

ESSAYONS

Forward

U.S. Army Corps of Engineers
Gulf Region Division, Iraq - Volume 5, Issue 3

March 2008

Secure Document Storage Facility completed

Page 18



USACE GRD, Baghdad
 APO AE 09348
 DESK: 540-665-1233*
 *Va. area code

ESSAYONS *Forward* is the field magazine of the Gulf Region Division, U.S. Army Corps of Engineers, published in accordance with AR 360-1. It is produced for electronic distribution with limited hardcopy circulation as needed. It is produced in the Iraq theater of operations. The views and opinions expressed in this field magazine are those of the writers and are not necessarily those of the U.S. Army Corps of Engineers, or the Department of Defense. Letters, articles, notices of events, photographs and art are welcomed, but may be edited for clarity and brevity. Publication of submissions is at the discretion of the editor; photos must be high resolution and include caption information.

Submissions can be emailed to:
CEGRD. PAO@usace.army.mil

ESSAYONS *Forward* is
 on-line: www.grd.usace.army.mil/news/essayonsforward

Commanding General:
 Brig. Gen. Jeffrey Dorko

**Division/District
 Public Affairs staff:**

Kimberly Mielcarek (PAO, GRD)
 Grant Sattler (Editor, GRD)
 Erich Langer (GRD)
 J.J. Anajar (GRD)
 M. Ameer (GRD)
 H. Al-Taie (GRD)
 Leo Zubritsky (SBH Graphics)

Kendal Smith (PAO, GRC)
 Kevin Casey (Broadcaster, GRC)

LuAnne Fantasia (PAO, GRN)
 Lora Greer (GRN)

Betsy Weiner (GRS)
 Mohammed Aliwi (GRS)
 A. Al Bahrani (GRS)

On the cover:



Navy Lt. Cmdr. Chuck Smith and Quality Assurance representative Michael Baum from the Gulf Region Central district International Zone Resident Office check final details on the Secure Document Storage Facility.

USACE photo by Grant Sattler



INSIDE this issue

March 2008 Volume 5, Issue 3

<i>Commander's Commentary</i>	3
<i>Command Sgt. Maj. Message</i>	3
<i>Iraqi businesswoman example for all</i>	4
<i>Al-Kut vocational technical school expands</i>	6
<i>Electricity project improves life in Dhi Qar province</i>	7
<i>Remote Monitoring System aids electrical generation efficiency</i>	7
<i>Partnership drives Iraq reconstruction</i>	8
<i>Feature: Navy Seabees, Engineering Duty Officers team with U.S. Army Corps of Engineers in Iraq</i>	10
<i>Basrah public works upgrades</i>	14
<i>Chibayish Police Station to open</i>	15
<i>Al-Zeirji water treatment plant work resumes</i>	16
<i>Iraq army, USACE discuss reconstruction, security</i>	16
<i>Sgt. Audie Murphy Club inductees honored</i>	17
<i>Secure Document Storage Facility completed</i>	18
<i>New center venue for electricity training</i>	19
<i>Hailing newcomers</i>	20

Qudas powers up



The Qudas power plant, 25 kilometers north of Baghdad, is installing two more gas turbines and auxillary modules that will add 200 megawatts of generating capacity to the existing 492 megawatts.



The increase will provide additional power for approximately 180,000 Iraqi homes. The U.S. Army Corps of Engineers Gulf Region Division's Gulf Region Central district is overseeing the \$160 million contract which is 70 percent complete.

USACE photos by Mitchel Glenn

Commander's Commentary

Team's strength in its members

Spring's arrival finds the Gulf Region Division continuing to make steady progress in the vital task of reconstruction in Iraq. As the "bricks and mortar" work moves toward completion of the Iraq Relief and Reconstruction Fund program effort to jump start reconstruction, GRD continues to partner with the Government of Iraq to help improve the Iraqis' quality of life both now as we work more than 550 ongoing projects and into the future through capacity development and the development of a culture of operations, maintenance and sustainability.

Thanks to the effort of this fantastic team we move forward. While the cliché "There is no 'I' in 'Team'" is true, there is no team without individuals dedicated to a common goal. Phil Jackson, winning coach of the Chicago Bulls and the LA Lakers basketball teams, put it well when he said, "The strength of the team is each individual member...the strength of each member is the team."

GRD is a unique joint organization that is task organized to accomplish an evolving mission. This issue of the *Essayons Forward* highlights the contribution of our U.S. Navy teammates – Sailors and engineers – critical to keeping us on course. Together with service members from every military branch, U.S. government Civilians, Iraqi Associates and contract employees, they bring specialized expertise ranging from power generation to program



management to personnel security and logistics: every Sailor making a vital contribution to our deployed forces and a new Iraq.

To help us operate more effectively we have made some organizational adjustments to the Programs Directorate creating the Reconstruction Sector under the direction of Navy Capt. Tom Brovarone, an Energy Sector led by Army Col. Mike Moon and the MILCON Sector under Air Force Col. Jim Iken. These changes put us in the best shape for the present workload and to continue to be flexible for future projects. We will adapt as needed to remain: Relevant, Ready, Responsive and Reliable.

In addition, members of the 412th Engineer Command now join us to carry on the great work of the Soldiers of the Engineer Brigade 34th Infantry Division and the 416th ENCOM who have been instrumental in forging our success over the last year. We recognize these fine Soldiers for their collective contribution as a unit and for their individual accomplishments, work they and their loved ones can all be extremely proud of.

In particular I want to recognize Col. Dale Adams for his exemplary leadership, tenacity, wise counsel and friendship. He and every one of our departing teammates are the living embodiment of selfless service. Godspeed to you and all the departing members of the GRD family.

ESSAYONS!
Brig. Gen. Jeffrey Dorko
Gulf Region Division
Commander

Command Sgt. Maj. Message



Passing along quality culture

I would like to start by expressing my gratitude to all of you for your continuous, honorable service. Welcome to the 412th ENCOM Team and Farewells to the 416th and 34th ENCOM Soldiers, job well done!

Quality Assurance is the bread and butter of the U.S. Army Corps of Engineers in Iraq. We must remain committed to continuing to deliver

quality construction on time and within budget. Our Iraqi Associate engineers; and USACE engineers, construction representatives and project managers are engaged daily to ensure that what is being built meets contract specifications, suits the purpose for which it was designed and is durable. Our QAs not only ensure the end product is as it should be, but they work to help our construction partners balance the interplay between schedule, cost and quality.

There are many definitions of quality. One widely accepted definition comes from the International Organization for Standardization ISO 9000:2000 Quality management systems – Fundamentals and vocabulary that define quality as the degree to which a set of inherent characteristic fulfills requirements. Those requirements are defined by USACE quality standards – well thought out and tested measurements of what is the right way

to do a job developed over years and countless projects by experienced USACE engineers.

Quality is having a standard and applying it. A standard not applied is pointless. You have to care about quality. To want to do it right the first time. The project can be incredibly complex, but every job is a compilation of tasks. Achieving quality is as simple as making the effort to check the standard for each task.

The assurance of quality applies to all we do throughout the Gulf Region Division, not just because it reflects on the USACE reputation, but because it will make a real difference for the people of this land. We must not only provide durable buildings but must pass along a culture of quality.

As I have the opportunity to visit the work in the field, I see how our QAs are mentoring our construction contractors to embrace quality control, how we as an organization are being responsive to our construction contractors to enable them to do the best work possible, and how we are encouraging a culture of safety. How we perform on each project impacts future USACE work, and the future relationship of the private construction and service industries in Iraq with the Government of Iraq as they go forward.

ESSAYONS! Army Strong!!
Command Sgt. Maj. Eloy Alcivar
Gulf Region Division

Building confidence

Najat is an Iraqi woman with the patience and self assurance many men in the present time do not have. Her story is one of nation building, the personal sacrifice and effort required of citizens in this new democracy, man and woman.

She began her career as a flight attendant jetting between the capitals of the world on the wings of Iraqi Airways, then entered the world of journalism and pursued her higher education. She married a man in the Iraqi diplomatic corps and gave birth to four girls; the eldest born with a disability.

In 2003, her husband died under mysterious circumstances during the fall of Saddam's regime. She found herself widowed with four children in a Baghdad apartment stripped of its furniture by looters who left nothing but the walls and a front door too flimsy to prevent night intruders.

Then a member of the U.S. military helped provide her family with shelter inside the Green Zone.

Najat began her first steps with the international corporation Washington Group based in the International Zone, as the Green Zone came to be called. There she worked in administration and accounting for eight months. The work in this company, which concentrated its activity on general contracting and project implementation, gained her new experience.

She found the courage to establish her own small firm with the little money she had. She founded her firm in the Green Zone where many companies and international organizations working in Iraq are concentrated, and where there was the possibility of bidding on small contracts or tenders.

The first contract her firm won was to provide a limited number of printers.

"Once briefed by the contracting office, I went immediately to the center for the sale of computers in the center of Baghdad," Najat said. She began a tour of shops to determine prices. She took her four daughters along, afraid to leave them at home. "Whenever I stood at one office and engaged in talking with the bureau on rate prices, they left me and started to move in different directions like free birds," she said. "That made me worried about them, and so I started my research [with them gripping] my hands."

She provided printers for a period of time and then she turned to contracts for debris removal and cleaning inside and outside the IZ. She began with 100 workers in the most heated areas of Baghdad where many contractors refused to bid for the work.

There were bids from four other contractors to compete for the contract. "I was the only woman among them," Najat said, adding that the contracting manager was surprised she would compete for the work in very violent areas of Baghdad. "When he noted my insistence and competitive prices, which were much less than others, he awarded the contract to me to implement," she said.

Thus she began a new phase of work, moving from inside the Green Zone to work in areas of Baghdad abandoned by many

BY A. ANAJAR
GULF REGION DIVISION

contractors for many reasons, including death threats or extortion by militias, elements of Al-Qaida or other armed groups that accused contractors of treason for cooperating with U.S. organizations sponsoring the reconstruction process.

