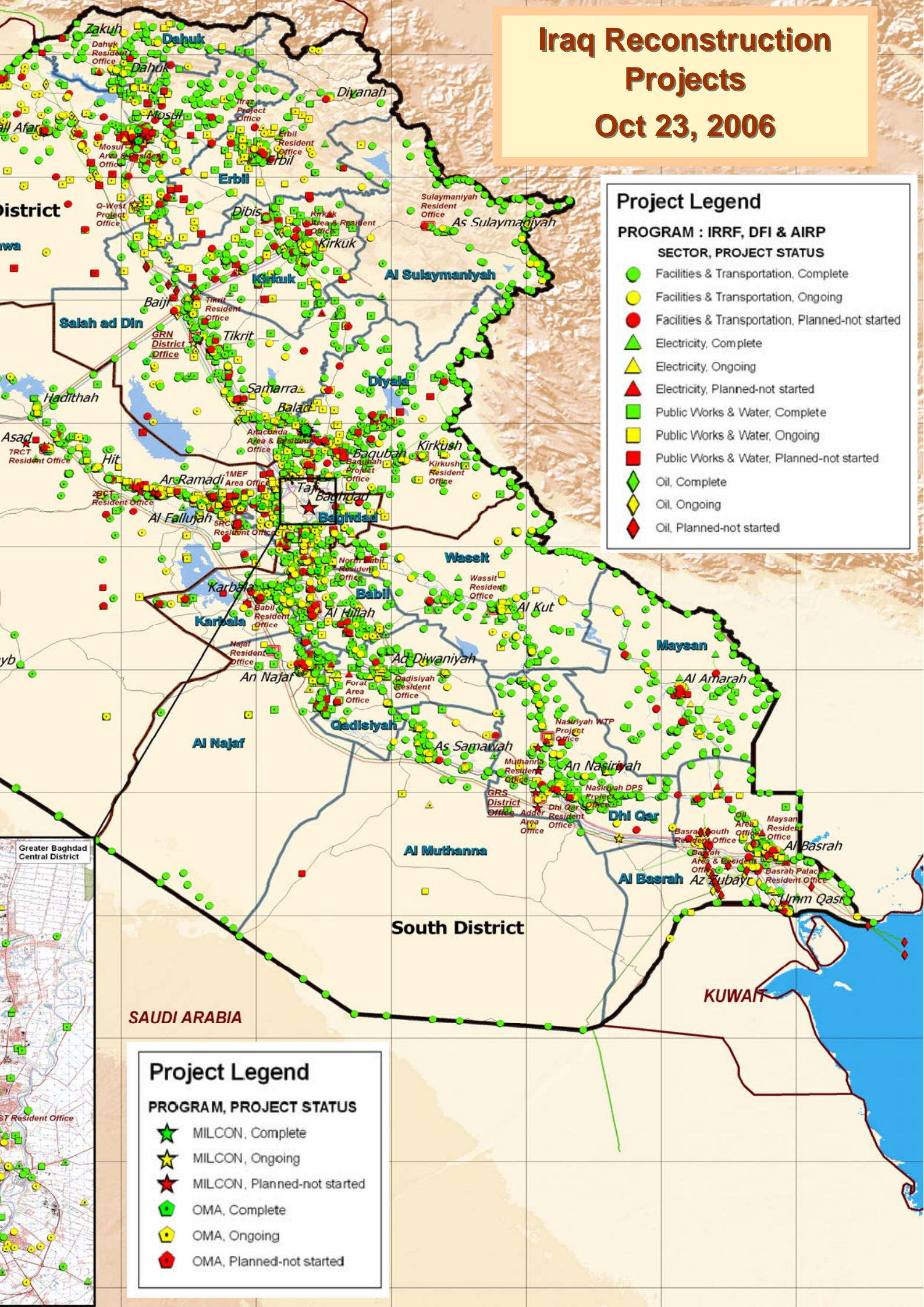


South Rumaila Central SR3R Compressor Station, Basrah Province. Part of an overall refurbishment package to support the production of 3,000 metric tons per day of LPG to meet Iraq's cooking and heating needs through the winter season



Iraq Reconstruction Projects

Oct 23, 2006



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, PROJECT STATUS

- ★ MILCON, Complete
- ★ MILCON, Ongoing
- ★ MILCON, Planned-not started
- OMA, Complete
- OMA, Ongoing
- OMA, Planned-not started



SAUDI ARABIA

KUWAIT

Distribution: Of the 381 projects (\$815M) programmed to distribute electricity in Iraq, 210 projects (\$439M) are in progress and 170 projects (\$376M) are complete. The estimated completion date for the last electrical distribution project is December 07.

