

Operation Iraqi Freedom Commemorative Edition

ESSAYONS

Forward

U.S. Army Corps of Engineers

Gulf Region Division (Provisional), Iraq - Volume I, Issue 7

July 23, 2004



**Fajr to Freedom —
The Corps' mission in Iraq**



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Essayons Forward

Commander's Column

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It is truly my honor to be blessed with the opportunity to serve as the Commander of the Gulf Region Division. My thanks and appreciation goes out to all of those in the division for your kind welcome into this wonderful organization. Our mission here is vitally important to the overall success in reconstructing Iraq. It is a tribute to the expertise of our Corps team that we have people contributing their expertise in key positions in the Project and Contracting Office (PCO), the U.S. Agency for International Development, and the Multinational Force--Iraq.



The reconstruction effort is crucial to our success in the Global War on Terrorism. As I arrive here to the Corps, after nearly two years in the 1st Cavalry Division, it is amazing to see so many men and women of the Corps who have volunteered to serve their country. None of these Corps employees probably ever envisioned that they would be serving in a combat theater executing such an important mission. Yet, without your participation, we as an Army and a Nation would not be successful.

We should never forget the "A" in USACE – U.S. ARMY Corps of Engineers. We are a vitally important part of the Army, and your service is essential to our success. During my first visit to a construction site in Nasiriyah, I met an Iraqi foreman who spent several minutes explaining how much it meant to him and many others to see American men and women helping the Iraqi people. He wanted to thank each of you for leaving the comforts of your homes, placing yourselves in harm's way, assisting people that you do not know, in a far off and dangerous land. He said this with great emotion and passion, and assured me that most of the Iraqi people feel the same.

To each of the members of the Corps Team who serve, have served, and will soon serve, thank you for your dedication and sacrifice. The Nation will always be indebted to you.

In closing, I want to dedicate this issue to the memory of Suna and all her fellow Iraqis who have lost their lives as they have worked with us to make Iraq a better place. Each day our Iraqi team members brave similar dangers at field job sites, area offices and district and division offices. Without these brave individuals, we could not be successful in the work we have to do.

We grieve the loss of those who have died in service for a free Iraq. We salute them all and honor their sacrifice with a renewed commitment to our mission ahead.

Keep Safe, and God Bless.

-TPB

ESSAYONS FORWARD
CPA-USACE-GRD, Engineer Villa, Essayons Base, Baghdad APO AE 09316

DSN: 318-542-1431
DESK: 540-542-1431*
CELL: 011-964-790-192-5105*

*CONUS area codes

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steven.wright@tac01.usace.army.mil

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Commanding General:
Brig. Gen. Thomas P. Bostick

Division Public Affairs:
Steven E. Wright (Chief)
Thomas O'Hara (Deputy), Editor
Mitch Frazier
Bill Roberts
Nola Conway
Maria Or
Graphic Artist Yasmin

Cover: Collage of Corps missions in Iraq since March 2003 to include: new military construction, destruction of captured enemy ammunition and infrastructure restoration in oil, electricity and water. (Illustration by Yasmin)



With this issue, ESSAYONS FORWARD is now produced monthly and expanded to a full 20-pages. It will continue detailing success, accomplishments and challenges faced by the U.S. Army Corps of Engineers as it completes its mission in Iraq as part of the United States' global war on terrorism.

SAFETY FIRST!

Engineering in a battlefield no excuse to cut corners

Temperatures that daily exceed 110 degrees coupled with fatigue from working long hours in a combat environment are fueling accidents across Iraq; accidents experts say are avoidable.

The U.S. Army Corps of Engineers Gulf Region Division here logged 15 accidents involving Corps employees since Sept. 2003 ranging from twisted ankles to loss of vision.

Thirty six contractors working for the Corps have been killed in action in the same time period.

“I think safety is a matter of focus,” said Command Sgt. Maj. Michael Balch, the senior enlisted member of the U.S. Army Corps of Engineers. “It is easy to get careless when you aren’t focusing on what it is you are doing, when you are doing it.”

“It is further compounded by the stress of the environment, living conditions and workload,” said Balch, who has served in Iraq since March.

That workload equates to many Corps employees working from 8 a.m. to midnight, living off four hours of sleep. According to the National Institute of Health, that total is less than what is needed to maintain good health.

“For most adults, seven to eight hours a night appears to be the best amount of sleep,” reads an online report from the agency, “although some people may need as few as five hours.”

Lack of ample sleep creates what experts call a sleep deficit. The deficit must be made up or attentiveness and productivity decline drastically, according to the website.

“This is really about using common sense and being prudent,” said Frank Trent, safety officer for the Corps’ Gulf Region Division. “People need to listen to their body, especially when they are under this much stress.

“Drinking plenty of water and keeping in touch with people back home are also extremely important to both physical and mental health over here,” he said.

Headaches, tight neck muscles and restlessness are the most common signs of stress, Trent said.

“Everyone is in a constant state of tired here,” he said. “That is why it is so critical everyone is prudent and takes steps to prevent accidents before they happen.”

Healthy habits and people looking out for one another’s safety are critical in preventing accidents, Trent said.

The effort to improve safety in the Corps extends far beyond the nearly 250 Corps Civilians in country.

Hundreds of Iraqi contractors working on Corps’ projects ranging across the country pose a challenge to the Corps in enforcing safety. For decades, laborers in the country have worked without proper safety equipment, training or processes to ensure safety.

The responsibility now lies on the Corps and its project managers to ensure the Iraqi workforce understands the safety processes and the reasoning behind them, Balch said.

On a recent trip to a worksite, Balch witnessed an Iraqi laborer operating a jackhammer in the mid-day heat barefoot. The laborer thought nothing of the unsafe practice; he just wanted to get the job done, Balch said.

“In spite of customs and way of this part of the world we still have to apply our safety standards to the best of our ability,” he said. “We have to lead by example as Corps employees. We wear hardhats, safety boots, hearing protection and safety goggles, and we need to make sure the Iraqi workforce we are working with do as well.”

The Corps continues to work on hundreds of projects spanning the country and ranging from building or renovating schools, hospitals and Iraqi army bases to roads, bridges and oil refineries.

Compounding the safety concerns of working in the searing summer heat of Iraq is the danger of working in a war zone. Many of the agency’s hundreds of projects that dot the country’s desert are located in areas that are still considered hostile environments.

Despite rocket attacks, mortars, small arms fire and improvised explosive devices, the Corps, working aside Iraqi contractors, continues to work around the clock to deliver a new infrastructure for the Iraqi people.

“This is probably one of the toughest safety environments in the world,” Balch said. “We’re a predominantly civilian organization in a combat zone doing great work for the Iraqi people, but this isn’t easy stuff.”

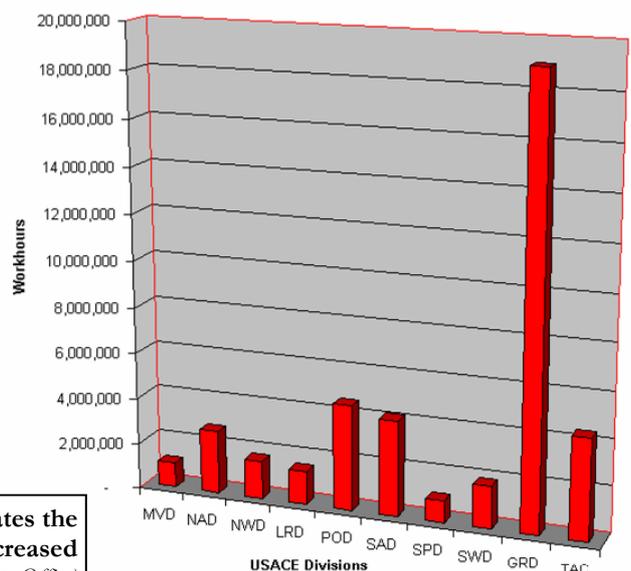
Safety is paramount in every aspect of the Corps’ operations, he said.

To minimize the risk to the Corps’ workforce in the country, armed security teams escort project managers, construction representatives and other Corps personnel clad in body armor and Kevlar helmets to and from sites in armored vehicles and Blackhawk helicopters.

“This is still a dangerous environment,” said Brig. Gen Thomas Bostick, the Corps’ commanding general of the Gulf Region Division. “The enemies of Iraq fear a free and unified Iraqi people. The Multinational Forces continue to work with the Iraqi people to build a solid foundation for the new Iraq. We share a common enemy – terrorists who wish to undermine the Iraqi government – and we will not falter in delivering the new Iraq a modern infrastructure.”

—Mitch Frazier

USACE Construction Workhours FY 04 3rd QTR



The magnitude of the construction program in Iraq demonstrates the relative exposure for work-related injuries and the need for increased focus on worker safety. (Graphic provided by GRD Safety Office)

Corps to remove rivers of wastewater from Baghdad

Raw sewage to be pumped and treated from neighborhood streets

More than a year after the liberation of Iraq, many areas of Baghdad still battle the disease and stench of raw sewage running through their streets. Although nowhere near the magnitude of that seen thirteen months before, the ongoing effort to bring human waste transfer and treatment into the 21st century is being championed by the U.S. Army Corps of Engineers and projects under the Army Project and Contracting Office.

In impoverished areas such as Sadr City, existing and poorly sized systems are clogged. In other poor neighborhoods, no piping systems exist at all and waste and trash fill open slit trenches. In many cases, these poorly constructed systems back into homes.

“We’re doing a lot right now but there’s so much more that needs to be done,” said Danielle Stephens, construction manager for the Gulf Region’s Central District, who estimates the cost to bring Baghdad sewage infrastructure into the 21st century is in the billions.

A year ago, when initial Corps teams sat down with Iraqi counterparts to solve the sewage in the streets issue, the problem was even more daunting. Treatment plants were offline and more city areas were inundated by waste. Quick efforts to get as much as possible pumped out of the streets and into the Tigris wasn’t the most ideal solution, but it was the best at the time.