Najat employed 100 workers for cleaning the Adhamiya neighborhood where she and her workers have been threaten with death by armed groups. All that did not discourage her or prevent her from carrying out her work.

Her work brought her closer to the people of the area. She managed to convince them that the work was being done for their sake, not for the contractor's profit, but in order to clean up their neighborhood and make it a safe environment free from disease. This encouraged the local population to cooperate with her, bringing word of the location of bombs planted by the armed groups to force her to leave.

Najat succeeded in fulfilling the contract and winning the hearts of people. After that she carried out a number of cleaning contracts in other areas, such as Dora and Fadhel, where groups also tried to hinder and delay the reconstruction campaign.

In addition to the cleaning contracts, she has executed more than 400 projects; the latest a \$1 million renovation of a supermarket building. Other ongoing work includes the \$678,000 rehabilitation of Lion's Square in central Baghdad and paving roads leading to Al-Kifah.

Najat never forgets the efforts of Azza Hummadi from the U.S. Army Corps of Engineers Gulf Region Division who sincerely encouraged her and other female contractors to enter the male-dominated realm of general contracting. Hummadi is a project manager and womens advocate.

To date, brave and industrious women like Najat have executed reconstruction contracts in Iraq amounting to \$18 million. But in

addition to brick and mortar projects that they are accomplishing, they are building a nation as leaders, Hummadi said.

"The Iraqi woman has played an important role in the Iraqi community," Hummadi said, pointing out that Iraqi Minister of Municipalities Naziha Al Dulaimi in 1958 was the first Arab

woman to hold a ministerial post. "In the new Iraq, there are many women in both important legislative and executive positions. The importance of the Iraqi woman goes from the active effect that she makes in the family as a basic unit in the community all the way to the highest levels of government."

نجاة... مقابلة عراقية تبدأ رحلتها من المنطقة الخضراء

عبدالجبار النجار

نجاة امرأة عراقية لديها من الصبر والعصامية ما لا يمتلكه كثير من الرجال في أيامنا هذه، بدأت حياتها مضيفة تنقلت بين عواصم العالم على اجنحة الخطوط الجوية العراقية ، ثم تحولت الى مجال الاعلام لتدخل عالم الصحافة وتبدأ دراستها الاكاديمية. تزوجت من رجل كان يعمل في السلك الدبلوماسي ، على حد قولها ، وانجبت منه اربع بنات ، تعاني الكبرى من عوق ولادي. في 2003 سقط زوجها قتيلا في ظروف غامضة اثناء سقوط نظام الحكم في بغداد لتجد نفسها وحيدة مع اربعة أطفال في شقة، لم يبق فيها السراق شيئا الا نهبوه سوى حيطان وباب مهالك لا يقوى على منع جناة الليل. ساعدها احد الاشخاص على توفير مأوى لها داخل المنطقة الخضراء، ومن هناك بدأت رحلتها في مجال اخر من العمل جعلها تنفذ مشروعا بمليون دولار.

بدأت نجاة خطواتها الاولى مع احدى الشركات العالمية- الواشنطن كروب- التي تتخذ من المنطقة الخضراء مقرا لها ، حيث عملت في بادئ الامر في مجال الادارة والمحاسبة لمدة ثمانية اشهر نالت فيها اعجاب المسؤولين عنها ، نتيجة لسرعة تعلمها ونباهتها واتقانها العمل بفتريات قياسية. واكسبها العمل في هذه الشركة، التي يتركز نشاطها على مجال المقاولات العامة وتنفيذ المشاريع، خبرة جديدة بالاضافة الى المؤهلات التي تمتلكها وما تمتاز به من جرأة وحب المغامرة، كل ذلك شجعها على ترك العمل في تلك الشركة والبدء بتأسيس شركة صغيرة خاصة بها وساعدها في ذلك المبلغ الذي تمكنت من جمعه والمكان الذي تقيم فيه، المنطقة الخضراء، حيث تتركز معظم الشركات والمنظمات الدولية التي تعمل في العراق، الامر الذي شجعها على التحرك بسهولة والبحث عن عقود او مناقصات صغيرة تتمكن من تنفيذها ضمن امكانياتها المحدودة. كان اول عقد حصلت عليه تجهيز كمية محدودة من احبار الطابعات. تقول السيدة نجاة: حالما اطلعت على المناقصة توجهت في الحال الى مركز بيع الحاسبات في وسط بغداد وبدأت جولة على معظم محلات و مكاتب البيع للاطلاع على الاسعار من اجل وضع اسعار العطاء. في جولتي هذه كنت اصطحب معي اطفالي الاربعة حيث كنت اخشى تركهم في البيت ، وكنت كلما وقفت عند احد المكاتب وانشغلت بالحديث مع صاحب المكتب عن الاسعار ، انفرط عقدهم وبدأوا التحرك في اتجاهات مختلفة كعصافير اطلقت لها العنان في فضاء البرية ، وما ألبث ان اتوقف لاقطع حديثي حتى انطلق بالبحث عنهم لاعيدهم الى قبضة يدي. بقيت على هذه الحال فترة ليست بالقليلة مالبثت ان تحولت الى مجال اخر من العمل الا وهو تنفيذ عقود التنظيف داخل وخارج المنطقة الخضراء ، بدأت العمل مع مائة عامل عندما تقدمت للحصول على عقد تنظيف كل من منطقة الاعظمية، والدورة والفضل وتعد هذه المناطق الاكثر اضطرابا في بغداد. تقول نجاة تقدمت انا واربعة مقاولين اخرين بعروض من اجل التنافس للحصول على العقد وكنت المرأة الوحيدة بينهم ، الامر الذي اثار دهشة مدير العقود ، " كيف لامرأة مثلي ان تتقدم لانجاز عمل في مناطق ساخنة جدا من بغداد ، و عندما لاحظ اصراري والاسعار التنافسية التي تقدمت بها والتي هي اقل بكثير عما تقدم به الاخرون ، احال علي العقد لاقوم بتنفيذه".

ومن هنا بدأت مرحلة جديدة في حياة نجاة العملية وقد ساعدها في ذلك امرأة كرست معظم وقتها لمساعدة النساء العراقيات اللواتي دخلن عالم المقاولات ، وهذه السيدة هي عزة حمادي مسؤولة برنامج دعم المرأة العراقية في فرقة منطقة الخليج والتي تعمل على تأهيل وتدريب النساء العراقيات من خلال برامج متعددة والتي تتضمن ورش العمل والمؤتمرات والندوات والمحاضرات التي تلقىها في مناسبات كثيرة هذا بالاضافة لعقد اللقاءات الفردية مع المقاولات العراقيات اللواتي يرغبن في الدخول الى مجال تنفيذ المشاريع .

وفي المرحلة الاخرى انتقلت نجاة من العمل داخل اسوار المنطقة الخضراء الى العمل في المناطق الساخنة من بغداد التي هجرها الكثير من المقاولين لاسباب كثيرة ، منها التهديد بالقتل او الابتزاز من قبل المليشيات او عناصر القاعدة او الجماعات المسلحة الاخرى او اتهامهم بالخيانة كونهم يتعاونون مع المنظمات الامريكية الراحية لعملية اعمار كفيك المهندسين والوكالة الامريكية للتنمية وغيرها. استخدمت نجاة مائة عامل تنظيف في حملة تنظيف الاعظمية، وقد تعرضت لضغوط ومضايقات كثيرة منها التهديد بالقتل من قبل الجماعات المسلحة او تهديد العاملين معها بالتصفية. كل هذا لم يثنها او يثبط عزيمتها من تنفيذ مهمتها ومما ساعدها في ذلك تقربها من اهالي المنطقة والعمل على اقناعهم وافهامهم ان العمل الذي تقوم به هو من اجلهم وليس من اجل احد اخر ، من اجل تنظيف منطقتهم وجعلها بيئة امنة ونظيفة بعيدة عن الاوبئة التي تتركز في تجمعات القمامة. هذا الامر شجع السكان المحليين على التعاون معها ، حيث وصل بهم الامر الى اخبارها عن اماكن العبوات التي تزرعها الجماعات المسلحة لايدانها واجبارها على ترك العمل. وبرغم ذلك كله نجحت نجاة في تنفيذ العقد وكسب قلوب الناس في الاعظمية. وتمكنت من تنظيف المناطق الاخرى التي اندحر فيها الارهاب كالدورة والفضل وكان لها في كل منطقة من هذه المناطق قصة مع الجماعات التي تحاول اعاقه وتاخير حملة الاعمار.

وبالاضافة الى عقود التنظيف قامت نجاة بتنفيذ اعداد كبيرة من عقود التجهيز ومشاريع اعادة التاهيل لمدارس ومباني تجاوز عددها 400 مشروعا.

واخر المشاريع التي قامت بتنفيذها مشروع اعادة تاهيل بناية السوق الحرة في منطقة البلديات بتكلفة مليون دولار تضمن العقد اعادة تاهيل البناية. وهناك مشروع اخر قيد التنفيذ، وهو مشروع اعادة تاهيل ساحة السباع في وسط بغداد بتكلفة 678 ألف دولار وتضمن العقد تبليط الشوارع المؤدية لها في منطقة الكفاح.

بناء الامم يتطلب من مواطنيها بذل الغالي والنفيس وهذا بحد ذاته لا يقتصر على الرجال، بل يتطلب مشاركة الجميع واولهم المرأة التي يبدا دورها من البيت الى المدرسة الى الجامعة الى المصنع الى ساحات البناء.

Vocational technical school expands



USACE photo by Kevin Olsen

Interior renovation includes work on classrooms, administrative space and bathrooms.

installed fire suppression, and repaired and repainted interior and exterior walls.