Oil Sector – as of Oct. 30, 2006

The Coalition Provisional Authority estimate to rebuild the oil infrastructure in Iraq would cost \$8 billion. Of the 186 projects valued at \$1.2B programmed to improve the production and exportation of oil and gas in Iraq, 56 projects are engineering, procurement and construction projects (EPC) valued at \$332M and 130 are non-construction valued at \$922M.

The non-construction projects include 61 engineering and procurement (EP) valued at \$359M, 23 government procurement (GP) valued at \$57M, 17 capacity development valued at \$11M and 29 Administrative Task Orders (ATOs) valued at \$495M.

Of the 56 EPC projects, 31 are in progress and 25 are complete. Of the 130 non-construction projects, 58 are in progress, 71 are complete and 1 has not started. The estimated completion date for the last oil construction project is May 2007.

Metric	Goal	Current Capacity
Crude Oil Production Capacity	3M barrels per day	2.5M barrels per day
LPG Production Capacity	3,000 metric tons per day	1,200 metric tons per day
Natural Gas Production Capacity	800M SCF/day	600M SCF/day

Public Works and Water Sector – as of Oct. 30, 2006

The World Bank estimate to rebuild the public works and water system in Iraq is \$14.4 billion. Of that, the United States has funded \$2.4B. The GRD Reconstruction Program share for construction projects is \$1.14B, which consists of 404 projects - 343 projects (\$994.9M) have been started, and 217 of these projects (\$443.2M) are complete. The estimated completion date for the last water sector project is October 2008.

Goal	Last two week average
1.1 M m ³ /day water treatment capacity	421.1 K m ³ /day water treatment capacity
5.2 M additional Iraqis with access to potable water	2.1 M additional Iraqis with access to potable water
387,006 ha irrigated land	30,600 ha additional irrigated land

Potable Water: Of the 377 projects (\$836.6M) programmed to increase potable water in Iraq, 324 projects have started (\$776.8M) and 205 projects have been completed (\$343.1M).

Sewage: Of the 19 projects (\$127.1M) programmed to increase sewage treatment in Iraq, 12 have started (\$82.1M). Ten projects (\$80.3M) are complete.

Irrigation/Water Resources: Of the eight projects (\$174.5M) programmed to increase irrigation in Iraq, seven have started (\$136.0M). Two projects (\$19.8M) are complete.

Facilities Sector – as of Oct. 30, 2006

The World Bank estimates it will cost \$11.7 billion to rebuild the facilities and transportation systems in Iraq. The GRD portion is \$1,176.1M in construction value and consists of 1,530 projects programmed to improve the facilities and transportation systems in Iraq - 1,246 projects (\$496.3M) are complete, and 248 projects (\$619.2M) are in progress, and 36 projects (\$60.6M) are awarded, but not started. The estimated completion date for the last Facilities project is December 2008.

Buildings, Health and Education: The BH&E program includes 985 GRD projects (\$382.9M) to provide improved educational facilities and quality of healthcare at maternity, pediatric, and general healthcare facilities - 833 projects are complete (\$126M), and 147 projects are in progress (\$255M) and 5 projects (\$1.5M) are awarded, but not started. The estimated completion date for the last BH&E project (not including Basrah Children’s Hospital) is August 2007.

Security and Justice: The S&J program includes 274 projects (\$498M), and is intended to establish the rule of law and provide security to the country of Iraq -242 projects are complete (\$285.5M), 19 projects are in progress (\$184M) and 3 projects (\$27M) are awarded, but not started. The estimated completion date for the last S&J project is December 2007.

Transportation and Communication: The T&C program includes 271 projects (\$295M) and is intended to increase the safety and operational efficiency of transportation systems, as well as providing state-of-the-art communication systems in Iraq - 171 projects are complete (\$85M), 82 projects (\$180M) are in progress, and 18 projects (\$31M) are awarded, but not started. The estimated completion date for the last T&C project is December 2008.