“Now we’re moving ahead with treatment of that waste, to minimize what is being pumped into the river,” said Stephens, who has been dubbed “Sewer Princess” by those in the district and the Iraqis she works with. Furthermore, more infrastructure projects in long-ignored neighborhoods in Baghdad are finally ridding the areas of unsightly and pungent lakes of waste.

For many parts of Baghdad, dedicated waste systems have long been promised but never realized. When Army engineers arrived in the Sowaib neighborhood in June, some were taken aback by the reaction of many local citizens.

“This Iraqi man came up to me and was so excited that these systems were finally going to be installed,” said Stephens, who is providing construction oversight as well as project engineering for sewage projects, water treatment and landfill efforts in the Baghdad area.

“He said for many years there had been promises of such systems, and that he was excited that the Americans were finally going to make it happen,” said Stephens. “It’s very humbling to me to be a part of what should have been such a simple solution many years back.”

Continuing hostilities in areas throughout Baghdad hinder construction. Nevertheless, dedicated contractors and security provided by local maneuver units have ensured work continues.

Stephens and her teammates travel as indiscreetly as possible to assess project needs and oversee development. “Employing Iraqi firms as much as possible and using Iraqi workers helps with the safety at the projects,” said Stephens.

Working directly with the Amanant Baghdad (city hall), the Corps is one of many complimentary and concurrent efforts to improve the water and sewage infrastructure for the city of more than five million.

With nearly \$130 million in new sewer projects in Sha’ab, Sowaib, Oubaidy, Kamaliya, Al Ameen, Sadr City and Abu Ghuraib neighborhoods, and water treatment projects in Amari the multi-national forces and Iraqi counterparts have a lot to accomplish in the coming months.

Corps efforts are also focused on clearing the existing three meter diameter Zeblin trunk line that currently is clogged with 1.6 meters of sludge.

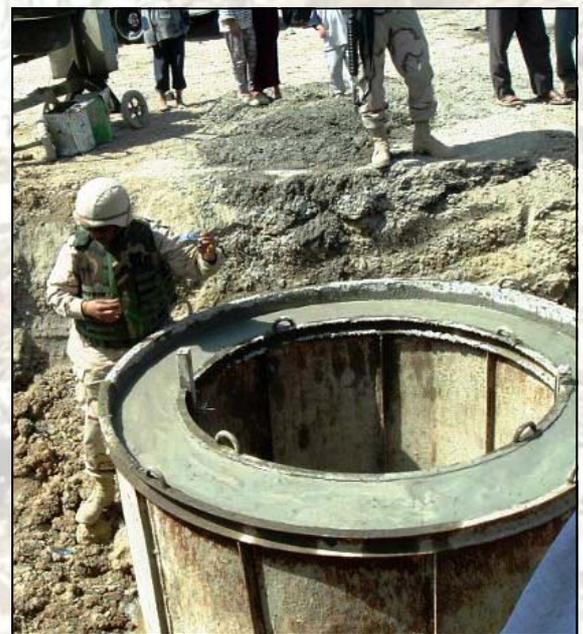
With most projects anticipated to be completed by November, these systems will greatly improve the health and sanitation in these impoverished neighborhoods. Similar projects throughout the country will greatly improve the health and sanitation of Iraqi neighborhoods, said Stephens.

—Thomas O’Hara



With a lake of sewage in the background, U.S. Army Corps of Engineers perform initial site inspections in the Sha’ab neighborhood in Baghdad while 1st Armor Division Soldiers provide security .

(Photo provided by GRC)



Gary Hawkins, program manager from the Gulf Region Division, examines sewer infrastructure improvements in Sadr City in April. Watermark: Rivers of waste sit in open slit trenches in Baghdad neighborhoods. (Photos provided by GRC)

U.S. builds foundations for new Iraqi army

Mud huts and bomb-broken buildings dot the sandy barren horizon near Mosul, Iraq. Like much of the country, decades of war have left a wake of rubble and looted buildings at the former Al Kasik Iraqi Army Base here.

The base, which sat tattered and empty for more than a decade, stood as only a shell of concrete, broken tile floors and cracked plaster.

Yugoslavian contractors abandoned the base's partially constructed barracks, dining facilities and motor pools in 1991 as tensions in the area skyrocketed in the days before Operation Desert Storm. As the contractors and the Iraqi army fled, the unfinished infrastructure sat idle, serving as a stockpile of wiring, tile and building materials that would be pillaged months later after hostilities in the area ceased.

Today, the broken floors have been replaced; cracked plaster has been patched, and new electrical wiring brings light to what has been dark for so long.

The renovation and construction is part of a \$43 million reconstruction project managed by the U.S. Army Corps of Engineers that will create barracks space, motor pools, shopping exchanges, dining facilities and firing ranges for nearly 11,000 new Iraqi army soldiers.

"We are essentially building a city," said Mike Cirian, the Corps' top engineering construction manager for the northern half of the country. "When it is finished in September, this will be a complete city with its own water and waste water treatment and power generation and will help bolster the country's security."

Cirian, a civil engineer and father of three from Madison, Wis., deployed to Iraq in late April to spearhead the reconstruction efforts. Since, 12- to 16-hour days are the norm, managing the construction and rehabilitation of two new Iraqi army bases in the north and a host of other infrastructure improvement projects designed to give Iraq what Cirian calls "a new start."

"This is brand new to them," he said. "Before (the multinational force) arrived, these people were shepherds. They knew nothing about construction nor were they equipped to do the work."

Hammers fashioned from scrap steel and wood and drills made from hand-bent rebar were the only "tools" onsite when Corps project managers and engineers arrived to the base in February. But the Corps, along with its contractor Shaw Environmental Infrastructure based in Dubai, was adamant about employing local Iraqis in the construction.

"This is their country and we need to help them learn skills they need to be successful and to have a hand in rebuilding their country," he said. "We also need to give them the infrastructure they need for their nation's security."

While multi-story barracks construction and elaborate water treatment facilities were far from the mud huts and water buckets traditionally used by the locals, the Corps and its contractor have been able to construct the facilities on schedule and at the same

time teach hundreds of Iraqis basic construction skills.

"It is a challenge at times," said Tom Dillon, vice president of Shaw's Dubai operations who represents the contractor onsite. "We are investing heavily in the local community, and we have created a real sense of pride for the local workforce."

"That pride has also greatly helped us maintain our security," he said.

Nearly five months after construction began at Al Kasik, more than 500 Iraqis flock to the site daily to install tile, drainage systems and concrete foundations under the watchful eye of Dillon and Cirian's teams.

The effort in the small desert town is one of many led by the Corps designed to provide the Iraqis a foundation for the future and an opportunity to learn marketable skills needed in the new democratic society.

In Kirkuk the Corps is building a \$47.5 million training base for the new Iraqi army that will employ more than 1,000 Iraqis and upon completion will house three battalions of trainees.

"This is about giving something to the Iraqi people," Cirian said, as he walked the 10-kilometer fence line July 12. "Using local labor we are able to teach the people and create a long-term facility that will help the Iraqis well into the future."

The U.S. Project and Contracting Office, an agency charged with oversight of the \$18.4 billion appropriated by the U.S. Congress to support the reconstruction of Iraqi infrastructure, is currently working with the Corps to construct four additional new Iraqi army bases, one Iraqi Navy base and rebuilding the country's Ministry of Defense.

"The goal with all of these projects is to give the Iraqi military a platform to get back up and running," said Joanne Milo, a project manager with the Baghdad-based PCO. "When that happens, the Iraqis will be better able to protect their people, and multinational forces can go home."

The projects, executed by the Corps, represent part of the Corps' reconstruction efforts in the country, an effort that rivals the work of the post-World War II Marshall Plan in Europe.

"The easy thing would be to bring heavy equipment in here and build these facilities quickly," said Brig. Gen. Thomas Bostick, the Corps' Gulf Region Division Commander in Baghdad, "but we have to think about this from a different perspective."

"As we put local men and women to work, they develop skills and build a strong, viable workforce for the future and a solid foundation for the country."

—Mitch Frazier

A Changing of the Guard...

On January 25, 2004 the United States Army Corps of Engineers stood up a new Gulf Region Division in Iraq which consolidated command and control of 20 separate Corps offices that currently manage more than \$12.6 billion in construction projects throughout the country. As summer approaches the time had come for the first changes of command. All three district offices, Gulf Region North, Gulf Region Central and Gulf Region South, as well as the Division Commander passed on the pivotal task of restoration in this war torn nation.

On a day that also saw the transition of sovereignty from the Coalition Provisional Authority to the interim government of Iraq, signifying a success of the mission at hand, a transfer of authority was also held for the engineers that helped make the overall mission possible.

"This is the Super Bowl of Construction, and I want to thank you Lt. Gen. (Ricardo) Sanchez for letting me be the quarterback of this great team," said Johnson during his change of command ceremony on June 28. "As I leave this Division I must welcome Brig. Gen. Tom Bostick. He is the finest engineer in the entire United States Army. I would not want to give this division to any other person. I envy you and I give you a special gift. I give you the finest division in the United States Army Corps of Engineers."

As the new commanding general for GRD took the stage he said he was humbled by the remarks and that he was honored to follow in the footsteps of such a great leader.

"I feel both lucky and blessed to be able to lead this great group of soldiers and civilians," said Bostick. He comes to the Corps after completing back-to-back tours as the Assistant Division Commander for Support and the Assistant Division Commander for Maneuver in the 1st Cavalry Division which is also deployed to Iraq.

The Gulf Region Central command saw the departure of Col. C. Kevin Williams who returns to his position as commander, St. Louis District, being replaced by Col. Richard Thompson, coming from his last assignment as Los Angeles District Commander to take the helm at GRC.