Morgan said the project is giving the school the ability to provide more courses to train young Iraqis and give them a trade. "They do everything from air conditioning, to metal shop to carpentry; even auto mechanics," he said. "It's a very diverse Vo-Tech and a visible part of the Kut community."

The construction contractor is from Wassit province and averages 20-30 local workers on the site. "It has been a partnership from the beginning, from the preconstruction meeting..." Morgan said, adding that communication has been very good. "It is always a joy to have a good contractor who sees it as a partnership"

The school is expected to take beneficial occupancy of the new buildings in the spring, however, final completion of the project is awaiting delivery of a generator from outside the country. "It was mutually agreed to get the best generator the funding would allow," Morgan said. "Short-term pain for long-term gain."

New exterior paint is part of the refurbishment of the existing school building at the al-Kut Vocational Technical Center.

BY GRANT SATTLER
GULF REGION DIVISION

Finding a good auto mechanic, air conditioning repairman or electrician in Wassit province just got easier.

The U.S. Army Corps of Engineers is managing an al-Kut vocational technical school expansion and renovation to facilities to equip students with trade skills that will help them improve their livelihood, contribute to the local economy and add to Iraq's sustainment capability.

The \$788,852 Commander's Emergency Response Program-funded project at Al-Kut Vocational Technical Center supports the Multi-National Division-Central and 3rd Infantry Division's objectives for the Wassit province.

Maj. Clay Morgan, resident engineer of the Wassit Resident Office of the Gulf Region South district, said the repair and expansion project is critical to the maneuver force. "It's also very important for the Kut government and especially the headmaster of that particular school," he

Two new workshop buildings are under construction that will enable the school to expand courses and increase student enrollment.

said. More than 100 students are currently attending the school in six curriculum areas. Capacity is expected to grow up to 175 students as work is completed on a two new workshops.

Work on the project began in October 2007 and includes construction of two workshops, a storage building, and pads for two new back up generators and fuel tanks. Renovation of the existing school building upgraded restrooms for students and staff, repaired water and sewer lines,



USACE photo by Grant Sattler

Power improves in Dhi Qar

BY MOHAMMED ALIWI
GULF REGION SOUTH DISTRICT

Electricity for any country means prosperity for its people; improvement to their lives and more opportunities for employment. In Iraq, a country that long has suffered from a serious lack of electricity production, a gleam of a light for a child in a dark night is a gleam for a new future.

“There is always a light at the end of the tunnel,” said Rebecca Wingfield, project engineer with the Adder Area Office of the U.S. Army Corps of Engineers. “We are trying to improve Iraqi lives. It bothers us, it hurts us and saddens our hearts to see and hear about the severity of the conditions that some Iraqi families endure. We are here to help.”

To bolster the local electricity supply, the Gulf Region Division has awarded a \$1.54

million project to build, supply, install, test and commission a double 33kV electrical feeder line of the Nasiriyah powerline, according to Taha Jabber, an Iraqi engineer with Gulf Region South district.

The project includes towers, cable and accessories necessary to connect the Old Nasiriyah substation and Al Shamiyah substation, the engineer said.

“The Nassiriyah powerline project will rehabilitate electrical systems in the Nasiriyah area that supply electricity to the Al-Shamiyah substation,” said Wingfield. She said the project is funded by the Provincial Reconstruction Team funding source—Economic Support Funds from the Department of State.

“Al-Shamiyah substation has only one critical feeder from the oil directorate substation, which is overloaded,” Wingfield said. “The project will provide the Ministry



USACE photo

A tower foundation for the 33kV electrical feeder line.

of Electricity with a more reliable and secure transmission network in the south of the country, while supplying electricity to keep the oil refinery working.”

Al-Shamiyah city is located southeast of Nasiriyah city in Dhi Qar province in a rural area. This project will provide more power and reduce blackouts. The project is scheduled to be completed in May 2008.

Remote monitoring system aids efficiency

BY GRANT SATTLER
GULF REGION DIVISION

Obtaining the greatest efficiency and ensuring full service life of Iraq's combustion gas turbine power generation plants is the goal of a new Remote Monitoring System keeping watch on key indicators of the plants' performance.

Monitoring of the fleet of gas turbine power generation plants throughout Iraq from a central location is now possible thanks to an Iraq Relief and Reconstruction Fund-provided project managed by the U.S. Army Corps of Engineers.

Iraq's Ministry of Electricity (MoE) has increased the total megawatts produced on the electrical power grid as quickly as possible by building new gas turbine power generation plants. Construction of gas turbine power generation plants is typically years faster than building thermal power generation plants with extensive boiler and steam turbine systems that take much longer to manufacture and construct. Combustion gas turbine engines, essentially like those propelling large commercial aircraft, however, are more susceptible to fuel quality, ambient temperatures and dirty conditions, which make them harder to control and can also reduce their power output and cause greater wear.

The Remote Monitoring System, or RMS, is designed to back up MoE plant operators by watching a series of key parameters of power plant performance. The RMS center will also capture and store this data for historical records of plant performance and data related to plant trips and failures.

“All the power plants are controlled locally,” said Jeff Larkin, a program director for the O&M contract in electricity for GRD, “but turbine specialists monitoring through RMS can contact plants via telephone if they see readings going off.”

The system is not quite real time – information is sent by satellite from 12 plants (once fully commissioned) to a central RMS facility co-located at one of the MoE power plants. From there, turbine specialists watch, download and store data for trend analysis to forecast maintenance requirements and look for greater

operational efficiencies. Installation began in September 2006.

Turbine specialists monitoring RMS will be key players in keeping plants operating efficiently, said Robin Pratt, Generation Program director. He said the facility gives the MoE the ability to watch essential parameters and react before a problem that local plant operators may not notice gets to a critical level. This facility can also give the MoE the opportunity to maximize the use of the skills and experience of their specialists to monitor and advise operation staff in real time across many plant locations. Previously these specialists were only able to provide real time advice at the plant where they are located, Pratt said.

Among readings observed are temperatures for wheel space, bearing metal, generator and exhaust, fuel flow, vibration, lubricating oil, revolutions per minute, megawatts produced and frequency.

“RMS is set up internally for the Ministry of Electricity,” Larkin said. In the States, the monitoring role is typically provided by the equipment manufacturer through an operations and maintenance-type contract. Setting up RMS at one of the plants gives the MoE complete ownership, relying on their own specialists rather than an O&M contractor outside of the country, he said. Additionally, the Director Generals can dial up a Website and access a summary of plant performance and even check turbine power production unit by unit from home or a hotel room.

RMS gives technicians the ability to monitor plant performance over long periods of time and to see what deteriorates and determine when maintenance needs to be done before critical failure. This also enables wear rates to be predicted and long lead parts to be ordered in good time to enable best value, rather than make emergency procurements. In that way RMS will be part of “...a huge cultural shift to go to preventive, periodic maintenance” away from the failure maintenance practiced under the past regime.

Larkin said the MoE is embracing the latest technologies they have been starved of for the last 12 years due to international sanctions. He estimates in two years time they should be fully up to speed with industry standards.



USACE PHOTO BY H. AL-TAIE

From left: Gulf Region Division Director of Programs Lloyd Caldwell, Director of the Iraq Transition Assistance Office Mark Tokola, and Government of Iraq Spokesman Ali al-Dabbagh update Arab media on reconstruction.

Partnership drives Iraq reconstruction

BY M. AMEER

GULF REGION DIVISION

Spokesmen from the Government of Iraq, the U.S. Department of State and the Multi-National Force-Iraq presented a review of Iraq's reconstruction programs for pan-Arab media at a roundtable press event Feb. 23 in the Baghdad International Zone. During the hour-long conference, Government of Iraq Spokesman Ali al-Dabbagh, Director of the Iraq Transition Assistance Office Mark Tokola, and Lloyd Caldwell, the director of programs of the U.S. Army Corps of Engineers, Gulf Region Division, reviewed Iraq's reconstruction, obstacles faced and the ways to push programs forward.

"Together, we represent the U.S. and Iraq partnership that has driven reconstruction in Iraq for almost five years," said Caldwell.

The Gulf Region Division is a part of the U.S. Army Corps of Engineers, an engineering organization in the United States, somewhat unique within the world, that provides both military and civil construction within the U.S. and other parts of the world, including Iraq.

Since 2004, there have been more than 2,900 projects completed for the education ministry, transportation ministry has 1,700 projects, construction and housing ministry has 2,600, while more than 1,100 projects for health ministry, more than 3,400 projects for the municipalities and public works ministry, more than 2,000 projects for the electricity ministry and 250 projects for the oil ministry, according to Caldwell.

"GRD has not done all of these projects, but these represent the projects accomplished by many U.S. agencies in Iraq ... despite the large number of projects, the reconstruction needs in Iraq remain very large," Caldwell added.

About 90 percent of the construction is accomplished by Iraqi firms, Caldwell said.

The U.S. government has contributed \$1.7 billion to oil infrastructure reconstruction, which the World Bank estimated will require \$8 billion or more, and it gave \$4.3 billion for the electrical infrastructure for which the World Bank estimate for reconstruction reached \$20 billion in 2003.

"We [are] satisfied with the work that has been accomplished with the funds that were expended," Caldwell told the reporters in the press conference.

Sundis Ali, the ministerial liaison officer with GRD, said that the information reflects reconstruction three years after Iraqis held their first elections Jan. 30, 2005.

"We allocated over \$14 billion for the 2008 budget for investment projects in the ministries and provinces," al-Dabbagh said. He described 2008 as "a good year."

Each ministry has the right to invest more than \$5 billion, according to the Iraqi spokesman.

The budget, passed on Feb. 13, 2008 after months of wrangling by the divided parliament, devotes the lion's share to the security forces, \$4.99 billion for the defense ministry and \$3.68 billion for the interior ministry, education got \$4.13 billion, \$1.92 billion went to the health ministry, and \$1.37 billion was the electricity ministry's share.