Non-Construction: The Non-Construction Program includes 19 project codes (\$732M) comprised of 724 contracts. Non-Construction procures and delivers equipment, including installation and training, and various support services and capacity development contracts. The procurement lists comprises equipment for hospitals, prisons, courts, ports, fire stations, railroads, airports, communications, schools, and other critical facilities. Equipment valued at \$400M was delivered to the end-users throughout Iraq

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

Army Corps of Engineers Answers Urgent Call for Transformers for An Nasiriyah

Many people are aware of the criticisms in the media concerning the problems of electrical power outages and the rationing across the country, especially in the Baghdad area, but many are not aware of the overall causes of the problems or how the USACE is working to address them.

Recently in An Nasiriyah, the city began experiencing an implosion of their power distribution network, leading to prolonged power outages and rationing.

In early June intermittent surges of power began destroying many of city's well worn transformers. As the summer heat intensified, the problems grew worst.

According to Lewis Tyler, the project manager for the Electrical Sector with the Gulf Region South District headquarters, GRS understands the situation and is helping to provide a solution. Tyler oversees all of the GRS electrical projects.

He stated the main challenge lies with the country's transmission and distribution networks.

"Most of the transformers serving local communities and homes, which converts high voltage power down to a usable 220 volts, date back to the 'fifties,'" Tyler said. "These transformers are already worn out and should have been replaced decades ago, but that didn't happen and many are now failing all across the country."

A great portion of Iraq's electrical structure dates back to the 1950s and 1960s, when the country first built much of its current capability.

In addition, Iraq's liberation by coalition forces has created blessings and a new curse.

"Individual Iraqis are experiencing a prosperity that was unheard of during the Saddam years," Tyler said, "Many Iraqis are now working and purchasing items that were once beyond their means or only permitted for a select few under Saddam's rule."

"The average Iraqi is now buying air conditioners, fans, TVs, refrigerators and appliances, cell phones and computers, which were once unavailable to them, and this has increased electrical demands everywhere," he said.

Tyler explained people don't understand that you can't connect multiple high amperage appliances to a line designed for one appliance or a light without a meltdown or burn out somewhere along the system.

"The old lines and transformers cannot sustain the demands or loads being places on them and they're overheating, overloading and failing."

City officials used power rationing as a means to safe-guard the remaining transformers, but failures still continued to occur as summer temperature reached summer highs in the 130s.

In early August the people of Nasiriyah were demonstrating in frustration about the severe situation and by mid-month these demonstrations had turned violent.

On Aug. 22, reports of death threats to the Dhi Qar Province director general for Electricity and others, substantiated how dire the situation was.

Province and local city officials contacted GRS Reconstruction Liaison Team with an urgent request for assistance.

The RLT serves as a go-between for local and regional Iraqi government officials and community leaders, and the staff of GRS.

"We establish and develop relationships with key community and project leaders," said Tim Salthouse, RLT leader for the GRS. "Then we facilitate introductions between our contractors and the communities where we have project sites."

Another aspect of the RLT is to assess the mood or sentiment of a community and provide ground truth information to the GRS commander, which in turn helps with decisions on support of reconstruction efforts and various projects.

"Our team provides advice and counsel on community activities and key people in the region," said Salthouse. "This includes information on groups or individuals who may pose a threat to reconstruction operations."

Salthouse's team worked with the officials from the electrical sector and asked them to submit a complete plan on how they would propose to fix their problem, which was carried to Tyler.

Tyler conducted an analysis of the plan, then researched and found 25 250 kVa and 25 400 kVa transformers to help repair Nasiriyah's distribution network.

Before delivery could be made, Salthouse's team would need to coordinate security arrangements.

"Our task was to identify and recommend countermeasures to mitigate any possible threats to our people involved the delivery and transfer of the transformers to the local electrical company," Salthouse explained.

Then early morning on Aug. 29, four flatbed transports rolled into the Ministry of Electricity's local maintenance yard to deliver the 50 new transformers valued at more than \$140,000.

"We were able to quickly help Nasiriyah and Ministry of Electricity in this matter by working thru our RLT," Tyler said, "The RLT also coordinated the security for the delivery."

To date, more than \$942 million in contracts to rebuild or add new capacity have been awarded.

When finished, 60 new substations will be in place to provide safe, reliable power distribution.