"This is a very bitter-sweet day for me as I leave this command," said Col. Williams, outgoing GRC Commander as he addressed the GRC soldiers and guests during his change of command on June 24. "As I return to St. Louis, I am leaving behind a job that is more important to our nation than any job I have had in



Iraqi President Sheikh Ghazi al-Yawwer and Prime Minister Iyad Allawi accept transfer of authority papers in Baghdad June 28 as Iraq's sovereignty is transferred from the Coalition Provisional Authority. (US Embassy Photo)



(Left to right) Lt. Gen. Ricardo Sanchez, MNFI Commander, Maj. Gen. Ronald Johnson, outgoing Gulf Region Division commander, and Brig. Gen. Thomas Bostick, incoming commander, during the GRD Change of Command ceremony held in Baghdad June 28. (Photo by Steven Wright)

over 25 years in the Army. Although it's hard to leave when the job is not complete, I am content that great progress was made in my short tenure here and that great progress continues here in the rebuilding of this nation's infrastructure. I am extremely proud to be able to say that I have served with each and every one of you."

Thompson thanked Williams for his work in building the GRC. "The future successes of this district are a result of the foundation you have laid, thank you Kevin," said Thompson. "I would also like to thank the Soldiers and civilians of the Central District for their help in preparing me for the job ahead. I have only been here a short time and you have all been a great help."

In the Gulf Region North Col. Kurt Ubbelohde expressed the same thanks as he took the reigns from Col. Richard Hobernicht June 16. Ubbelohde went on to say he was proud of the people in the Gulf Region North District. "Our strongest asset is our hard working volunteers. The Soldiers and civilians who have stepped up to serve this organization are top notch people. You have made significant sacrifices to come to Iraq and help the Corps of Engineers complete its mission," said Ubbelohde.

In the Gulf Region South the Change of Command was preceded by a site visit for the new commanding general. Brig. Gen. Bostick visited Tallil Air Base and the future home of the GRS headquarters, Nasiriyah electricity and water projects as well as U.S. Agency for International Development (USAID) projects near the Basra International Airport. Col. Koning, the outgoing GRS Commander, and Col. Roger Gerber joined with project managers and Corps of Engineer quality assurance technicians at the sites to brief Brig. Gen. Bostick on what had been accomplished and what was still to come.

As Col. Koning said farewell to the GRS, he thanked them for all their hard work and for the great success they shared as a district.

"I am proud of each and every one of you," said Koning. "You made a tough choice to come here, you faced extremely difficult challenges and as a team you came together and found a way to succeed. Many of you have often heard me say that Oil is the lifeblood of this country but it's electricity that keeps the peace. Well you all have contributed to major improve-

ments in both. I could not have asked for a better group of people to make up this team.”

At the end of his presentation he reminded them that their job was not over. “Like me, many of you will be returning to the United States and to your districts soon, he added. It is imperative that you spread the word on all the great things we are doing here. Let people know what it is really like and recruit them to take up the challenge.”

Col. Roger Gerber came in from the Savannah District to take over as commander of GRS. He is also a registered professional engineer in Wisconsin and got a first hand look at some of the projects under way in GRS.

“Like it was for you, it was a difficult decision for me to leave family and friends to take this assignment,” said Gerber. “But I believe that our mission of infrastructure assessment and rebuilding is even more vital today in achieving a democratic Iraq where people can enjoy freedom, peace and opportunity. I am extremely impressed by what you have done already and I am very proud to be part of this team,” he added. “I know the work hours are long, the conditions brutal, security less than certain, but we will succeed and in the process we will have fun while taking care of ourselves and each other.”

In addition to change of commanders for the Gulf Region Division and its districts, the colors for the U.S. Army Corps of Engineers were passed at the headquarters level July 1. Maj. Gen. Carl Strock assumed duties as the 51st Chief of Engineers from Lt. Gen. Robert Flowers, outgoing chief.

A common theme at each ceremony was the acknowledgment that a single change of command is always significant in the way that it marks both a new beginning for an organization while providing continuity within its mission. A new commander is often able to capitalize on the previous successes and build on them where possible, while providing fresh ideas in addressing difficulties.

In having an entire organization change over in such a short period of time, much of the continuity and experience could potentially be lost. As Maj. Gen. Johnson noted in his farewell address, that is why the Corps is sending experienced commanders to its most critical mission. These leaders, with excellent experience both within and outside the Corps of Engineers, bring a wealth of capabilities to build on the foundation laid by this division’s outgoing leaders.

--Bill Roberts



Maj. Gen. Carl Strock (second from left) accepts the organizational colors and assumes command as the 51st Chief of Engineers during Change of Command ceremonies at Ft. Meyer, Va., July 1, 2004. (USACE Photo)



(Left to right) Col. Richard Thompson, incoming Central District commander, Maj. Gen. Ronald Johnson, then GRD commander, and Col. C. Kevin Williams, outgoing GRC commander during Change of Command ceremony in Baghdad, June 24. (Photo by Steven Wright)



Col. Kurt Ubbelohde (second from right) assumes command of the North District of the Gulf Region Division during a ceremony held in Mosul, June 16. (Photo provided by GRN)



Col. Roger Gerber (right) assumes the command for the South District as he receives the colors from Brig. Gen. Thomas Bostick, Gulf Region Division commander, during ceremonies in Basrah, July 3. (Photo by Bill Roberts)

From Fajr to Freedom

The Corps' mission in Iraq

It has dominated the headlines for more than a year. Following the military mission to rid Iraq of its brutal dictator, Saddam Hussein, Army engineers have been working tirelessly as part of a multi-national coalition to rebuild, or in some cases build, the necessary infrastructure to support the needs of 25 million Iraqis.

April 2003, the oil infrastructure, the 'life blood' of Iraq, capable of providing \$32 billion a year to Iraq economy and essential to fund its recovery was lifeless. Its electrical infrastructure, the nervous system that connected parts north and south, had been neglected and looted leaving many of the country's 25 million helpless and without light. Hospitals and schools were falling apart, municipalities vandalized and looted, markets were closed, water and sewage waste filled the streets and those recently liberated quickly wondered how much better their life would be under the promise of freedom.

Before there was a Coalition Provisional Authority to manage Iraq, before other federal agencies had established operations in Iraq, before the dust settled in Baghdad following its liberation, the U.S. Army Corps of Engineers was already working shoulder to shoulder with their Iraqi brothers to bring prosperity in addition to peace.

EARLY CHALLENGE

When the call went out for members of the U.S. Army Corps of Engineers to grab their helmet and answer the call for Operation Iraqi Freedom, those who answered included not only Soldiers wearing rank on their collar, but their Civilian counterparts as well donning the same desert camouflage uniform and facing the fire of war.

Members of Task Force Fajr (Arabic for "first light"), assembled from initial engineering components of the Combined Joint Task Force Four, which reassembled to support the Coalition Forces land Component Command in Iraq, would per-

form advance echelon coordination until a larger engineering presence established footing in Baghdad.

On April 13, 2003, these engineers from the Corps were one of the first to walk the empty halls of the Republican Palace in Baghdad. Meeting with their Iraqi counterparts in the shells of the former ministries, they pushed debris off tables and sat down to reassemble data on the various infrastructure elements. Beginning with literally 'back-of-the-envelope' drawings and napkin notes hand-carried from villages throughout Iraq, the seeds in the development of new databases and the formation of a strategic plan to reignite life in the deteriorated energy systems of oil, water, and electricity to support other basic human needs were planted.

Soon, throughout Iraq, an army of forward engineering support teams would be deployed to provide rapid assessment on the magnitude of the engineering challenge ahead. This countrywide reconnaissance would form the foundation for a multi-billion dollar reconstruction program orchestrated by agencies under the soon-to-be established Coalition Provisional Authority (CPA), the provisional government of Iraq.

OIL RESTORATION

While the Fajr element may have been the first group of engineers in Baghdad, fellow Corps members had already crossed into Iraq in late March charged with an entirely unique mission. Concurrent with the evolution and deployment of the Fajr team, Army engineers in the Corps' Southwestern Division had been tasked in November 2002 with planning for the post-liberation restoration and recovery of Iraq's oil infrastructure. Task Force Restore Iraqi Oil (RIO) was quickly formed and mobilized in the spring of 2003 to prepare to battle the established 'scorched earth' tactics demonstrated by Saddam during the first Persian Gulf War when he set hundreds of oil wells on fire as he retreated from Kuwait. Three days after the invasion of Iraq began, RIO team members entered the southern oil fields to begin restoration efforts.

As events unfolded in March 2003, RIO team members quickly adjusted their mission from oil well firefighting, since there were only nine, to overall oil infrastructure recovery and restoration. Looting and sabotage hindered the effort. Despite that, less than two months after the fall of Saddam, on June 28, 2003, the first barrels of crude oil were exported into tankers waiting in the Persian Gulf.

Following the liberation, due to deteriorated facilities and more looting, Iraq was also incapable of refining its own crude oil product

While there were some instances of oil well fires in southern Iraq, it was not near the magnitude expected by TF RIO. Their mission quickly evolved into a focus on exportation and refinery capabilities (KBR photo)





Left: Massive looting and vandalism to the distribution system throughout Iraq hampered the effort to restore electricity. Hundreds of towers and thousands of miles of transmission cables needed to be restored in addition to construction of new generation. (USACE photo)

Below: Initial assessments of damaged Ministry facilities and other structures were part of initial engineering efforts in Iraq. The Corps also served as advisors for certain ministries as they re-established operations. (Photo by Jonas Jordan)

to meet national needs. For the first time in generations, this oil-rich country needed imported benzene, liquefied petroleum gas, diesel and kerosene to meet its requirements for automobile, cooking and other industry needs. The Corps rose to the challenge and organized the importation of refined fuel products. At one time, the effort amounted to more than 4200 tankers traveling the major supply routes from Kuwait and Turkey. Since then, Corps efforts with the Ministry of Oil have helped improve Iraq's refinery process and a little over a year later, Iraq is able to meet nearly 50 percent of its growing national demand.