Al-Dabbagh guaranteed that there will not be bureaucracy or routines that hinder the ministries' projects.

"We need a good vision and a good responsibility between the provinces and the officials at the ministries regarding the contracts so that they [can] facilitate the projects ... we [will] avoid any kind of corruption," al-Dabbagh said.

But the spokesman for the Iraqi government said that his country is suffering from both the lack of experience in managing the ministries and from terrorism. He considered the "contractors in Iraq and the level of implementation is not the level that we aspire."

The senior Iraqi official invited international companies to come to Iraq, pledging to provide security to them.

In his remarks, Tokola expressed his pride in the work done over the past years "in building electrical capacity, schools, public health clinics, water treatment plants and many other projects.

"Our role has shifted from reconstruction to a transition to reconstruction by the Government of Iraq," the ITAO official added. "We are providing funding for provincial governments to carry out work on local projects."

Despite the encouraging signs of progress, serious problems remain, according to Tokola. In response to a question about the reasons behind the electricity power shortage, he said "Some provinces are drawing more electricity than they're allotted by the Ministry [of Electricity]."

The electricity power lines are frequently sabotaged; some of them have been targeted more than 1,000 times, according to al-Dabbagh.

برغم الاف المشاريع في العراق – مازالت البلاد تتطلع للمزيد

عام 2008 لمشاريع الاستثمار في الوزارات والمحافظات"، ووصف العام الجاري بأنه سيكون "جيدا" وان من حق اي وزارة ان تستثمر اكثر من خمسة مليارات دولار.

وأقرت الميزانية في 13 شباط بعد اشهر من الخلافات بين البرلمانيين المنقسمين، وكانت حصة الاسد من نصيب وزارة الدفاع (4,99 مليار دولار) تليها وزارة الداخلية (3,68 مليار) ونالت وزارة التربية 4,13 مليارا في حين كانت حصة وزارة الصحة 1,92 مليار ووزارة الكهرباء 1,37 مليار. وتعهد الدباغ ان لاتكون هناك بيروقراطية او اي نوع من الروتين يوقف مشاريع الوزارات.

واضاف "نريد رؤية جيدة وتحمل مسؤولية جيد بين المحافظات ومسؤولي الوزارات حول العقود لكي تتم الاستفادة من المشروعات ... لتجنب الفساد". وأوضح الناطق باسم الحكومة العراقية ان بلاده تعاني من نقص في خبرات ادارة الوزارات كما تعاني من مشكلة الارهاب، واعتبر المتعاقدين في العراق ومستوى الانجاز "ليس بمستوى الطموح".

ودعا الشركات العالمية للمجيء الى العراق وتعهده توفير الحماية لهم. من جانبه اكد توكولا ان "تغير دورنا من اعادة الاعمار الى انتقال اعادة الاعمار الى حكومة العراق".

واعرب المسؤول في السفارة الاميركية في بغداد عن شعوره بالفخر ازاء ما تم انجازه في الاعوام الماضية في مشروعات الكهرباء والمدارس والعيادات الشعبية ومحطات تنقية المياه وغيرها.

وبرغم كون "مظاهر التقدم مشجعة، لكن تبقى هناك مشكلات جدية"، بحسب توكولا.

يذكر ان نظام الحكم المخلوع اهمل تحديث البنى التحتية العراقية طوال عقود من حكمه الدكتاتوري.

واوضح توكولا "نحن نمول ادارات المحافظات لنبنفذوا مشاريع محلية". وردا على سؤال حول اسباب شحة الكهرباء، قال توكولا ان "بعض المحافظات تسحب طاقة كهربائية اكثر مما خصصته لها الوزارة". وتتعرض خطوط نقل الطاقة الكهربائية باستمرار الى اعمال تخريب او استهداف، وبعضها تم استهدافه اكثر من الف مرة بحسب الدباغ

أقيم مؤتمر طاولة مستديرة صحافي في المنطقة الخضراء المحصنة في وسط بغداد في 23 شباط جمع كلا من الناطق باسم الحكومة العراقية علي الدباغ ومدير برامج فيلق مهندسي الجيش الاميركي في منطقة الخليج، لويد كالدويل، ومدير مكتب مساعدة العراق، مارك توكولا، تم فيه استعراض برامج اعمار العراق والمعوقات التي تعترضها وسبل مواصلتها. وتعد "فرقة منطقة الخليج" جزءا من فيلق مهندسي الجيش الاميركي، وهو منظمة فريدة من نوعها في العالم، تنفذ وتسهم بتنفيذ مشاريع الاعمار العسكرية والمدنية في الولايات المتحدة والكثير من دول العالم، ضمنها العراق.

وقال كالدويل "تمثل معا الشراكة الاميركية - العراقية التي ادارت جهود اعادة الاعمار في العراق في الاعوام الخمسة الماضية".

واضاف كالدويل منذ 2004 كان لوزارة التربية اكثر من 2900 مشروعا، ولوزارة النقل اكثر من 1700 مشروعا ووزارة الاسكان والتعمير اكثر من 2600 مشروعا ولوزارة الصحة اكثر من 1100 مشروعا ولوزارة الموارد المائية اكثر من 400 مشروعا ولوزارة البلديات والاشغال العامة 3400 مشروعا ولوزارة الكهرباء 2000 مشروعا ولوزارة النفط 250 مشروعا.

وبرغم عدم اتمام هذه المشاريع، بحسب كالدويل، الا ان هذه الارقام تمثل ما كانت الكوادر الاميركية بصدد انجازه في العراق، ونوه بان "احتياجات اعادة الاعمار في العراق تبقى كبيرة جدا".

وتابع ان "90 بالمائة من اعمال الاعمار انجزتها شركات عراقية".

واضاف اسهمت حكومة الولايات المتحدة بـ 1,7 مليار دولار لصالح وزارة النفط العراقية التي قدر البنك الدولي احتياجاتها بثمانية مليارات دولار، كما اسهمت الحكومة الاميركية بـ 4,3 مليار دولار للبنية التحتية للكهرباء التي قدر البنك الدولي احتياجاتها بـ 20 مليار دولار.

وعبر كالدويل عن ارتياحه ازاء العمل المنجز مقابل المبالغ المنفقة. وقالت سدنس علي مسؤولة الارتباط الوزاري ان اجتماع الطاولة المستديرة هذا جاء بعد ثلاثة أعوام على الانتخابات.

بدوره، قال علي الدباغ "خصصنا اكثر من 14 مليار دولار من ميزانية

Distinguished Visitors

Below: California Representative Jim Costa and Brig. Gen. Jeffrey Dorko talk after a March 2, 2008, visit by a six-member Congressional group.



Above: Gulf Region Division Commander Brig. Gen. Jeffrey Dorko greets Texas Senator Kay Bailey Hutchison and Texas Senator Michael Burgess on their Feb. 23, 2008, visit to the Headquarters in Baghdad.



USACE photo by Kimberly Mielcarek

DURING THEIR DUTY WITH THE U.S.

ARMY CORPS OF ENGINEERS IN IRAQ, THE ONLY SHIPS THESE SAILORS ARE LIKELY TO SEE ARE 'SHIPS OF THE DESERT'—THE CAMEL. LIKE THAT ANIMAL'S UNQUESTIONABLE ADAPTABILITY, ENDURANCE AND VALUE TO SURVIVAL IN A HOSTILE ENVIRONMENT, U.S. NAVY CIVIL ENGINEERS AND ENGINEERING DUTY OFFICERS ARE CRUCIAL TO THE RECONSTRUCTION MISSION.



USACE photos

Seabee Lt. Cmdr. Tabitha Pierzchala on a project worksite.

BY KENDAL SMITH
GULF REGION SOUTH DISTRICT

The U.S. Army Corps of Engineers Gulf Region Central district is a long way from blue water for 18 Navy staff members. They are critical, however, to the rebuilding efforts demonstrating the Navy's impact in every phase of project operations. From the planning, execution and final customer transfer within GRC's 277 projects totaling more than \$1.25 billion, responsibilities are shared among the multi-service GRC staff.

"Corps of Engineers' projects in Iraq rely heavily on our Navy and Seabee Officers and Noncommissioned Officers. Their background and experiences are often vastly different than their Army counterparts, so they bring a different perspective to problem solving. They provide innovative ways to approach the challenges of construction in Iraq," said Central District Commander Col. Robert Vasta. "Seabees have a very special skill set because of their career-long concentration on construction. Everyone benefits from multiple views

of the same problem, leading to the most effective and efficient solutions for GRC's projects."

To assist the Seabee presence in USACE Gulf Region Division efforts, the Navy Engineering Duty Officer community is providing augmentees to fill Seabee billets. EDOs bring skills including shipyard management, acquisition programs and science and technology expertise.

Vasta said that appreciating the Navy education and experience, along with the natural U.S. Marine Corps connection, GRC has made a concerted effort to place Navy personnel in leadership positions in the Marine-controlled al-Anbar province.

In the far west side of the province, some of the projects with direct Navy oversight from al-Asad are: a \$20 million Haditha Dam project to enhance hydroelectric power and transmission throughout the province; GRD's longest road project in Iraq, ASR Uranium, at a cost of \$29.6 million for the highway and bridge repair work; renovation and new construction at \$3.7 million for the Haditha Hospital (as it remains operational), adding a new

surgery wing, pediatrics expansion, and more reliable electricity and renovation throughout. Navy Lt. Cmdr. James Lee, an EDO and Naval Academy instructor leads the Al-Asad Resident Office with the Noncommissioned Officer in Charge (NCOIC) guidance provided by Navy Senior Chief William Conduct.