James Bullinger, GRS

Outdated and non-functional transformers fill the electrical maintenance yard of the Ministry of Electricity in An-Nasiriyah, Iraq, awaiting disposal. Recent efforts by the U.S. Army's Gulf Region South District helped to provide 50 new transformers on short notice. (Watermark) A new 400 volt transformer for An Nasiriyah is offloaded from a flatbed truck Aug. 29. The Army Corps of Engineers assisted with an emergency purchase after an urgent request from the Ministry of Electricity. (Photos by Tim Salthouse, AEGIS)



U.S. Army Corps of Engineers Turn over Newly Constructed Coast Guard FOB Intended to Enhance Unity Security and Prosperity



Iraqi Coast Guard Commadore Tariq Jabbar Hammodi and Col. Gary Johnston cut the ribbon to officially open the Umm Qasr Iraqi Coast Guard Forward operating Base. (Photos by Ken Holder)

“The keys to stability in Iraq lie in unity, security and prosperity. Iraqis are making steady progress toward these goals. The formation of a unity government that upholds the voice and resolve of all Iraqi people will set the stage for efforts to diminish the violence and improve security, as well as enhance economic and cultural well-being.” – Gen. George W. Casey.

General Casey made those remarks in early May and today they hold truer than ever before. Stability in the nation of Iraq is dependent upon the people coming together, feeling safe in their nation and creating a society that enables the Iraqis to conduct commerce and seek out ways to import and export their goods. The Iraqi people got a boost to their stability recently as the U.S. Army Corps of Engineers of turned over a new \$3.26 million Forward Operating Base at the port of Umm Qasr.

“Stability is something that Iraq is trying very hard to accomplish,” said Col. Gary Johnston, Commander, USACE, Gulf Region South. “They won’t be able to do that unless they have all the elements in place. This project helps accomplish the three of the pillars that were outlined in May by Casey. This base will allow Iraq to increase the security of its waterways, ports and coast. That will go along way to helping the economy provide prosperity for all the people of Iraq. Ultimately that will enhance the unity of the people of Iraq.”

For as long as anyone can remember, smuggling has been a drain on the Iraqi economy. Some estimate that the nation loses millions, if not billions, of dollars in revenue from oil smugglers alone each year. Until recently the Iraqi Coast

Guard had few resources in which to fight the highly armed and well-trained smugglers who operated with near impunity within the coastal waters and rivers of the nation.

According to Iraqi officials, this facility provides the Iraqi Coast Guard with a secure forward operating base along the Khor Az Zubair waterway. With improved visibility of the waterways and port operations, establishment of this facility increases the level of security for both the ports of Umm Qasr and Khor Az Zubair.

“We’re very proud to have been able to do this project for the Iraqi Coast Guard and for the people of Iraq,” said Johnston. “If the smugglers know that Iraq is serious and has the resources to confront them, maybe it will make them move their operations elsewhere or consider a new line of work.”

Started in August 2005, the project was to design and construct facilities in support of a forward operating base for the Iraqi Coast Guard and Inland Waterways Department or CGIWD.

Major features of the project included the construction of administration and accommodations buildings, boat and vehicle hardstands, boat ramp, a pier with floating dock, perimeter fencing, a fuel point and a power supply facility.

“I was happy to sit down with (Iraqi Coast Guard) Commadore Tariq Jabbar Hammodi and discuss this project and his concerns for future development of the facility,” Johnston said.

During the meeting Commadore Hammodi thanked the U.S. Army Corps of Engineers and Johnston’s team for the base, and expressed his ideas for other projects he would like to see at the installation. The request included upgrades to electrical service, water supply, communications, additional ship mooring and maintenance.

“The Commadore, like all good military commanders, wanted to make sure that I surfaced some of his additional needs and concerns up through my chain of command,” Johnston said. “I assured him I would do that and encouraged him to make contact with the appropriate Iraqi governmental officials so they know his needs as well.”

The event was capped off with a ribbon cutting and the serving of refreshments.

Ken Holder, GRS



The project was to design and construct facilities to establish a Forward Operating Base in support of the Iraqi Coast Guard and Inland Waterways Department. Major features of work include: Accommodations Building, Administration Building, Boat and Vehicle hardstands, Boat Ramp, Pier with Floating Dock, Perimeter Fencing, Fuel Point and Facility Power Supply.

Equipment, training help Iraqi fire fighters get the job done



killed 26 people and when they finished they discovered Baghdad roads had been closed. "So they walked the seven miles to class. No matter where you go as a fireman worldwide, whether in the United States or here in Iraq, it's duty first. They put their people and their government first. They have a proud tradition."