Despite repeated insurgent attempts during elevated hostilities in April 2004, Corps, contractors and Ministry of Oil employees have quickly responded to each failed attempt to undermine the progress. When Iraq assumed sovereignty from the CPA June 28, 2004, oil exportation was again at pre-war levels. Corps teams are continuing projects to construct an additional 50 kilometers of pipeline and add pipelines under the Tigris River at Al Fathah in the north, water treatment and water injection facilities such as Quar-met Ali in the south, as well as restore crucial refinery facilities throughout the country.

ELECTRICAL RESTORATION

Another daunting challenge faced by the U.S. Army Corps of Engineers was restoring and improving the dilapidated electrical infrastructure for Iraq. A nationwide system that lumbered to produce, on average 4,000 MW a year for a country demanding 6,200 MW, had fallen under disrepair due to limited investment in spare parts or maintenance under Saddam.

Corps advisors quickly met with Iraqi counterparts to establish a nationwide program. Instead of Baghdad receiving a lion's share of the limited electrical capacity of Iraq as it had in the past, a new provisional power policy was adopted by the CPA and Iraqi governances to equitably share the national capacity. But as the national demand grew with the growing Iraqi economy, and more and more Iraqi families began to own satellite dishes, air conditioners, freezers, and a multitude of other appliances, the electricity team realized a fast-track restoration effort had to be formed.

A special Task Force Restore Iraqi Electricity (RIE) was assembled, using the successful model of TF RIO, to quickly apply engineering expertise and add 2,000 MW of new capacity to the Iraqi grid in less than a year. Managing a \$1.4 billion program, engineers tackled new and rehabilitated generation projects, transmission and distribution systems, supervisory control systems and other projects to add capability, reliability and sustainability to the Iraqi system.

The success came quickly and often for the RIE team. Less than a



Right: TF RIO efforts quickly helped restore oil exportation in Iraq. As early as June 2003, the first tankers in the Persian Gulf started loading oil from the southern oil fields. (Photo by Jonas Jordan)