Down the highway from al-Asad toward Baghdad, Navy Cmdr. Bradley Posadas commands the Ramadi Resident Office and its 56 projects valued at more than \$151.3 million. "Iraq has unique construction challenges, but we are mentoring the local contractors to help them achieve U.S. engineering standards," Posadas said. Significant projects include the Theater Internment Facility and Reconciliation Center at \$79.4 million, the 132kV Electrical Substation for \$28.6 million and the Brick Factory valued at \$3.5 million. Posadas' strong right hand is Navy NCOIC Chief Don Miller. Overseeing the internment facility construction is newly-arrived Navy Lt. Cmdr. Michael O'Donnell.

In the Al-Anbar Area Office, Navy

SEE NAVY, PAGE 11



Lt. Cmdr. Michael Comstock leads a dialog between members of the Provincial Government, including the Vice Governor for Engineer and Technical Affairs, and Provincial Reconstruction Team members.

Navy engineers integral to Iraq reconstruction

CONTINUED FROM PAGE 10

Senior Chief William Miller works directly as NCOIC for the Commander, Lt. Col. James Moore, in supporting all the resident offices by coordinating security movements and Reconstruction Liaison Team site surveys. The Fallujah Resident office will soon be commanded by Navy Cmdr. Lawrence Wooster.

With 114 projects worth more than \$392 million in construction, the Baghdad Area Office has operational control over two critical resident offices located in the International Zone and at FOB Loyalty. In a unique circumstance, Navy officers command all three of these positions.

The two resident offices employ U.S. and Iraqi project engineers, construction representatives and quality assurance engineers responsible for managing a variety of construction contracts throughout Baghdad. Projects include sewer networks, electrical networks, water treatment plants and water distribution networks, schools, hospitals, public health clinics, gas stations, courthouses and many other projects to help the government of Iraq support the freedom of its citizens. The Loyalty Office manages projects on the East Side of the Tigris River in Adhamiyah, Sadr City, Rusafa, New Baghdad and Karadah, while the IZ offices covers Kadamiyah, Al Mansour, West and East Rashid.

Navy Lt. Brent Richardson serves as the Officer in Charge of the Loyalty office with NCOIC Navy Chief Sol Jaictin, while Lt. Cmdr. Chuck Smith, a Navy EDO, heads the IZ office. Both officers are serving on six-month Individual Augmentee (IA) orders supporting USACE.

"I believe we have shown the Iraqis how a fair and just government should work, how the government can support its people, and how the people can have



Above: Lt. Cmdr. James Lee inspects a bridge near al-Asad.

a voice in their government," said Navy Cmdr. Randall Roberts, Baghdad Area Office commander, also an IA. "The Navy officers here demonstrate again and again the universality of the Corps of Engineers' projects. The Iraqi and American combined force, regardless of the uniform, is building a future."

Providing his expertise and NCOIC guidance to the Victory Resident Office is the sole Navy servicemember at the Victory Base Complex, Chief Kenneth Baker.

Seabee Lt. Cmdr. Tabitha Pierzchala commands the Taji Resident Office north of Baghdad with NCOIC Navy Chief Ed Buenaflor. Pierzchala oversees 19 projects and more than \$274 million in construction. By far, the most significant project for Pierzchala is the Qudas Gas Turbine Expansion project. This project includes installation of two additional GF 9F gas turbines and all associated equipment for electricity generation. Each turbine generates 100 megawatts for a total of 200 MW for the project. With approximately 900 households supported by one megawatt, this project will provide power to an additional 180,000 households. Navy Master Chief Warren Hendon, the NCOIC of the Taji Area Office, often assists in this endeavor.

"The projects that I find the most rewarding are the school renovation projects," said Pierzchala. "We are currently building an 18-classroom elementary school in Husseniya. In the last three months, we have completed two school renovation projects there. Three more school projects in Abu Ghraib should

Below: Cmdr. Bradley Posadas poses with a child in Ramadi.



be awarded within the next six weeks. I am grateful that I have this opportunity to improve educational opportunities for the children who are the future of Iraq."

Navy Chief Eric Anderson holds the NCOIC reins at the Iraq National Depot Office.

Navy Lt. Cmdr. Michael Comstock is assigned as the Anbar Provincial Reconstruction Team engineer. He works with the Vice Governor of Engineer and Technical Affairs and various Director Generals in the development of Department of State funded Economic Support Fund Provincial Reconstruction Development Committee projects. The purpose of the PRDC program is to continue progress toward increasing economic development at the provincial and local levels and strengthen the ability of provincial governments to deliver essential services.

The initiative also seeks to strengthen the structure and practice of government on the provincial level. The focus of the program is on small-scale projects used as leverage to increase provincial capacity for project selection and management. Provincial commitment is demonstrated through involvement in project planning, oversight, implementation and funding.

"The overall goal is for the provincial government and leaders to become more capable of planning, prioritizing and managing development efforts to enhance the quality of life, improve delivery of public services and provide economic benefits to the Iraqi people," said Comstock.

Navy Lt. William Sympton works similar projects as the Baghdad Provincial Reconstruction Team engineer.

Complementing the Iraqi government's efforts, the GRC Navy staff continues to succeed in the essential tasks confronting an integrated force, bringing together perspective, expertise and a mission-first sensitivity for rebuilding a strong Iraq.



Baghdad boys greet Navy Cmdr. Randall Roberts.

Navy Engineering Duty Officers team w

BY GRANT SATTLER

GULF REGION DIVISION

Navy Capt. Tom Brovarone, sector lead of the Reconstruction Sector of the Gulf Region Division, U.S. Army Corps of Engineers, is the senior Engineering Duty Officer deployed to Iraq.

Brovarone, comes from Portsmouth Naval Shipyard in Kittery, Maine, where he is the business and strategic planning officer.

He explains that the U.S. Navy's initial fills for the Joint Manning Document for the Global War On Terror and for the reconstruction of Iraq came from the Civil Engineer Corps,

commonly referred to as the Seabees, although they may not be assigned to a Construction Battalion (CB). "Sometime later, Vice Admiral Paul Sullivan, Commander of Naval Sea Systems Command, who is the community sponsor for Engineering Duty Officers, met with the head Civil Engineer Corps commander and offered the project/program management skills of the EDO community to take some of the load off of the CEC," Brovarone said. "We bring many of the same skills to the table as our Navy Civil Engineer Corps counterparts."

The EDO community provides 30-35 personnel in Iraq with

Sailor portraits

"I'm a Sailor who wanted to do my part for the war effort—so another Soldier didn't have to do a third or fourth tour—and this is where the Navy sent me."



*Senior Chief Petty Officer Foster Nickle
Operations Noncommissioned Officer
Gulf Region North district*



*Cmdr. Jeff Priore
Provincial Reconstruction Team Engineer
Kirkuk Area Office*

"I think it's terrific the Army Corps of Engineers had the foresight to include Navy civil engineers in their efforts here in Northern Iraq. The Corps is thinking 'One Team - One Fight.'

"I see our work here as more 'initial construction' than 'reconstruction.' We're not rebuilding facilities destroyed by 15 years of war and 30 years of Saddam. We're building systems that are new to the Iraqi people: landfills, modern water storage and pump systems, and city sewage networks....we're building a modern country around ancient cities."

USACE photos

*Cmdr. Charles Kliewer
Provincial Reconstruction Team Engineer
Gulf Region North district
Ninewa province*

"I'm a Submarine Qualified Engineering Duty Officer, or ED, in the U.S. Navy. Currently I'm assigned to the Gulf Region North district as a Provincial Reconstruction Team Engineer and PRT Section Chief in the Ninewa province. The EDOs are a small cadre of Navy officers who generally work in procurement or, as in my case, repair and maintenance of ships and submarines.

"At first it may seem an odd-fit, but we do pretty well in project management and are able to bring technical skills into decision-making with groups of broad diversity. Now that's a pretty fair fit for a PRT!

"Ask not for whom the bell tolls...'
As in so many times over my years in the Navy, the phone rang and my fellow



Sailors said they could use a helping hand. So I stuffed my sea bag, gave the family a big hug and kiss and dashed off to help—just as any other shipmate would do. Only this time, it was off to help out some

Soldiers out in the sand!

"Helping the Iraqis build capability—capacity by coaching, mentoring, facilitating, and teaching—has many rewards, both real and intangible.

"Witnessing people and systems coming together, working to literally rebuild a nation and knowing that you played a small part in that is really incredible. My heart truly goes out to these people, these brave souls who, despite the many challenges and shortcomings, strive to give democracy in their country a fighting chance with each and every sunrise. Personally, it's my distinct privilege to work with the dedicated men and women of the Department of State, U.S. military, USACE, and Iraqis as well; all brought together here to do that most honorable of work—helping those who need our help. That's the USA this Sailor knows, cherishes, and will always be most proud to represent, both above and below the seas."

With Seabees, Army, Air Force Engineers

Courtesy photos



Lt. Col. Chris Duffy, left, and Navy Capt. Thomas Brovarone visit the Sadr R3 Water Treatment Plant.

the U.S. Army Corps of Engineers, Multi-National Force-Iraq, Multi-National Security Transition Command-Iraq, and counter Improvised Explosive Device electronic warfare support.

In GRD, EDOs are 100 percent integrated into the mission. “They are full, equal partners,” he said.

Brovarone said working with the other Services benefits all. “We have different perspectives we can pass along to our fellow engineers...experiencing diversity in the way people do business makes you a better manager, leader, a better person,” Brovarone said. “These officers will take lessons back with them. They will be wiser than their counterparts who didn’t come over.”

Brovarone, associated with the submarine community all his career, said he has benefitted from working with Air Force and Army engineers. “I think I have one of the best jobs in the Programs Directorate,” he said. “I provide guidance, leadership and vision for my sub-sector leads—a pretty easy thing to do because all those guys are, as we say in the reactor business, ‘self-sustaining.’”

Lt. Cmdr. Andrew Johnson believes he has “one of the best jobs in the country” as the GRD Energy Sector’s electrical transmission and distribution government lead for Iraq. His duties include program and project management for 400kV and 132kV transmission lines and substations, as well as all electrical distribution projects. “Currently, we have 76 open projects in all corners of the country,” Johnson said. “From Dahuk up north and south to Basrah and out west to Al Qaim near the border with Syria.”