He noted that last year they trained 1,000 firefighters and this year "we're going to train two HAZMAT (hazardous materials) teams, one for Baghdad's east side, one for the west side. In addition, search and rescue teams are being formed for the north, central and southern areas of Iraq. We're looking at providing the firefighters portable lights for fire and rescue calls at night and portable compressors to fill up their air tanks."

Under Saddam Hussein, Baghdad had just 17 fire stations in various states of disrepair, Otwell continued. Today, there are 25 fire stations, including 17 older structures that have been totally renovated. "Five years ago places like Sadr City had just one fire station covering 2.5 million people. Today, we have at least three supporting that area, including Al Benook. Response time has decreased from 15 minutes to five or six minutes. Throughout Iraq \$125 million is being invested in fire stations, equipment, and training."

Al Benook is one of eight new 925-square-meter fire stations in Baghdad. They each feature five bays (three for ladder trucks and two for SUVs). It includes a dormitory area for 20 fire fighters, dining room for 30, commercial grade kitchenette to feed 40 people, a training room for 20, locker room, a control room, and a Chief's office. Construction on the \$1.2 million facility was started in December 2004 and completed this May.

"Bless those who built this station," Chief Jwaad said. "This is a fine facility. Our community really appreciates it."
Norris Jones, GRC

Apart from normal house and car fires, his squad has responded to a number of explosive device detonations. "Our job is to get to the scene as quickly as possible," he explained. "My squad is well trained, some of them going to Bahrain and Jordan for advanced courses."

Jim Otwell, a firefighter from Engine 32 in Buffalo, N.Y., has been working with the Iraq Civil Defense Directorate equipping and training Iraqi firemen including those at the Al Benook Fire Station. "On an average day, Baghdad firefighters respond to 20 calls that anywhere else in the world would be considered a major catastrophe," Otwell said. "And because they're often the first at a scene, they know there's a possibility of a secondary explosive device. They have a tough job but understand the challenges and are very motivated individuals."

He remembers asking some firefighters one day why they reported late to a training class. He said they explained they had provided emergency assistance at a bus bombing earlier that day that had

As a firefighter, he's working in one of the toughest neighborhoods in the world.

Jwaad Mohammed, Chief of the Al Benook Fire Station in east Baghdad, has 15 years experience as an emergency responder. He says his 52-person squad gets three or four calls daily as they're responsible for a 12-sector area involving some 60 streets and several hundred thousand residents. He and his crew also provide mutual support to nearby fire stations when needed.



Far left: Baghdad firefighter is interviewed by Al Iraqi TV. Top and immediate left: Al Benook firefighters in eastern Baghdad provide a demonstration during a media visit Oct. 3. Watermark: Al Benook's new \$1.2 million fire station in east Baghdad. (GRC Photos)

Baghdad International Airport renovations nearly complete



Above: Quality Assurance representative Allan Nelson. (GRC Photos)

It could be an international airport anywhere but this one connects the world to Iraq. Walking from its coffee shop with its inviting aromas to its duty-free store where a new Harley Davidson Road King is parked inside, it's

“We put in two new 2,400-ton chillers and rebuilt the two existing 1,700-ton chillers. Today, there’s plenty of air conditioning capacity.” He’s currently working with a contractor who is placing new 33kV feeder lines to provide a more stable source of electric power to that area.

“The airport was built in the early 1980s and little was invested on routine maintenance over the years. Much of the infrastructure was nonfunctional when I arrived.”

New runway light fixtures, 2,600 in total, were replaced along with 350 kilometers of cable. “The tower now has a new control panel and all the new runway signs and lights can be turned on or off from that one location,” he explained.

Baghdad International Airport, which employs 1,200 Iraqis, currently has 20 flights daily transporting 2,000 passengers to and from locations outside Iraq. “With the improvements, it has the capability for 10 times that amount,” Nelson noted.

The Airport plans to open the newly rehabilitated Terminal D next month and will then temporarily close Terminal C for routine cleaning.

Nelson is from Hager City, Wisc., and works out of the U.S. Army Corps of Engineers St. Paul District. The 54-year-old has three daughters and will be returning stateside next summer. He plans to retire and find time to do a little fishing with his two grandchildren on his 40-acre farm near a trout stream.