Operation Enduring Freedom

Honoring Those Who

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ZIMMER, BARBARA * ZORKO, P

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AULT, DENNIS A * ASBELL, JO A * ASBERY, THOMAS D * ASHLEY, CHESTER J * ASHLEY, JOHN A * ASHWORTH, KENNETH A * ASUNSKIS, JOEL P * ATKINS, JOHN D
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OPHER D * BORUM, JOYCE M * BOSTICK, THOMAS P * BOSWELL, WILLIAM R * BOTT, LEAH * BOYER, DAN J * BRADLEY, NANCY V * BRADY, THOMAS M * BRAGG, DAVID A
DAVID J * BRIDGEMAN, RODERICK C * BRIGGS, JOHN N * BRILEY, RAPHL * BRINGMAN, BRUCE A * BROCHU, ROBERT A * BROCK, RONN * BROCKHOUSE, STEPHEN RAY
J, JOHN O * BROWN, MICHAEL R * BROWNING, STEPHEN E * BRUNER, DOUGLAS W * BRUNS, ALAN C * BRYANT, JR, KINNEY L * BUCK, JOHN MICHAEL * BUEN, ROMMY
GESS, PATSY D * BURING, BETHI S * BURK, STEVE * BURNS, JR, MITCHELL J * BURNS, TIMOTHY O * BURTON, JASPER B * BUSH, HOWARD R * BUSTILLOS, E
ROMY * CALDWELL, PATRICIA A * CALL, BRETT E * CALLA, EMILY K * CALLAHAN, JUSTIN B * CALLAHAN, ROBERT A * CAMP, BOBBY * CAMP, NANCY K * CANBY, JOHN
ELIZABETH NOCES * CASARETTO, VERNE G * CASTO, JERRY C * CAULEY, MARK M * CEMPA, ANDREW * CERRILLO, HUMBERTO MARTINEZ * CHAMBERLAIN, LARRY J
ESIRE, JOE A * CHESTNUT, DAVID * CHRISTENSEN, DENNIS V * CHRISTENSEN, JERRY L * CHRISTENSEN, LINDA M * CHRISTENSON, DAVID S * CHUNG, DENNIS T
* CLEVELAND, J. VERNARD * COALWELL, GLENN P * COBLE, REBECCA S * COFFEE, GLENDON L * COGGIN, MICHAEL E * COLE, DAVID P * COLEMAN, BOBBY G
ONNOR, JOHN * CONRAD, MICHAEL J * CONRATH, EDWARD J * CONTE, RICHARD * CONWAY, BRENDAN C * CONWAY, NOLA R * COOK, JAMES G * COOPER, KENNETH S
RROLL * CORRIGAN, JOSEPH W * COSTELLO, MICHAEL JOHN * COUNTS, HANFORD C * COURTRIGHT, MARJORIE A * COUSENS, MAJ BERMAN F * COWAN, BRETT A
REEL, HAROLD J * CROFFORD, CLIFFORD D * CROKE, MATTHEW * CROOKE, JOHN D * CROON, GREGORY S * CROSS, EBB C * CRUITT, LEANNE J * CRUZ, EMILIANO C
R, LANNY W * DANDRIDGE, IV, HUNTER M * DANFORD, CHARLES H * DANGULIAN, EBENEZER I * DANIEL, SHALEIGH III * DANIELS, STERRETT W * DANSEREAU, PAUL T
* DAVIS, RODNEY * DAVIS, RUSSELL F * DAW, JOHN * DAWOOD, DAVID M * DEAL, RICHARD * DEAN, EDWARD F * DEBOER, FRANCIS C * DeGREGORIO, ANDREW
LLA M * DEPUJE, JR, GLEN L * DEREWICKI, DAVID GERALD * DEROCHE, ROBERT D * DEVENNEY, ALAN T * DEVILASEE, ADRIAN B * DEVOS, ALOIS J * DIAL, BRUCE W
Y, CLIFFORD S * DONOVAN, MICHAEL J * DOOLEY, ALAN J * DORMAN, ALEXANDER B * DORN, DONALD LEE * DORNSTAUER, ALEX C * DORWARD, GREGORY PAUL
AKE, LANIER P * DRINKWINE, ARBOR III * DRISCOLL, CHARLES E * DRISKILL, KATHY D * DROWN, LARRY M * DRUM, KEN C * DUBOSE, EMMETT H * DUFF, ANDREA M
AP, DERRICK T * DUNN, DONALD M * DUNTON, DEBORAH S * DUNTON, DEBORAH SUZAN * DUPREE, PHILIP C * DURGIN, PHILIP BASSETT * DURRETT, STEPHEN G
PAUL * ELLIS, GEORGE ANTHONY * ELMORE, DAVID G * EMBREY, ALICIA M * EMPSON, WILLIAM B * ENDRES, BRAD WALTON * ENGLISH, CLIFFORD * ENSCH, MICHAEL G
T, ALFRED T * FABER, CHRISTOPHER T * FAGAN, BILLIE J * FAGAN, RICHARD J * FANCHER, MYRON R * FARINECH, MICHAEL * FARRELL, THOMAS * FAUST, JOE
ERRY, DAVID RAY * FICHERA, THOMAS JOHN * FIELDS, JAMES * FINDIKOGLU, CUNEYTO O * FINK, KEITH * FISHER, BILLY W * FISHER, JULIE L * FITCH, SANDRA
FLOURNOY, CURTIS D * FLOWERS, ROBERT * FLYNN, MICHAEL * FOLLMER, BRIAN J * FOLTYN, JASON C * FOLTZ, DANIEL D * FONTENOT, DOYLE A * FOOS, WILLIAM F
ANCIS, ALTAMONT SIMEON * FRANZEN, DAVID * FRASER, RANDY L * FRAZIER, GERALD M * FRAZIER, MITCHELL D * FREDENDALL, LINDA M * FREDERICKSON, CATHY S
HER, FRANZ * FROST, JR, JACK S * FUENTES, DENNIS M * FULFORD, MICHAEL * FUNT, BRADFORD C * FURLONG, FRANCIS X * FURTAU, TERENCE L * FURUTANI, JOHN
J, JARED C * GARZINO, MARIA E * GASTON, CARL D * GAUER, PETER A * GAYLOR, SHERRY FAYE * GEORGE, MICHAEL D * GEORGE, VERNON E * GERALDI, MARK A
MORE, JAMES E * GILSTRAP, DANIEL R * GLOVER, CARLOS * GOLDNER, AARON TODD * GOMEZ, FRANCISCO * GOMEZ, ONISEM * GONZALES, THERESA DENISE
OY, NORMAN M * GRANEY, WILLIAM P * GRANT, EILEEN * GRAVES, WANDRA KRIS * GRAY, GREGORY C * GRAY, KIMBERLI R * GRAY, NEAL N * GRECO, MICHAEL A
TOPHER J * GROSS, JEFF * GUENTHER, JOHN V * GUYTON, LANNY D * GUZMANRIVERA, CRUZ * GWINN, CARLEEN * HAHR, SVEN * HALL, DEAN S * HALL, ELIZABETH M
NCE, GARY M * HANCKS, JANET L * HANEY, COLLEEN T * HANLEY, TAVIS B * HANNA, SAMMY G * HANSON, CARL * HANSON, JR, RICHARD E * HANUS, JOSEPH
G * HART, RAYMOND * HARTLEY, HARLEY R * HATCHER, JAMA G * HAUGEN, JOSEPH C * HAWKINS, BIL GREGORY * HAWKINS, GARY L * HAWKINS, STEVEN R
KURT ANTON * HEINE, RICHARD * HELD, MARK S * HENDERSON, JOHN W * HENDRIX, DON C * HENDRIX, JOEL C * HENDRIX, JR, JOSEPH A * HENLEY, SR, DENNIS M
N L * HICKMAN, LEO JOSEPH * HICKS, GAIL S * HICKS, MICHAEL C * HIGA, NATHAN T * HIGGINBOTHAM, MARGARET M * HILL, RODERICK A * HILL, TOMMY R * HILL, TONY
D * S * HOBBIIE, DIANE S * HOBERNIGHT, RICHARD W * HODGE-SNEAD, CHERYL D * HOFFMANN, KURT G * HOGAN, DENNIS * HOLCOMB, PAUL C * HOLCOMB, STACY A
DON PHILIP * HOLME, DENNIS D * HOLMES, DANIEL J * HOOD, WILLIAM E * HOOHOUSE, JEFFREY T * HOOPER, SHAWNA * HOPE, PATRICK * HOPKINS, MARY M
RT, PERRY A * HUEBSCHMAN, PAUL A * HULL, CHARLES S * HUNN, MATTHEW J * HUNTER, JOHN W * HUNTER, KENNETH LEROY * HURD, DIEDRIE M * HURLEY, DAVID E
D, STEVEN K * IVIE, CAL * JACKSON, BRINDA * JACKSON, DALLAS W * JACKSON, SHELBY J * JACOBS, III, EMILE H * JACOBSON, NEIL ELMER * JAMES, JENNIFER
AEL T * JASO, MICHAEL D * JEFFERIES, SHERRI L * JEFFERSON, KEVIN R * JEMETZ, TARAS * JENKINS, RICHARD P * JESELINK, STEPHEN E * JOHNS, RICHARD M
ON, MILES S * JOHNSON, PAUL O * JOHNSON, RICHARD A * JOHNSON, RONALD L * JOHNSON, RUSSELL H * JOHNSTON, JOEL LAFE * JONAS, ELI * JONES, ADRIENNE M
J, JONAS N * JUDY, MARLENE T * JURACEK, DANIEL R * KACHEJIAN, KERRY C * KADALA, PHILIP S * KAISER, RICHARD W * KALISZ, FRANK D * KALLAM, WILLIAM D
LEE * KEENAN, JACK A * KELLEY, JULIE R * KELLEY, RICHARD A * KELLY, ANDREW * KELLY, JAMES M * KELLY, JR, RICHARD T * KENNEDY, CHRIS S * KENNEDY, LORI A
KIKKERI, SURESH R * KIM, YONG S * KIRCHER, JOHN E * KIRKPATRICK, ROBERT * KISSAM, DANNY R * KITZMAN, DAVID KENT * KLASSEN, JAY D * KLEIN, ALVIN J
LES JR., ROBERT B * KOCH, JONATHAN P * KOCHER, GREG * KOENIG, MARK E * KOHLS, ROGER E * KOLDITZ, CHRISTOPHER P * KONING, THOMAS L * KOOL, SCOTT D
UCERA, MARK * KUHN, MARTIN T * KULIGOWSKI, GARY * KUSHNIRUK, CRAIG D * KWENTUS, MARILYN H * LAFEUR, MARK A * LAMBERT, JERRY G * LANDS, ANGELA
DREW * LARSON, JOHN M * LARSON, LON G * LASH, WILLIAM D * LASTER, ELIZABETH ANNE * LAUDERDALE, PAUL B * LAURENCEAU, MICHAEL * LAVOIE, RICHARD L
JR, JOSEPH DAVID * LECOUNTE, ALBERT D * LEE, ARNOLD J * LEE, CYNTHIA G * LEE, RONALD J * LEE, TARA R * LEE, WILLIAM ALTON * LEFEBVRE, SREPHEN E
N, CHRIS * LESKO, ROB M * LEUFROY, VERNON J * LEWEY, ALLEN B * LEWIS, JOHN III * LEWIS, JR., ROBERT L * LEWIS, RANDALL K * LIGDAY, III, FRANCIS J
RIC J * LOFTUS, MARK P * LOGSDON, TOM W * LONEY, STEPHEN R * LONG, JOHN * LONGFELLOW, CLIFFORD B * LONGFELLOW, KELLY * LOOS, KEITH * LOPER, JOHN M
T * LOWE, GARY P * LOWE, JR, LESTER HUGH * LOY, CARRIE R * LUCAS, LEIGH A * LUCERO, ROSE M * LUCIOSO, DELORAS M * LUEBKE, KEVIN GARY * LUFF, DAVID B
ERTY, RONNIE A * MAHAFFEY, JEFFREY * MAJ, RONALD J * MALIK, SHAFQAT H * MALLGREEN, DEBORAH L * MALOZ, JR, WILSON L * MANAR, KATHRYN E * MANKA, DAVID L
RO, EDUARDO JOSEPH * MARSH, SCHAPPI * MARSHALL, CHARLES WAYNE * MARSHALL, TUNISSHA L * MARTIN, KEITH * MARTIN, RAYMOND W * MARTIN, TRAVIS E
NRY J * MASKIL, RICHARD L * MASON, EDWIN * MASON, LOUIS W * MASTERS, SAMUEL J * MASTERS, SHERRY E * MASTIO, LESTER JOSEPH * MATHEWS, TIMOTHY P
N, MICHAEL III * MAYS, WILLIE A * McALEER, MICHAEL J * McARTHUR, MARY LYNN * McARTHUR, VICKIE K * McCALL, ROBERT * McCALL, WILLIAM D * McCLAIN, JAMES D
DONALD, CLAIRE A * McDONALD, DAVID A * McDONALD, REGAN P * McDONALD, SHARON B * McDONALD, TREVOR R * McDONALD, VICKEY J * McFADDEN, ERIC M
MINNEY, JAMES * MCKNIGHT, KIMBERLY J * McLAUGHLAN, PATRICK T * McLENDON, MICHAEL W * McMILLIN, JOHN D * McMURDO, DENNIS M * McMURRY, MARK B
AY, FRANK W * McVEIGH, ANDREW * MEAD, EDWARD A * MEARS, JEFFREY W * MEEKINS, MARCIA C * MELAAS, LARRY G * MELBY, RANDY D * MENDENHALL, EARNIE D
K * MILLER, ANDREW J * MILLER, EDDIE J * MILLER, INGEBORG A * MILLER, ISRAEL Y * MILLER, JAMES E * MILLER, JAMES M * MILLER, JR., WILLIAM O * MILLER, LINDA A
E M * MISIR, SHAKHAR D * MITCHELL, DANIEL D * MITCHELL, KENNETH * MITCHELL, KIM M * MITCHELL, MICHAEL E * MITCHELL, WILLA MARIE * MIXON, PATRICIA A
D, DALE R * MOORE, JIMMIE C * MOORE, MARY H * MORA, JAVIER V * MORENTE, EDWARD B * MOREY, DARRELL W * MORGAN, CECIL * MORGAN, CHRISTOPHER J
W, DARRELL W * MORTON, EVERETT E * MOSHER, NICK * MOTT, RONALD L * MOURAS, VICTORIA A * MROZEK, KALLAN K * MULLER, STEVEN J * MULLERY, WILLIAM D
AS * MYERS, KENT N * MYERS, LARRY L * MYERS, STEPHEN R * NAGEL, RYAN C * NAIL, THOMAS L * NAKAMOTO, TED ALAN * NASON, JAMES TOMMY * NAWABI, EHSAN U
EN, LOI M * NGUYEN, VIET * NICHOLSON, JOHN C * NICHOLSON, THEODORE C * NIELSEN, PAMELA GAY * NIEMAN, JR, DONALD LEE * NIPPER, MARK A * NOBILE, YVAN
OHN B * OEINCK, JAMES * OGDEN, JEFFREY S * OGLE, CHARLES L * OGLETREE, JUSTIN D * O'HARA, THOMAS A III * O'HARA, THOMAS E JR * OIMOEN, DANIEL C
HARD D * OR, MARIA MAY * ORILEY, JAMES M * ORPILLA, RUDY P * OSTRANDER, REX W * O'SULLIVAN, MICHAEL J * OTTO, JR, DOUGLAS C * OVERFIELD, JOHN H
I, MICHAEL D * PAPPEN, GHEEVARGHE * PARISOTTO, EDWARD * PARK, DOSHIN L * PARKER, BONNIE * PARKER, LUIS * PARKER, SAMUEL P * PARKER, W. SCOTT
K * PATTON, DANIEL M * PAULING, MICHAEL D * PAYNE, RONALD D * PEAK, JAMES H * PEARSON, DANIEL C * PEDERSEN JR, DAVID LINCOLN * PEGG, ROBERT W
YRSON, DONALD * PETERSON, JOEL R * PETKOVICH, KARL * PETRETTI, ANDREW E * PFANNES, JEFFREY E * PHILLIPS, J * PHILLIPS, RONALD LEE * PHIPPS, MARILYN J
Y J * PINON, PETE * PIOLI, WILLIAM R * PISARKO, DAWN M * PITEO, III, BENJAMIN A * PITTS, BRIAN A * PLACHY, DOUGLAS H * PLANTE, RONALD G * PLUMLEY, JOHN
L, RANDY E * PRATER, WILLIAM E * PRESS, DAVID C * PRICER, LANNY M * PRIDAL, DANIEL B * PRIDDY, MARY E * PRINLOW, CHRISTOPHER S * PRISK, RAYMOND A
DA, FANNY I * QUINN, MIKE * QUINN, PETER M * QUENELL, JEFF J * RAASCH, DAVID R * RABBE, RANDOLPH M * RACE, BYRON * RACHEL, CHAD M * RALL, BERNARDINE
ED, KENNETH A * REEP, JIMMIE D * REESE, STANLEY A * REEVES, CHARLES T * REICHERT, BEVERLY B * REINA, NESTOR A * REMINGTON, MICHAEL B * RESTEY, JOHN G
L III, JOHN B * RISKO, ANTHONY J * RIZK, NAIM G * ROBERTS, CLARK A * ROBERTS, II, JOHN B * ROBERTS, THOMAS, JOHN H * ROBERTS, JR, WILLIAM J * ROBERTSON, MARY C
ROBERT E * ROGERS, LARRY * ROGY, JAMES * ROLLINS JR., WILLIAM T * ROMERO, LUIS H * ROSA, JULIET III * ROSE, SEAN * ROSEN, DOUGLAS S * ROSENAU, ANDREW J
WLAND, LAURA * ROWLAND, RONALD W * RUFF, ROY * RUPERT, RICHARD E * RUSSELL, DANIEL J * RUSSELL, DONNA G * RUSSELL, FRANCES G * RUSSELL, STEVEN D
KENNETH G * SANDERS, EARL C * SANDERS, ROBERT B * SANDHU, KULDIP S * SATTLER, ALAN G * SAUNDERS, JR., JOHNNIE PARKER * SAUNDERS * SAUNDERS, RONALD E
VID V * SCHMITZ, KARL B * SCHMITZ, RAYMOND G * SCHOENEMANN, MARK * SCHRADER, BEN * SCHREIBER, CHRIS A * SCHROEDEL, JOSEPH * SCHULER, RALPH
SCRUGGS, JEFFREY * SCULLY, BRADLEY L * SCULLY, WHITNEY C * SEALOCK, EDWARD LYLE * SEAMAN, CAROLYN W * SEARIST III, PHILIP M * SEDEY, JEFFREY S
E, CUSAN * SHANNON, DERICK * SHANNON, MARI T * SHARP, JOHN C * SHAW, CHESTER L * SHAW, WAYNE LARRY * SHAW, WILLIAM D * SHEFFIELD, FREDERICK R
* SHIN, DONG K * SHIPLEY, WEBSTER E * SHIRK, STANTON L * SHIRLEY, TERRY EUGENE * SHIVERS, BART D * SHOCKLEY, LARRY W * SHOEMAKER, MAXINE D
Y-F * SIKKILA, ROBERT * SIMMONS, DON * SIMMONS, MARK E * SIMONSON, MERLIN D * SIMPSON, JR, JOHN ROBERT * SINCLAIR, JAMES RICHARD * SISLER, PAMELA D
TH, AMANDA M * SMITH, ANDREW * SMITH, BOBBY C * SMITH, BONNIE D * SMITH, CINDY S * SMITH, DONALD K * SMITH, ERNSTINE * SMITH, GLEN A * SMITH, JULIAN
SMYTH, KEVIN P * SNEAD, DANIEL * SNIDER, MARTIN D * SNOWDEN, WESLEY * SNYDER, DAVID E * SNYDER, MARK * SNYDER, MATTHEW A * SNYDER, WILLIAM M
VEN N * SPENCER, COREY M * SPEULDA, DONALD L * SPICER, STEVEN E * SPORER, GEORGE J * SPRINGER, MARK H * STACY, SAMUEL T * STAHL, MICHAEL EDWARD
P * STARLING JR, ROBERT LEE * STAUNTON, RODERICK C * STEBENS, RICK L * STEELE, DAVID * STEINECKE, ALAN * STEPHENS, DANIELLE A * STEVENSON, MARTHA
Y * STRANDSKOV, HENRIK C * STREET, DONNA L * STROCK, CARL * STROUPE, WAYNE A * STUBBS, ROBERT D * STUNZENAS, GREGORY M * SULLIVAN, JOHN
SVETICH, PHYLLIS MONELL * SWAINTEK, DAVID * SWANSON, CATHY * SWANSON, DOUG C * SWARTZ, SHANNON L * SWINIARSKI, JOSEPH A * SWITANEK, MILTON P
HN W * TAYLOR, GREGORY DEAN * TAYLOR, MICHAEL DALE * TEED, THERESA A * TELLSTROM, RICKEY A * TEMEYER, TIMOTHY E * TEMPLE, BO * TEMPLETON, LEE JAY
J, JACK * THOMAS, JOHN R * THOMAS, LORI K * THOMPSON, DAWN E * THOMPSON, MARK D * THOMPSON, RICHARD G * THOMPSON, ROBERT * THOMPSON, GARY LINN
YL * TINGLEY, SARAH ELIZABETH * TITUS, FRANCES E * TONGING, WILLIAM * TOOTLE, GEORGE * TOWLE, RICHARD W * TRAVIA, ANTHONY JOHN * TREBS, STEPHEN A
ARION ZAN * UNDELLOHDE, KURT F * ULEHLA, DEREK J * URBON, DAVID * URENA, RAYMOND * VADINO, CAROLYN J * VALDEZ, RODOLFO GIL * VALEN, DAVID A
F, HARRIS T * VANDERLIP, MICHAEL C * VANFLEET, STEVEN R * VAN-GORDER, DEL * VANLAARHOVEN, CHARLES R * VANMEER, MARVIN R * VANOER, ROBERT CARL
J, JULIE A * VILLA, APRIL J * VINCENT, EDWARD C * VOGLER, ROGER M * VRIESEN, STEVEN A * WAGNER, RONALD * WAGNER, MAUREEN L * WAKHING, MARTIN V
WALLS, BRIAN E * WALTER, KIMBERLY A * WALTERS, DALE ROBERT * WALTERS, JUDY A * WALTERS, RANDALL L * WALTON, BRUCE A * WANSING, DERECK FRANKLIN
EL S * WATSON, SAMUEL JEWELL * WATSON, WESLEY E * WEAKLAND, ROBERT T * WEATHERLY, JOHN M * WEAVER, PAMELA O * WEBB, CLAUDIA J * WEBB, JERRY W
ONY J * WELCH, MICHAEL V * WELLER, RICHARD O * WELLS, CLAYTON * WELLS, DAVID E * WELLS, GORDON M * WENTWORTH, MARYANN M * WERNLE, JR, LARRY D
E, THOMAS M * WHITING, JEFFREY * WHITMER, PAUL S * WILBER, GENEVA * WILKINS, SHIRLEY F * WILLHITE, ROBERT A * WILLIAMS, ALAN K * WILLIAMS, CAROL A
JR, LAWRENCE C * WILLIAMS, ROBERT D * WILLIAMS, RONALD G * WILLIAMS, TARA * WILLIAMS, TERRY L * WILLIAMSON, ELLIOT * WILLINGHAM, JONATHAN W
MICHAEL F * WISHARD, GREGORY A * WISSEL, FRED O * WOCHNER, ROBBIN R * WOJICKI, MICHAEL J * WOLF, LEE N * WOLFE, MERVIN JAMES * WONG, DAVID C
ROBERT E * WRIGHT, STEVEN E * WRIGHT, STEVEN L * WUORNOS, REGINALD C * WYATT, DOUGLAS W * WYLFIE, DELRAY N * YEN, KUNGCHUN J * YORK, GARY W
OUNCZYK, CHARLES P * ZELINA, WILLIAM R * ZELINSKE, CHARLES BRYCE * ZELTNER, STEVEN S * ZERINGUE, KAREN T * ZILLMER, VICTOR * ZILLMER, VICTOR B
AUL L * ZUMSTEIN, MICHAEL D