An Engineering Duty Officer ordinarily working the operations and maintenance program related to propulsion plants for the nuclear powered aircraft carrier (CVN) fleet, Johnson has talked with a number of other EDOs considering a tour in Iraq or Afghanistan. “My advice to them is to come and work for the Army Corps,” Johnson said. “It’s all worthwhile work that’s producing effects that can be seen and is making a difference for the revitalization of the country.”

Upon return from this duty, Johnson will join Fleet Forces Command at Norfolk Naval Base, where he will be the aircraft carrier maintenance program manager taking fleet input for maintenance and make sure it all makes sense for operational



responsibilities around the globe. “What I will take back home with me is a better appreciation and understanding of how the Army and the Air Force do business,” Johnson said.

Lt. Cmdr. Brian Metcalf from Naval Sea Systems (NAVSEA) Command Program Executive Office-Carriers CVN78 program in Washington, D.C., is serving with GRD as the government lead for Security and Justice and Transportation and Communication subsectors under the Reconstruction sector. Metcalf is an Engineering Duty Officer – a group he describes collectively as “the Navy’s ship construction, design and repair experts...”

Metcalf says managing a shipboard project is very similar to the mission with GRD. “All of my experience has been ships and shipyards, but I understand cost, schedule and quality, and can get the right people together to solve those kinds of problems,” he said. “I have great people who work with me who provide the technical expertise and experience levels that I may not have.” He is managing the continuing efforts on courthouse and prison projects, a major telecommunications center and a handful of railroad, road and bridge projects.

About his time in the Gulf Region Division, Metcalf said, “It’s very fast paced, I work with great people I feel like I can rely on, and I have learned a little bit about construction.” Following his Iraq assignment, he will move to the LPD17 program office, managing one of the Navy’s newest vessels.

Lt. Cmdr. Philip Malone brings his background in program management as the government lead for the Oil sector. He comes from the NAVSEA Program Executive Office-Carriers in the in-service program office working primarily in service support for the 10 carriers afloat around the world.

Malone said the Oil sector is engaged with project and contract close-out actions and requests for information. “I work with providing information to the Iraqi Ministry of Oil and operating companies and work with the Energy Fusion Cell to help move initiatives forward,” he said.

“The Southern Oil Export Redundancy project is ultimately to become a Ministry of Oil project, but we are working with them providing assistance on the front end,” Malone said. “The training I have is in program and project management so project/program initiation are what I was trained to do in the Navy. Granted it’s not a ship we’re starting a program for, but the concepts are still the same.”

Malone said he learns something new every day about the coalition, the joint environment with the Army and Air Force, and how the other services are structured and function. “I have a good background on the business side...but organizationally everything is very new,” he said.

Malone expects a Pentagon tour following his return from Iraq. “I definitely feel the benefits of working in a joint environment are something I can tap into later on,” he said.



Basrah public works upgrades

BY A. AL BHARANI

GULF REGION SOUTH DISTRICT

The U.S. Army Corps of Engineers continues to provide public works upgrades in Basrah by maintaining, repairing and replacing storm water distribution pipes and providing new roads, traffic circles and clean canals in al-Junaina and al-Andulas neighborhoods.

The \$6.5 million project aims to improve sanitation, living conditions and ultimately public health for residents by removing sewage from the streets, repairing damaged pipes and clearing blockages in the lines, according to Ferdinand Guese, project engineer at Gulf Region South.

Guese said work started last fall on the storm water and drainage networks project and is scheduled to be finished by July.

The project involves providing an asphalt layer for more than 12,000 kilometers of road with a five centimeter overlay on the existing 10 centimeter thick pavement and will include providing an asphalt layer, 10 centimeters thick, for about 1,000 kilometers of new road.

"The work also includes supplying all the equipment, labor, and materials necessary

to build 33,493 linear meters of street with canal side frames at 10-centimeters of thickness and 30 centimeters wide," added Guese.

Laboratory testing was carried out in accordance with requirements of the Iraqi regulations for highways and bridges, according to an Iraqi project engineer working with the Basrah Area Office.

The project entails supplying the appropriate equipment, labor, and tools required to maintain repair and replace 40,000 linear meters of transporting lines, sub lines, storm water distribution pipes, he added. "The project also involves about 78,378 square meters of paved traffic island," he said

Additionally, two sewage pumps have been installed with the capacity of 1,000 cubic meters per hour for each. These pumps will be able to force rain water and liquid sewage away from populated areas, said the engineer.

"These projects were requested by the Basrah governorate and the Basrah Director General (DG)," said Guese. "They selected the roads to be upgraded.



USACE photo by A. Al Bharani

They are aware of the needs and desires of the local people." The DG and his engineering staff assist the contractor and provide all permits and drawings showing utilities, crossing sewer pipe elevations and manhole numbers to accomplish this work, he noted.

"This is a large project," Guese said.

The road and sewerage rehabilitation has the full support of the immediate local population. The affected neighborhoods have experienced routine flooding in recent years, noted Dan Foltz, a resident engineer for Basrah, adding that these projects should abate that problem.

مشروع الصرف الصحي واكساء الطرق لمنطقة الجنيينة لتطوير الخدمات العامة

أ- البحراني

فرقة منطقة الخليج- المنطقة الجنوبية

وبحسب المهندس العراقي الذي يعمل ضمن مكتب البصرة، تمت مطابقة الاختبارات المخبرية طبقاً الى المواصفات العراقية للطرق والجسور. " أن الاستخدام اليومي للمواطنين المحليين لهذه الطرق هو السبب الرئيسي لاعادة تأهيلها،" قال المهندس العراقي.

بالأضافة الى ان المشروع سوف يتضمن تزويد المعدات والايدي العامة والمواد المطلوبة لصيانة وتبديل 40,000 متر من الانابيب الناقلة والانابيب الثانوية وانابيب شبكة تصريف مياه الامطار. وقد اضاف المهندس العراقي قائلاً بأن المشروع يتضمن حوالي 78,378 متر مربع من اعمال اكساء الارصفة وبمواصفات عالية لم تستخدم في السابق لتوفير طرق وارصفة جيدة وجديدة لمنطقتي حي الاندلس والجنيينة في البصرة.

" قد تم نصب مضختين للصرف الصحي وبسعة 1000 متر مكعب في الساعة للمضخة الواحدة وسوف تساعد على تصريف وازالة مياه الامطار والمياه الثقيلة من المناطق السكنية،" قال المهندس العراقي.

" علماً بأن هذه الاعمال قد تم طلبها من قبل مجلس محافظة البصرة فهم يشاركون في اختيار وتحديد الطرق التي يجب ان تطور بالأضافة الى ان مجلس المحافظة والكادر الهندسي للمحافظة يقدمون كافة التسهيلات الى المقاول المنفذ من رسوم وخرائط للطرق ولشبكات التصريف من اجل اتمام هذه الاعمال بصورة الجيدة.

" أن هذا المشروع من المشاريع الكبيرة " قال جوس. أن اعمال اعادة تأهيل شبكات الصرف الصحي في هذه المنطقة ينظر اليه من النواحي الايجابية والذي لقي الدعم الشامل من المواطنين المحليين، اضاف جوس. وقال دان فولتز، المهندس المقيم لمكتب البصرة أن الاحياء المتضررة قد شهدت تراكم لمياه الامطار والمجاري وبصورة مستمرة في السنوات الاخيرة.

البصرة، العراق - يواصل فيلق المهندسين الامريكي تحديث وتطوير الخدمات العامة في مدينة البصرة (500 كم جنوب غرب بغداد) من اعمال الصيانة واصلاح وتبديل انابيب شبكة الصرف الصحي ومياه الامطار وأنشاء طرق وتقاطعات جديدة في منطقتي حي الاندلس وحي الجنيينة شمال البصرة.

ووفقاً لفيردينيا جوس، مهندس المشروع ضمن فيلق المهندسين الامريكي " أن المشروع الذي تبلغ كلفته \$6,5 مليون دولار يهدف الى تحسين المستوى الصحي العام والمستوى المعاشي لسكان منطقتي حي الاندلس وحي الجنيينة عن طريق رفع المياه الثقيلة غير الصحية من الشوارع، تبديل الانابيب التالفة وازالة العوائق التي تسبب انسداد شبكات الصرف الصحي.

فقد قال جوس بأن الفيلق قد بدأ بأعمال الصرف الصحي وتصريف مياه الامطار في الخريف من العام الماضي ومن المتوقع ان تنتهي الاعمال في تموز من هذا العام.

ويتضمن المشروع الجديد اضافة طبقة اسفلت لأكثر من 12 الف كيلومتر وبسمك 5 سنتيمترات على الطرق التي يبلغ سمكها 10 سم. كذلك فإن الاعمال سوف تتضمن اضافة 10 سم من الاسفلت لأكساء وتبليط حوالي 1000 كيلومتر من الطرق الجديدة.

"كما ويتضمن العمل تجهيز كافة المعدات من الايدي العامة والمواد الضرورية لبناء 33,493 متر من الارصفة بسمك 10 سم و 30 سم عرض. " وفقاً لجوس الذي يعمل ضمن مكتب البصرة الاقليمي لفرقة منطقة الخليج - المنطقة الجنوبية لفيلق المهندسين الامريكي.



Chibayish Police Station to open despite challenges

STORY & PHOTOS BY BJ WEINER
GULF REGION SOUTH DISTRICT

An Iraqi worker plasters an exterior wall of the Chibayish police station.

The project began in October 2006 – a small contract worth \$317,000. But its location, in southeast Dhi Qar, and its proximity to Maysan province where members of the Mahdi army run rural villages, have made this project more challenging than most.