He appreciates his opportunity to serve in Iraq and help with the airport project. “I find it tremendously satisfying to walk through the terminals today and see this tremendous facility back to being fully operational.”

Norris Jones, GRC

hard to believe one is still in Baghdad.

The ceilings of the main terminal are shaped to represent Iraq’s favorite tree ... the date palm. And after 21 months of extensive renovations, Baghdad International Airport has the welcome mat fully extended for travelers entering or exiting the country.

Allan Nelson, U.S. Army Corps of Engineers Quality Assurance Representative, has been overseeing the \$13 million in improvements at BIAP for nearly two years and that work is almost finished.

He says when he started none of the air conditioning units worked, the sewer lines were blocked, and water was pouring from the bathrooms out into the corridors.

He’s been involved with rebuilding three lift stations, repairing the plumbing, getting a new potable water filtration system installed, renovating three electric substations, new street lights erected for the section of highway leading to the airport, new fire detection system, painting the walls, and cleaning the carpets.

Resumption of commercial air travel into the Baghdad International Airport is key to the long-term economic security in Iraq.



Fallujah rebuilding potable water capabilities

The new Al Askari Water Treatment Plant is currently under construction and when finished will provide water to homes in Fallujah’s northeast quadrant. *(GRC Photos)*



Water is a precious resource in Iraq ... clean, drinking water even more so. Fallujah residents last spring celebrated 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, the U.S. Army Corps of Engineers oversaw completion of a new 400 cubic meter per hour plant in the southwest corner of Fallujah along the Euphrates River to help the community’s water needs there. The Al Tahadi water treatment plant has the capacity to produce enough water for about 50,000 residents in that area.

An identical facility, the Al Askari Water Treatment Plant, is being constructed to pump fresh water to Fallujah’s northeast section. That project is currently about one-third finished and will include a 6.2 kilometer water main.

“When you finish that second project, we will finally have enough water for our city,” said Fallujah’s Water Department engineer. “A lot of residents are anxiously awaiting its completion. I get calls all the time about its status.”

Fallujah’s vice chairman of the Reconstruction Committee, Engineer Khalid, had high praise for the investment being made in his community regarding key essential services.

He singled out the four schools that are being constructed in Fallujah as a special source of pride. “These are high quality structures with an excellent design. We’re asking the Ministry of Education to consider using two of those buildings for a medical, engineering, or girls college in Fallujah.” Each of those 3,074-square-meter two-story masonry structures features 24 classrooms, four labs, a gym, cafeteria, courtyard, play area, and can handle 1,200 students.

He noted that the new \$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 and involves 32 contracts.

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.”

Norris Jones, GRC



Left and inset above: Local workers are key to the successful completion and operation of the water treatment plant in Fallujah.



ALL ABOARD!

Neglected and oppressed during the Saddam era, citizens of Kirkuk are rising to rebuild their city and their country's economy. Iraq's oil plays an active role, stimulating and directing that economy. With operations back on-line in the local oil fields, other infrastructure preparation for further economic growth is underway.

The rehabilitation of the Tameem Railway Station is one illustration of economic support in progress. The reconstruction and rehabilitation of this facility is part of a vision for the future of the country through the development of basic services and strategic infrastructure. An operating rail system will assist in generating an economic recovery within the region.

The Tameem Railway Station in Kirkuk, like many of its counterparts throughout Iraq, is key to the efficient transportation of goods in support of the growing economy.

(GRN photos)

Major Craig Guth, P.E. (Professional Engineer), the Kirkuk Provincial Reconstruction Team Engineer of the U.S. Army Corps of Engineers spoke of the railway, "Rebuilding the rail industry is important to the Iraqi economy. After years of neglect of the highways and road network, the construction boom we are seeing today in Kirkuk and the need to transport fuel and oil products by road is straining the transportation system. Rail is a much more efficient alternative and is necessary for Kirkuk's continued future development."

Improving the station's ability to handle increasing freight storages will help fulfill the vision of Iraq's future in laying the foundation for a growth economy. Added freight capacity and the potential for the long term employment of Iraqis are examples of this vision coming to realization.

Guth met with the Directorate General for the railroad, Mr. Shakir Mahoud, to discuss the new railway station. Mahoud explained that during Saddam's era there was a plan to expand and develop the railroads, but was never ratified. A map and design for connecting the cities of Sulaymaniya, Erbil, Dahuk and Mosul to the railroad network exist, however the task is not easy due to the security situation in the region.