TURKEY

Urfa

Sinjar

Arbil
Al Halabja

Ar Rutbah



(Right) Restore Iraqi Electricity projects include those like the new construction of generators at the Mullah Abdulah Power Station in northern Iraq. **(Above)** The project also includes rehabilitation of existing generators to add overall capacity to the Iraqi power grid. *(Photos by Thomas O'Hara)*

year later, the RIE effort has already added nearly 1400 MW of the scheduled 2000 MW to be completed by summer's end. National capacity crossed the 5000 MW level for the first time in July 2003.

In Al Haditha, the hydropower dam there is working at full capacity for the first time since 1990 thanks to turbine restoration efforts and new transmission systems that bring its remote power generation into the national grid.

Supplemented by efforts under the United States Agency for International Development, (USAID) and projects of the Iraqi Ministry of Electricity, the electrical capacity for Iraq continues to chase the increasing demand of a liberated society.

WATER INFRASTRUCTURE

Since the early days following liberation, Corps advisors have been assisting the Ministry of Water Resources (formerly Ministry of Irrigation) in developing comprehensive country-wide water management policies. Through side-by-side consultation, Corps and Iraqi workers were able to quickly restore water control facilities and bring the Tigris River back to normal levels – it was six feet above normal in March 2003.

With Corps personnel serving as senior advisors, and projects under the auspices of USAID, in less than a year, the water management of Iraq has moved almost a generation forward. Designers have been instructed in GIS mapping of inter-related systems, for-

merly uncoordinated water management activities have been consolidated, a nationwide model for water management has been created, the ministry has been invigorated with a financial budget 1000 percent higher than it's former level, and marsh Arab communities in the south – destroyed under Saddam, are being restored.

The technical expertise of civil works management inherent in the Corps has been a natural fit towards moving the Ministry into the 21st century.

VERTICAL CONSTRUCTION AND ORDNANCE REMOVAL

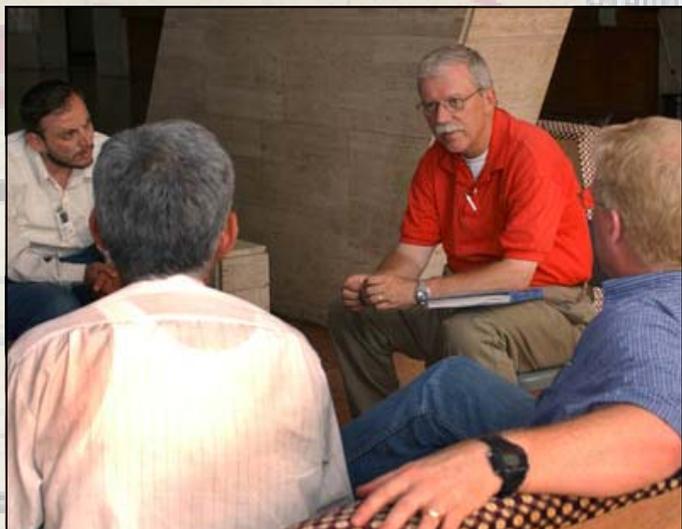
Corps construction management has also been key in development of billions of dollars of new vertical construction such as restoration of schools, hospitals, fire stations and other municipality facilities throughout Iraq in support of the Army Project and Construction Office (PCO) and in partnership with USAID. A \$46 million water treatment and sewage infrastructure project in Baghdad alone, initiated this summer, will rid city streets of standing human waste, greatly improving the health and sanitation of those areas.