For the U.S. Army Corps of Engineers' Gulf Region South district, building and refurbishing police stations in the nine southern provinces under the auspices of the Multi-National Security Transition Command – Iraq has been a successful contribution to the stability of the security and police forces. But with the Chibayish Police Station soon to open, Project Management Specialist Mike Fellenz feels a bit more satisfaction than usual.

“This was the very first project I was assigned when I arrived in country in October 2006,” he said. “And I have watched it mature from there, despite being one of the most challenging projects I have worked on.”

Fellenz explained that the contractor who won the bid has done a great deal of work for GRD and each of the projects he has had have been executed well, and to the satisfaction of its quality assurance teams. “All but this one,” Fellenz said, “And very little of the difficulties we have had have been his fault.”

The location of the construction has changed three times because of floods, land disputes and neighborhood disapprovals. When the location finally stabilized, the contractor had to level the ground in order to match the road elevation, which was roughly six to eight feet higher than the construction location. “We modified the contract so he could proceed,” said Fellenz. “Then he started running into tribal issues and the Mahdi army. Holidays cost him work time because of the lack of available labor and he struggled with all of these issues. The project should have been completed last year, but now we are 85 percent complete and I believe it’s going to be a great facility and provide stability to the area.”

The new police facility will replace an older existing station, according to Navy Cmdr. Stephen Seaman, Adder Area engineer. Located near the Euphrates River, the work on site consists of

clearing and removing debris from the location; elevating the site; building a new structure which is 20 meters square; and providing support facilities including a generator, septic line, a water tank and sidewalks, as well as a perimeter fence and vehicle gate.

He added that the contractor is finishing the exterior walls, guard towers and roads. He is also painting the building’s interior and cleaning up the site.

“We are looking at April 1 as a closing date,” said Fellenz. “I’m excited about closing it out and turning it over to the local police – after all, it was my first project here and I feel a lot of success in its completion.”

“When complete, this project will provide a new, up-to-date facility for the local police,” said Seaman. “This should provide an added sense of security for the surrounding population.”



Project Manager Mike Fellenz discusses progress at the Chibayish Police Station after a walk-through inspection of the facility.

Al-Zeirji water treatment plant work resumes

BY A. AL BHARANI

GULF REGION SOUTH DISTRICT

The U.S. Army Corps of Engineers has resumed work on a water treatment project in Basrah province suspended last year for security reasons.

One of seven USACE water projects in the province, the al-Zierji project is being built at a cost of \$1.2 million and is expected to provide clean drinking water for more than 20,000 Iraqis.

Residents of al-Zierji in the northern part of Basrah province, “soon will have fresh potable water pumped into their homes,” said Dan Foltz, resident engineer with the Basrah Area Office of USACE’s Gulf Region South district. GRS serves the reconstruction needs of the nine southern provinces of Iraq.

USACE began the al-Zierji project in late 2005, but had to halt work last year due to security concerns. At that time, the project was about 85 percent complete. Work began again in January, according to an Iraqi project engineer with the Basrah Area Office.

The Iraqi engineer said USACE has linked all the interconnecting pipe work between the plant and the town water network and that two new elevated storage reservoirs standing

15 meters above ground have been installed to provide 200 cubic meters each of potable water treated with ultra-sonic technology.

“Our mission here is to provide contract oversight for the project,” said Foltz. “We’re responsible for making sure that the contractor builds the water treatment plan according to plans and specifications.” He said that “these projects involve working with and training Iraq’s workers to manage and implement their own projects.”

Foltz said the al-Zierji project is providing local jobs, as well as promising clean water for local residents. He added that this and other USACE projects that have been completed and are under construction have positively impacted the region and will benefit the area “for decades to come.”

The Iraqi engineer said the water treatment plant has been connected to the national power grid and that a generator has been installed to ensure continuous operation.

The Iraqi engineer noted that southern Iraq long has suffered from a shortage of clean water and said the project is part of the solution. An Iraqi citizen who lives in the area said people have depended on raw water from the river and water delivered by trucks, as well as on personally carrying water by cart or in cars for many miles.

Iraq army generals, USACE leaders discuss reconstruction, security

BY JOHN CONNOR

GULF REGION SOUTH DISTRICT

The commander of the Iraqi army’s 10th Division and his deputy met recently with senior officers of the U.S. Army Corps of Engineers and pledged closer coordination and cooperation to enhance security in connection with USACE efforts to rebuild the infrastructure of Iraq.

Maj. Gen. Habib Talib Al Hussein, the division commander, said he was “very pleased and very happy with this meeting” with Col. Steve Hill, commander of Gulf Region South district, and with Col. Vince Saroni, the incoming deputy commander of the Gulf Region Division. Joining the Iraqi commander was his deputy, Brig. Gen. Jabbar Naemah Karam Al-Taee.

Pledging to protect USACE and other coalition personnel, Habib said, “Your security is my security.” He told the U.S. officers that “our goal is the same: stability and rebuilding the new Iraq.”

In addition to his army duties, Habib recently was given control of the Iraqi police in the three southern Iraq provinces of Dhi Qar, Muthanna and Maysan.

The Iraqi officers reviewed tracking systems used by USACE and agreed to establish a coordination cell between the 10th Division headquarters and GRS.



USACE photo by Mohammed Aliwi

From left, Col. Vince Saroni and Col. Steve Hill; end of table, Maj. Gen. Habib Talib Al Hussein, commander of Iraqi 10th Division; and Brig. Gen. Jabbar Naemah Karam Al-Taee, deputy division commander.

Habib said he has confidence in his troops to provide security for USACE personnel, saying he sees this as his personal responsibility. “I really appreciate you guys and your efforts,” the Iraqi general said. “You are far away from your families just to support us.”

Habib called the southern province of Maysan “the bottleneck to Iraqi security and stability.” He said that “if you control the neck, you control all the bottle.”

Hill briefed on the mission of providing quality projects while helping to build

local governance and local economies.

Habib said he has worked with USACE before in a different job and found it to be a good organization. He said the meeting was another great opportunity to discuss projects and meeting the infrastructure needs of the Iraqi army and provinces. He said additional barracks are needed for the Iraqi army and police.

The general said he stresses to his troops, to sheiks, and to the people of Iraq the need to support Coalition forces and reconstruction efforts.

Sgt. Audie Murphy Club inductees honored

BY JOHN CONNOR

GULF REGION SOUTH DISTRICT

Brig. Gen. Jeffrey Dorko, commander of the Gulf Region Division of the U.S. Army Corps of Engineers, inducted two Soldiers serving with USACE in Iraq into the Sgt. Audie Murphy Club.

Inducted into the prestigious club at a Jan. 26 ceremony at Camp Blackadder in Basrah were Sgt. 1st Class Christopher Golden and Staff Sgt. Jeremy King. Golden is noncommissioned officer in charge of the Adder Area Office of the Gulf Region South district and King is the supply noncommissioned officer in charge at GRS.

Sgt. Audie Murphy Club membership goes to those noncommissioned officers whose leadership, achievements and performance merit special attention. It is a means of recognizing those NCOs who have contributed significantly to the development of a professional NCO Corps and a combat ready Army. Recipients exemplify leadership characterized by



Brig. Gen. Jeffrey Dorko gives inductee Staff Sgt. Jeremy King a GRD commander's coin.



USACE photos by BJ Weiner

Gulf Region Division Commander Brig. Gen. Jeffrey Dorko presents Sgt. 1st Class Chris Golden with the Audie Murphy medallion.

personal concern for the needs, training development and welfare of Soldiers and concern for families of Soldiers.

Audie Murphy is America's most decorated war hero. One of 13 children from Kingston, Texas, Murphy received the Medal of Honor for heroism during service in Europe in World War II before reaching his 21st birthday. "You lead from the front," he said.

Dorko said the United States has "the finest Army the planet has ever seen" thanks to excellence of its noncommissioned officer corps and the leadership provided by its NCOs. Speaking of Golden and King, he said he is heartened to see great young NCOs exemplifying the values, including selfless service, that make the Army an exemplary institution.

GRD Command Sgt Maj. Eloy Alcivar said the Soldiers survived a rigorous selection process to gain admission to the Sgt. Audie Murphy Club. Both were awarded

the Army Commendation Medal.

Golden, as NCOIC of the Adder Area Office, works with the office commander, Cmdr. Stephen Seaman, to manage the operational planning and construction quality assurance of 61 reconstruction projects valued at more than \$443 million and the oversight of the 16 civilians and 18 Iraqi construction engineers who work in the office. He is serving a one-year, volunteer assignment in Iraq. He is married and has three children.

King is responsible for ensuring that critical actions are integrated and properly executed to provide support for some 460 military and civilian USACE personnel located at seven sites in southern Iraq. He performs all duties related to procurement, maintenance and inventory of all supplies and equipment and transportation of personnel. He also controls and manages a supply budget of \$312,000. He is married and has a daughter.



USACE photo by Grant Sattler

Adding a charge

Project Manager Kevin Olsen from the Wassit Resident Office examines installation of a battery bank for an electrical substation in al-Kut. The 1.4 volt batteries are arranged in series in a 110 volt circuit to provide the trip current for the substation's high voltage switch gear. "If it doesn't have batteries, the circuit won't turn on or off without manually cranking it in," Olsen said. "They are designed for low amperage for a very long time, so if the substation goes out of power these batteries will maintain that voltage for a very long time before they start dropping off." USACE recently replaced batteries at three permanent substations and five sets at mobile substations.

Keeping evidence secure



STORY & PHOTOS BY GRANT SATTLER
GULF REGION DIVISION

The U.S. Army Corps of Engineers has turned over a 2,500 square meter secure document storage facility to the Regime Crimes Liaison Office for transfer to the Iraqi High Tribunal.

The \$1.8 million concrete and steel facility is adjacent to the Iraqi High Tribunal courthouse in Baghdad's International Zone. The only facility of its kind for Regime Crimes evidence, the new structure provides administrative space and contains climate controlled document repositories.