The intent is to rebuild the station to improve efficiency and safety. In the past, operational readiness and safety were aggravated by the lack of pre-war maintenance as well as the post-war looting and damage that led to its disrepair.

"...this station previously was an asset to the Kirkuk Province for importing and exporting commodities, transporting postal cargo service, oil, gas, etc...between Northern and Southern Iraq," said Joe Domingo, U.S. Army Corps of Engineers, project engineer. Currently, limited service is provided between the Kirkuk and Mosul areas.

Renovations to this facility included the construction of many outer buildings as well as rehabilitation to the existing structures. Also constructed was a direct link to the high voltage grid and installation of the lower floor of the Kirkuk Station.

The U.S. Army Corps of Engineers monitored all quality control activities to assure the requirements of the contract were followed and construction met all the right quality standards.

Not only is Kirkuk one of the oldest cities in Iraq, it is at the center of the Iraqi petroleum industry. It holds great importance both historically as well as economically. By setting the infrastructure in place, Iraq is opening itself to economic prosperity. Prosperity will follow regulated commerce, the security of borders and infrastructure, and openness to legitimate trading partners and neighboring countries.

Polli Barnes Keller, GRS



Taking out the trash



The U.S. Army Corps of Engineers and the 3rd Brigade 25th Infantry Division Combat Team are partnering with the Kirkuk Provincial Government, the United Nation Operations, USAID and the Millennium Relief and Development Services to build facilities and provide equipment and training required for a sustainable, environmentally responsible, solid waste management landfill.

Once complete, this landfill will be one-of-a-kind facility located in northern Iraq and only one of two within the entire country; the other being located in Baghdad. It will have the capacity to handle 600 cubic meters of waste per day and serve the needs of approximately 750,000 residents in Kirkuk. Construction is scheduled to begin October 2006 and take 18 months to complete.

Not only will this landfill meet U.S. Environmental Protection Agency standards for waste management, it will boost the local economy by employing Iraqis from the area. The Directorate General of Municipality came up with a complete solid waste management plan that includes trash collection, transfer station operations, as well as Leachate collection systems, drainage, gas and surface water controls to protect both the ground water and environment around the site.

Using quality equipment and technology, this project is similar to landfills built in the U.S. On-site training for the landfill operators will be provided by the contractor who will also institute a landfill and operation maintenance program and develop a landfill closure plan, which will allow for a sustainable solid waste management plan long after the Iraq reconstruction mission is complete.

Kirkuk produces 1,000 tons of solid waste per day, but only capable of disposing 25 percent of the trash generated. Currently, two open dump/burn sites north of the city are the only disposable areas available.

These sites are neither environmentally sound nor large enough to handle the bulk of waste produced. Solid waste is one of the regular and daily excretions of cities which pose threatening problems for human health and the environment. Also of note, this landfill is not made for the huge amounts of construction debris that litters the city. There is still more work to do.

With a 3 percent annual growth, the city of Kirkuk is considering its future in building this landfill. This facility enables the expanding city to process its waste and lay the groundwork to absorb future city expansion as well as create employment opportunities for its citizens.

Polli Barnes Keller, GRN

Building a Secondary School



Educating the children of northern Iraq begins in the classroom, but with overcrowding, that is easier said than done. The 403rd Civil Affairs Battalion in conjunction with the U.S.

Army Corps of Engineers assisted one village in the Ninewa Province build a new school to help alleviate the problems of overcrowding and provide the children with a better learning environment.

“We are assisting a local village with building a secondary school that has 18 classrooms with five administration rooms,” said Lisa Lawson, project engineer, U.S. Army Corps of Engineers, Gulf Region North, and resident of Tulsa, Okla. “This project will benefit approximately 450 students.”

The school project started in October 2005 and was completed in September 2006.

Contractors hired residents from local villages to work on the project, which gave them steady work and a much needed paycheck to help support their families. Most of the supplies needed to complete the building of the school have been purchased in the local community, which added a needed boost to the economy.

“Most of the materials were purchased locally except for the specialized equipment that was flown in,” said Lawson.

According to Lawson, the mission of USACE is to provide quality, responsive, full spectrum engineering services in Iraq in support of military and civil construction, and aggressively assist the Iraqi government to assume full responsibility for national reconstruction. These projects involve working with and training Iraqis to manage and implement their own projects to rebuild Iraq.