Furthermore, through the PCO's Iraq Reconstruction Relief Fund, the Corps is supporting construction of a \$10.9 million pediatric hospital in Karbala and a \$18.4 million hospital modernization contract in An Nasiriyah. Nationwide, the Corps is providing

Construction projects like this new base for the Iraqi army in Al Kasik will greatly assist the effort to improve security in Iraq.

(Photo by Steven Wright)





Capacity building in Iraq includes the development of Iraqi Forward Engineering Teams (IFEST) to assess infrastructure needs and provide assistance to reconstruction planners in Iraq.

(Photo by Jonas Jordan, Savannah District)

contract administration and quality assurance support on \$87.5 million worth of school repairs. The IRRF program has awarded more than \$2.2 billion in contracts throughout the country over fiscal year 2004.

In addition to being the backbone behind the heavy lift that is the Iraqi infrastructure mission, the Corps is also responsible for the military construction and support mission on the bed down and facility construction for Coalition forces numbering 160,000 in theater. The Corps has awarded more than \$160 million in major military construction projects to include initial base camp construction and quality of life improvements for Soldiers serving year-long, and sometimes longer tours. In progress are five power plants and one wastewater treatment plant theater-wide. Another \$90 million is scheduled for award by September 30, 2004 to include a new hospital facility and a base perimeter lighting project.

A concurrent Corps Captured Enemy Ammunition operation in Iraq has also located and secured 289,000 tons of enemy ammunition. With 130,000 tons of it destroyed to date, the Corps is safely ridding the country of Iraq from munitions left behind by the former regime.

TEAM EFFORT

In January of this year, the various FES, Task Forces, a provisional command and control element and other Corps operations were assembled under one command, the Gulf Region Division which remains in operation to support the sovereign nation of Iraq.

managing construction projects in their area of operations. Other federal agencies like the USAID and non-government organizations have additional programs that augment the engineering mission of the Corps. Stateside Corps districts and Centers of Expertise are assisting efforts in the field using reach-back assistance and virtual engineering tools, like tele-engineering kits and video-conferencing systems, to bring the capability of the 35,000 members of the Corps to the needs in the sand in Iraq.

Multi-service coordination with units from the Army, Navy, Air Force and Marines, plus interactions with security forces from countries such as Great Britain, Poland, and other members of the coalition have also been crucial contributors to the security and facilitation of projects.

“Sometimes I feel like the whole United Nations is here to help,” said Hassan Yahya, dam manager of Haditha Dam, in an ironic reference to the variety of international support located at this project.

A little over a year after its liberation, sovereignty was transferred from the CPA to the interim government of Iraq. While the official transfer occurred June 28, 2004, ministries of various responsibilities had been operating for weeks under Iraqi

leadership thanks in no small part to the success and support of Corps efforts.

Despite ongoing attacks on infrastructure by terrorist and insurgents, and momentary delays in operations, Iraqi oil production continues to operate at pre-war levels (nearly 2 million barrels per day), providing the continued resources to promote reconstruction nationwide.

By late June, electrical capacity for Iraq had achieved levels unseen for a generation of Iraqis.

In July, underground pipelines are being installed in Baghdad to pump sewage water and clear the streets of disease and filth. Treatment of this waste and improvement to countrywide water systems continue.

As it has in countless emergency operations around the globe, the U.S. Army Corps of Engineers was one of the first on the ground, and will most likely be one of the last to leave Iraq. Now officially as an invited force by the new Iraqi government, the Gulf Region Division continues to provide engineering services, construction management and advisement to military projects, infrastructure development and other efforts, large and small, throughout Iraq.

The Corps motto is *Essayons*, French for ‘let us try’. The meaning comes not from a wish to make an attempt to solve a problem, but a determination to succeed where others have failed.

—Thomas O’Hara

Separate Corps efforts have collected and destroyed massive stockpiles of captured enemy ammunition throughout Iraq. *(Photo provided by Huntsville)*



The Gulf Region Division *Districts*

The Gulf Region Division's three districts are responsible for a \$12 billion construction management program to improve Iraq's vital infrastructure over the next several years.

Before the invasion of Iraq in March 2003, the Department of Defense tapped U.S. Army Corps of Engineers to provide Iraq reconstruction assistance. The Corps approach to extending engineering expertise to a combat theater was through Forward Engineering Support Teams (FEST).

The Corps deployed hundreds of volunteers to support a number of the reconstruction offices in Iraq. These teams were assessing damages, providing engineering solutions to infrastructure problems and providing assistance to restart vital infrastructure such as oil and electricity production.

FEST was an answer to deploying quickly, but never intended to operate for long period of time. They effectively used and were maintained by reach back to Corps Districts, Divisions, Centers and Laboratories. When a larger footprint and permanent presence was needed, the GRD was stood up.

"Consolidating all of the Corps resources into one division with three districts has improved our efficiency and effectiveness in managing the construction," said Col.

Roger Gerber, GRS commander.

The Gulf Region Division was activated to consolidate the existing entities into three coherent and focused district teams; Gulf Region Central, Gulf Region North and Gulf Region South on January 25, 2004 in Baghdad.

Through relationships and funding from Multi-National Forces-Iraq, Iraq Project Contracting Office and U.S. Agency of International Development (USAID) the GRD districts are supporting Iraq's reconstruction efforts by providing quality, responsive engineering services to and with the Iraqi people, said Col. Kurt Ubbelohde, GRN commander.

"The districts are assisting to oversee the construction of electrical generation plants, transmission lines, fuel distribution and repair projects, crude oil treatment plants, water and sewer projects, and the restoration and rebuilding of roads, bridges, schools, hospitals and clinics," said Ubbelohde.



The Ibn Sina Hospital is the only level three trauma hospital in Iraq for American soldiers. GRC keeps the building running by keeping the generators humming, lights on, water running, elevators working through an operations and maintenance contract. (Photo by Thomas O'Hara)

Gulf Region Central District

In Baghdad, 80 GRC employees support construction oversight on \$2.9 billion of Iraqi reconstruction that includes major work on USAID projects such as the Doura, Qudas and Haditha power plants. When completed, these three projects alone will be able to add 1,500 megawatts to the Iraqi national grid.

With a district headquarters and three area offices, GRC, commanded by Col. Richard Thompson, has 200 projects underway. District boundaries include 55,000 square miles of the Al Anbar Province of Iraq, however, GRC's spans into the far reaches of Iraq because of its quality assurance and construction management work for USAID.

GRC's larger projects include constructing the Ministry of Defense building that will accommodate principal Iraqi government officials and the operations and maintenance contract for the Ibn Sina Hospital.

"The hospital is one of the most important projects" said Lt. Col. Steve Jeselink, GRC deputy commander, "it is



The Haditha dam in Al Haditha reached full operational capacity for the first time since 1990 when Corps engineers brought the final turbine online in June. Additional transmission and switchyard projects will eventually maximize the contribution from this facility. (Photo by Thomas O'Hara)

the only level three trauma hospital in Iraq supporting American troops.”

Gulf Region North District

In the mountainous northern region of Mosul, 55 GRN employees support \$2.4 billion of scheduled Iraqi reconstruction projects in an area of operation spanning 127,000 square kilometers including Dahuk, Arbil, Ninawa, At Ta'min, As Sulaymaniyah, Saah ad Din and Diyala Provinces.

The district has four area offices with four resident offices established and and five resident offices planned in the coming year.

GRN has completed five major projects with the Iraqi ministries in the past six months and continues to successfully provide planning, design, and construction management support for more than a hundred military and civil infrastructure construction projects.

Ubbelohde's philosophy and vision is simple and straightforward.

“Each individual on the GRN team has personal responsibility for the success of the entire team,” said Ubbelohde.

He said he believes in empowerment and expects team members to do what is right and that he also considers GRN's success the result of its strongest asset -- its hard working volunteers.

GRN helped turn lights back on in



Iraq by adding more than 250 megawatts to the Iraqi national electric grid from the Dibis and Bayji power plants. Work also includes restoring three major kilovolt transmission lines to move the newly generated power to city substations.

GRN completed work on the Kir Kush New Iraqi Army Military Training Base, Al Kasik New Iraqi Army Division Base and Kirkuk New Iraqi Army Brigade Military Base.

“These projects continue to help Iraq define its sovereignty and develop its abil-

ity to defend itself,” said Ubbelohde.

Gulf Region South District

In the port city of Basrah, 60 GRS employees support a 155,000 square kilometer area of southern Iraq with a mission of \$1.5 billion that will double to \$3 billion before the end of this fiscal year.

The district, located in the provinces of Wassit, Babylon, Karbala, Najaf Qadis-siyah, Muthanna, Thi-Qar, Missan and Basrah, has four area offices.

Currently, GRS has 94 projects and expects an additional 63 in the near future.

“People are our greatest asset,” said Col. Gerber. “They are absolutely first rate – highly motivated, very professional, and proud of their accomplishments.”

He said the greatest challenge is the synchronization of infrastructure rebuilding in support of various agencies including PCO, USAID, Multi-National Division- South East, and South Central.

With 27 projects completed, the focus up to this point, said Col. Gerber, has been the security and justice, electricity and oil sectors. Of primary importance are facilities for the New Iraqi Military include the construction of the Umm Qasr Naval Station, now headquarters for the Iraqi Coastal Defense Force and the An Numaniyah Military Base soon to be the home to three Iraqi brigades. GRS is also constructing a New Iraqi Army brigade headquarters near Tallil.



Ground breaking at Kirkuk New Iraqi Army Brigade Military Base. GRN is building the new installation to provide facilities which the New Iraqi Army can train and operate. The ability to defend itself is paramount, as Iraq continues to define its own sovereignty. (Photo by Nola Conway)

The Al Basrah Offshore Terminal, a renovation project completed by GRS, is now the most significant oil export facility in Iraq. The station has gradually improved its average loading rate which is now about two million barrels of oil loaded every day.