Construction was paid for by the Iraq Relief and Reconstruction Fund. The facility provides a secure location for evidentiary documents and is more convenient for ongoing prosecutions and investigations, said U.S. Navy Capt. Randy Wood, the chief of staff for the Regime Crimes Liaison Office. The RCLO, a U.S. Department of Justice organization under Chief of Mission authority, assists the Iraqi High Tribunal in investigation and preparing for prosecution of former regime members for crimes against the Iraqi people during 1963-2003.

This building was envisioned in 2006 to bring the documentation from a secure location in another city to a more convenient location.

"Half of this facility of 2,500 square meters is the six storage vaults. Each of these storage areas has climate control, fire detection and plenty of room to hold the documents that the Iraqi High Tribunal has," Wood said. There are about eight shipping containers of original documents in possession of the Iraqi High Tribunal. "I believe one or two of these storage rooms can house all of the documents they have now," he said, "so they have room to expand."

"For the Iraqi court system, their laws require that original documentation is brought into the court, so the goal is to have a secure facility where these documents can be held in perpetuity until they are needed and for historical purposes in the future," Wood said. He also believes there may be a time when the Iraqi Ministry of Justice may want to provide to the Iraqi people some evidence of what was used to try the former regime members. "...[T]his facility could be used to allow Iraqi historians to come in and research and provide that information to the public," Wood said.

"The other half of the facility is open space with a drop ceiling, good ventilation, good lighting and is set up in a manner that there are connections in the floor throughout the open space so that the Iraqi High Tribunal can set up the office space however they want to continue the archiving, investigations that are on-going and research they will be doing in the

future," Wood said. The administrative side includes connection for a LAN server, washrooms and back-up electricity generation.

Work on the open span structure was completed by a Lebanon-based construction firm employing an average of 25 to 45 local workers daily on the project, said Mike Baum, the USACE contract Quality Assurance representative since July 2007. There were no lost time accidents during construction of the project.

The turnover included transfer of keys, warranty documentation and other information to the RCLO for transfer to the Iraqi High Tribunal. The Iraqi High Tribunal will install shelving and furnishings as it chooses. Wood said the President Judge visited the facility earlier during construction. "I think he'll be pretty impressed with what he's getting," he said.



Above: One of six document storage vaults that are housed in half of the facility.

Below: Gulf Region Central district International Zone resident office members Navy Lt. Cmdr. Chuck Smith and Quality Assurance representative Mike Baum talk about the facility turnover.



Farewelling:



**US Army Corps
of Engineers®**

Curtis Heckelman, GRN
Lanette Chavez, GRN
Eduardo Cabrera, GRN
Christine Epps, GRN
John Blair, GRN
Lt. Col. Leonard Manning, GRN
James McCoy, GRN
Wyatt Gillispie, GRD
Candi Jones, GRD
Leanna Dagley, GRD
Will Gibson, GRD
Col. Rex Conners, GRD
Lt. Cmdr. Dude Underwood, GRD
Col. Dale Adams, GRD
Col. Robert Walton, GRD
Col. Michael Aberle, GRD
Col. Lannie Runck, GRD
Lt. Col. Gregory Johnson, GRD
Lt. Col. Michelle Sparrow, GRD
Maj. Kent Lightner, GRD
Capt. Roque Perez-Velez, GRD
Capt. Shawn Flemmer, GRD
1st Lt. Tracy Hanson, GRD
1st Sgt. Thomas Newton, GRD
Master Sgt. Leroy Miller, GRD
Master Sgt. Shawn Franek, GRD
Master Sgt. Jonathan Hedgecock, GRD
Master Sgt. Mark Juel, GRD

Master Sgt. Russell Kosier, GRD
Master Sgt. Daniel Johnson, GRD
Sgt. 1st Class Leroy Mittleider, GRD
Staff Sgt. Mario Contreras, GRD
Staff Sgt. Jordan Dinius, GRD
Staff Sgt. Mark Burrell, GRD
Specialist Michael Mercado, GRD
Craig Shumock, GRC
David Valen, GRC
Lt. Cmdr. Scott Shaulis, GRC
Cmdr. Steven Frost, GRC

Derya Smith, GRC
George Afram, GRC
William DeLeo, GRC
Joe Johnson, GRC
Michael Rea, GRS
John Connor, GRS
Cecil Whitehouse, GRS
Barry Bragg, GRS
Francis Steele, GRS
Staff Sgt. Jeremy King, GRS



Soldiers of the Engineer Brigade 34th Infantry Division who served with Gulf Region Division Headquarters pose for a group photo.

New center venue for electricity training

BY GRANT SATTLER

GULF REGION DIVISION

Keeping a phenomenon like electricity balanced across a national grid takes skill and expertise, but it also takes extraordinarily coordinated teamwork to react correctly when emergencies happen. And in Iraq, where insurgents have sought to hinder the new government by bringing down power line towers, power emergencies have arisen with too great a frequency.

Helping power system operators in the Iraqi Ministry of Electricity learn how to better handle emergency operations is the goal of a U.S. Army Corps of Engineers-sponsored training program.

Only one of the many types of capacity development training in Iraq, the emergency operations course is the first taking place in a new training facility just completed at a Baghdad-area power plant. The training brings experienced system operators together for four days of training to work through a variety of emergency scenarios on a newly acquired network simulator.

It takes clear decision making, established command and control, and timely communication to prevent cascading outages, eliminate further damage and restore electrical systems after sudden interruptions.

Working initially with a notional electrical grid mirroring Iraq's electrical system, Ministry of Electricity personnel practiced what to do in the event of a blackout to restore power quickly and safely.

"Certain power plants can re-start without external power, then you bring the others on line," said Robin Podmore, a

contractor from Seattle providing the train-the-trainer sessions in Iraq.

A part of capacity development assisting the Government of Iraq with the ability to sustain and maintain infrastructure improvements, the training was facilitated in a new dedicated training center.

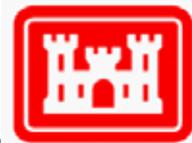
Program Coordinator Wendy Smith said the \$246,000 facility was paid for with Economic Support Funds. It provides two rooms: a classroom for up to 30 people and a larger training room that easily accommodates multiple desks and computer-based training work stations and seating for up to 50 lecture participants. A further feature of the training center is overnight accommodation for up to 28 trainees.

Another advantage of the new training facility is that Ministry of Electricity employees, who have never met from across the country, have the opportunity to come together and share their experiences. The aim is that the best practices within the Ministry will spread.

The exercises gave students an opportunity to see impacts of actions across the entire system – generation, transmission and distribution – and honed their skills to keep power flowing.

While Podmore has provided Department of Energy mandated training to stateside power companies, he said coming to Iraq was a highlight. "Here we have a unique environment of infrastructure decay and the attacks by insurgents," he said. "And all these first class people are putting their lives on the line to provide the service. I am very honored by their commitment."

U.S. Army Corps of Engineers – Gulf Region Division



**US Army Corps
of Engineers®**

Hailing:



Walter Garman III
GRD



Air Force Col.
Vincent Saroni
GRD



Allen Perez
GRD



Modesti Cooper
GRD



Duane Crowe
GRD



Carlos Glover
GRD



Susan Rice
GRD



Army Maj.
Stephen Dale
GRS



Michael Clark
GRD



William South
GRD



Alan Eastridge
GRC



Vivian Whippler
GRC



Doyle Miller
GRC



Dan Lillard
GRC



Jim Hutchens
GRC



Navy Chief
Eric Anderson
GRC



Army Capt.
Kevin Branch
GRS



Frederick Wiedmaier
GRN



Charmaine Warren
GRN



Charles Riley
GRN



Army Maj.
Doug Gilpin
GRN



Navy Cmdr.
Robert Priore
GRN



Phyllis Giles
GRN



Kalmarie Black
GRC



John Kassebaum
GRS



Bill Baar
GRD



Brian Phelps
GRN



Elizabeth Carver
GRN



Willy Quiambao
GRN



Army Maj.
Matthew Luzzatto
GRN



Gary Chaney
GRN



Thomas Waters
GRN



Sylvester Rainy
GRS



Army Capt.
Patrick Powe
GRS



Army Maj.
Doug Wimer
GRS



Lauren Newsome
GRN



Kathy Pehnke
GRN



Tiffany Ferguson
GRN



Michael Weaver
GRN



Army Staff Sgt.
Brandon Bailey
GRD



Army Cmd. Sgt. Maj.
Warner-Preacely
GRD



Army 1st Sgt.
Andrew Herndon
GRD



Army Capt.
Robert Delgado
GRD



Army Sgt. 1st Class
Gary White
GRS



Army Sgt.
Ricky Wells
GRD



Army Staff Sgt.
Ameshia Gross
GRD



Army Capt.
Justin Green
GRD



Army Sgt. 1st Class
Leroy Tousant
GRD



Army Sgt. Maj.
Gerald Schmall
GRD



Army Staff Sgt.
Bobby Tullios
GRD



Army Lt. Col.
Ronald Roberts
GRD



Army Capt.
Lincoln Farish
GRD



Army Staff Sgt.
Ralph Prive
GRS



Army Maj.
Todd Heuser
GRD



Army Lt. Col.
David McCracken
GRD



Army Col.
Theodore Rigo
GRD



Army Lt. Col.
Steven Chambers
GRD



Army Col.
Jerome Stolinski
GRD



Army Col.
James Gates
GRD



Army Lt. Col.
Ed Pruett
GRS



Army Maj.
Edward Wright
GRS



Army Sgt. 1st Class
Matthew Plecinoga
GRS



Army Master Sgt.
David Breitbach
GRS



Army Sgt. 1st Class
Scott Bishop
GRS



Army Maj.
Phillip Johnson
GRS



Army Maj.
Glen Kieswetter
GRS



Army Maj.
Daniel George
GRS