Polli Barnes Keller, GRN



Hail and Farewell

Hailing:

Joe Ariaz, Santa Rosa, NM
 MAJ John Ayres—Commander/Comptroller 319th
 Comptroller Squadron, Grand Forks AFB, ND
 Catharine Bosold – USACE, Mobile District
 Mary Bowman - Pentagon
 Brian Brobson—USACE, TAC
 COL Jon Christensen—ENDIST St. Paul, MN
 MSgt James Clifton—HQ ACC/A61A, Information
 Assurance, Langley AFB, VA
 Celia Cockburn—USACE, Galveston District
 Peter Collins – Newcastle, UK
 Jose Curet – Puerto Rico
 CPT Christopher DeGraf—FBI New York
 Robert Donner—US Army Audit Agency, Huntsville,
 Field Office, Redstone Arsenal, AL
 Les Dixon—USACE, South Atlantic Division
 MSgt Robert Drown—20th SFS, Shaw AFB, SC
 Jimmy Elfadl – Boynton Beach, FL
 George Fowler
 CDR Michael Gill—Strategy and Plans Lead for the
 TOMAHAWK Weapons System, Patuxent River, MD
 Bert Gray – USACE, Memphis District
 TSgt Michael Greene—316 MSG, Andrews AFB, MD
 George Haskett – Nibley, Utah

COL Bart Hedley—AFSPC/A7CO, Colorado Springs, CO
 CPT Charles Johnson—CNE C6F, MPP DET 513,
 Chicago, IL
 Frank Kelly – Prichard, AL
 CPT Joshua Kovacic – Colorado Springs, CO
 LCDR Dan Lannamann—JRMCSRF Det, Sasebo,
 Japan
 Pamela Lawrimore—Army Contracting Command,
 Kuwait
 LT Jon Letourneau—Supship Bath, ME
 Keith Loos
 Gloria Markovci – USACE, Baltimore District
 Daniel Markwick – Ft. Polk, LA
 Janab Mudhafar – Toronto, Canada
 John Murner
 LT David Noya, NAS Sigonella
 Thomas O'Hara – USACE, Kansas City District/Priscilla
 Pery
 Chris Prescott—USACE, Sacramento District
 Teely Shaffer—Letterkenny Army Depot, Chambersburg,
 PA
 Bob Strong—SPCOC (contractor)
 Edward Sullins—US Army School of IT, Officer Training
 Division, Ft. Gordon, GA
 Noora Yousif—SPCOC (contractor)
 Delaya Yousif—SPCOC (contractor)
 Sandi Williams – Millington, TN

Farewelling:



MAJ Maureen McAllen
California



Liane Shanahan
Amman, Jordan



Joseph McClammy
Fort Hood, Tex.



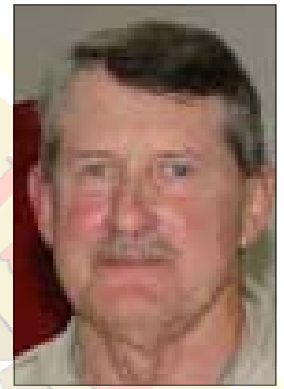
Eric Tichay



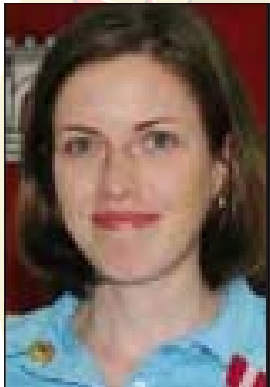
John Drake
Arizona



Rod Hill



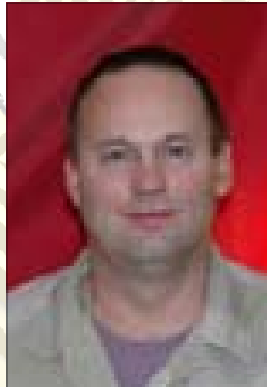
Richard Walker
Oklahoma City, OK



Emily Wicoff
Lenexa, KS



LT Javier Lopez-Martinez
NAVFAC SW, San Diego



David Breitbach



Sandra Lipsey



Ken Holder
Northwestern Division



Yolanda Brown



Gloria Martinez
Far East District



W. Chris Hinton-Lee
Lakes and Rivers Division



Robert Suemnicht
Watersmeet, MI



MG William McCoy
Fort Leonard Wood