(Photo by Steven Wright)



For the Ministry of Electricity, GRS projects include restoring and building new power plants in Nasariyah, Buzurgan and Saifwan, constructing two major transmission lines and rebuilding 14 electrical substations. Electrical projects GRS has been involved in have added 196 megawatts to the Iraqi national electric grid.

Within the oil sector, GRS has 20 projects to improve oil production and export. Among many other projects, district employees worked on the Al Basrah Offshore Terminal. This terminal is the most significant oil export facility in Iraq, said Gerber.

GRS has aggressively worked to assist the Iraqi refinery workers on an effort to reconstruct the Basrah refinery and have increased production of gasoline, kerosene, diesel, fuel oil, and liquid

petroleum gas, said Col. Gerber. The increased production of refined products helps meet a goal of eliminating the need for Iraq to import these products.

They are also working on a massive construction effort to treat wastewater sewage and provide potable water to the people of Nasariyah, as well as numerous projects renovating hospitals, clinics, schools, roads, police stations and fire stations.

The GRD is a provisional division established by USACE to help rebuild Iraq. Three missions have been directly assigned to the Corps in Iraq. They are in the fields of oil, electricity and disposal of Captured Enemy Equipment. The oil and electricity missions were blended into GRD. Captured Enemy Ammunition (CEA) is a mission assigned to Huntsville Center.

The USACE oil mission is complete, while the electricity and CEA missions continue. GRD is managing construction for a \$12.6 billion program under the Project and Contracting Office; providing contract management and quality assurance for USAID and providing military construction for Multi-national Force Iraq.

The provisional nature of GRD is based on the various reconstruction missions assigned will be completed. Barring future recurring mission assignments, the people of GRD will be successful when they have worked themselves out of a job. More will serve here, 1700 volunteers have already served.

— Maria Or, Steven Wright

Below: GRS' An Numanyiah Military Base project will provide garrison and training sites for the New Iraqi Army. Barracks that will be able to house 6000 Iraqi soldiers are near completion. *(Photo by Steven Wright)*



Above: GRS is installing a new generator at the Nasariyah power plant, just one of many power projects currently being restored and constructed throughout the country of Iraq. *(Photo by Steven Wright)*



Corps Follows Environmental Principles in Iraq

Protecting the environment, it is one of the principles of Corps operations throughout the world. One might argue that in a hostile environment such as that in Iraq, attention to environmental concerns would take a back seat to engineering operations. Those people would be surprised to learn that a focus on preserving natural resources and safe disposal of harmful products has fallen in step with the fast tracked effort to restore Iraq.

“Our job is to make sure we leave the environment of this place no worse than we found it,” said Terry Williams, environmental specialist serving in Iraq, who recently redeployed home to Mobile District.

Williams has been overseeing environmental impacts by U.S. Army Corps of Engineers operations, and other Coalition activities as Engineering and Construction manager for the Gulf Region Division, US Army Corps of Engineers.

Williams is not alone. Environmental specialists are assigned to all military sites throughout theater to ensure military operations do not adversely affect their areas of operation. “Realistically this is still a war zone,” said Williams. “But we still have a responsibility to do the right thing.”

Environmental assessments are also done to protect the troops in the field. According to Williams, environmental specialists at forward operating bases (FOB) throughout theater also attempt to determine if air, soil and water are free of pesticides, chemicals, smoke, bacteria (etc) that would harm those serving in the area.

Inspecting a temporary landfill in the Green Zone, Williams ensures only approved construction debris are being dumped. The site, located adjacent to the Tigris River, is not ideal but served immediate needs for the rebuilding effort. “One day this will all be relocated,” said Williams. Once hostilities settle down to a point that an external site can facilitate disposal of construction debris from Green Zone construction, “then this area will be cleaned back to the open field it once was.”

Williams’ duties also include management and development of procedures to properly dispose of hazardous materi-



als. Drums of chlorine wash are stockpiled until they can be properly disposed of. In other areas, reuse of hazardous materials has helped minimize the impacts of multi-national force operations.

“We’re collecting the oil waste from



Terry Williams, environmental specialist for the Gulf Region Division, inspects the landfill in the Green Zone to ensure only non-hazardous materials are disposed.

(Photo by Thomas O’Hara)

operations and using it as a burn product for some of the electrical generation projects in country such as at the Doura (refinery) project,” said Williams. “Simply because a combat environment is not conducive to typical environmentally conscious activities, doesn’t mean the military, or coalition, can turn a blind eye to it.”

Not only is the multi-national force not turning a blind eye, they are investing substantially so their efforts here to liberate this once-dominated country don’t leave its environment unnecessarily scarred.

When not in the field performing project oversight, Williams is at the office combing through baseline assessments of operations throughout Iraq identifying potential environmental concerns and impacts. Impacts the multi-national force will one day return to assess and in some cases remediate, or clean up

When the nature of movement improves, Williams is confident he and his successors will be able to accomplish a lot more on the environmental front.

In addition to monitoring the efforts of the multi-national force, Williams and his counterparts also work with the newly established Ministry of the Environment to develop new policies in Iraq to minimize the damages that occurred prior to Iraq’s liberation.

“There’s been a lot of damage to the environment in Iraq due to the last thirty years of oppression under Saddam Hussein, but they can recover,” said Williams. Containment for spillage of oil operations, protection of water resources to minimize the spread of disease, as well as advancements in industrial waste monitoring will eventually help the country’s 25 million enjoy a healthier society, according to Williams.

“This is such a beautiful country,” said Williams. “Its history is significant for all cultures, not just the Iraqis. We owe it to all of us to make sure it is preserved.”

—Thomas O’Hara

The landfill on the banks of the Tigris is a temporary solution to handle construction debris. Local Iraqi workers manage the disposal of debris. *(Photo by Thomas O’Hara)*

Paying rent in Iraq, Corps a good tenant

Wherever the American Military occupy private property in Iraq, they require a special help from the U.S. Army Corps of Engineers. The special help comes from the Corps Real Estate Services Team or CREST.

It is the policy of the American military to pay a fair and equitable amount for real property rights they need. CREST leader Greg Wilson said that payment for property rights in an occupied country begins when the fighting stops and the military authority replaces civilian authority.

“In Iraq, the American military moved very quickly and hostilities were considered ended by May 1, 2003, so this is when we began leasing privately-owned property,” said Wilson.

This date was important for the owners of 1650 properties in the town of Kazalia, located just west of Baghdad. Prior to the Gulf War, the Republican Guard occupied their properties—about 1500 vacant lots and 157 homes.

Saddam’s forces located there to control two key highways, Highway 12 going west toward Fallujah and Ramadi and Highway 1 goes north to Tikrit, according to Wilson.

“When our forces reached Baghdad and occupied this strategic location, they didn’t even know it was privately owned. Since they took it from the Republican Guard, they thought it was a military area belonging to Iraqi forces,” said Wilson. “We occupied the property in March and President Bush said the war in was over in May, so we paid rent on the property from May, 2003 to Jan. 2004.”

Once the decision was made that money was due, a very difficult process began to determine the property location. GRD’s Real Estate longest serving member, Moayad Najeeb, said that former CREST members James Burch and Kelly Alcon spent days working in the field to determine the location of properties in the Kazalia area.

“We started with one house that we knew the Global Positioning Satellite coordinates on and then worked our way out from those coordinates with a measuring wheel,” Najeeb said. “Once we measured the lots, we would stake the corners and get GPS coordinates. Then we took photos, did appraisals and notified the Army’s civil affairs officers how much each of the land owners or home owners would be paid.”

In Iraq, when the government wanted something, people didn’t expect to receive payment for what was taken. This was the case for the area taken over by the Republican Guard, according to R.I. Mahmoud, CREST member.

“When the Iraqis used their land they weren’t given anything, but when the Americans come, they paid for use of the real estate. Most of the owners were very grateful to receive payment from us,” said Mahmoud.

Wilson said that he was concerned about getting the word to the property owners but the word spread quickly when notices were put out advertising that the US Government wanted to pay rent for the property it had occupied.

“We put up flyers and notices telling property owners we would pay them rent on their property,” said Wilson. “Then we hired a local contractor with 15 people who helped prepare the leases and to notify people when they could come in and sign the leases and receive their money. Word of mouth still works well and quickly in Iraq, because we were able to find all the owners or heirs to the property.”

The real estate team began getting leases signed and distributing money in mid June. One of the main concerns was safety for those who were going to receive money.

“The civil affairs people brought over \$1.2 million in cash. We picked the Convention Center Complex here in the Green Zone (highly secure former Baghdad presidential area) because it’s busy and people from outside the Zone go through three checkpoints. Also, the Complex is home of the Iraqi Business Center. It’s a place with lots of hustle and bustle,” said Wilson.

“After folks received their money they blended with the rest of the people and didn’t stand out,” Wilson said. “We paid lot owners \$500 each for leasing their lots and depending on the degree of completion, we gave the home owners from \$1500 to \$2500 for their structures.”

With 1650 different properties, the team had to prove and document property ownership. They were able to do this by using the private contractor to verify ownership from public records according to Najeeb.

“After proving ownership we also required photo identification and even took people’s fingerprints when property owners signed their leases,” said Najeeb.

The large subdivision in Kazalia will be the largest individual real estate project the GRD real estate group undertakes in Iraq. The rest of military projects are large but have far fewer property owners according to Wilson.

“We might get 20 to 30 individual owners for a base camp or larger project, but the difference is that the future projects will have owners with larger tracts of land. We had a very unusual circumstance with acquiring property rights in a subdivision,” said Wilson.

The CREST has undertaken a full inventory of buildings in the International Zone and itemized and measured each building being used. At Camp Victory GPS coordinates have been collected on every property being used. Coordinates have also been received for all other Camps and Bases throughout Iraq.

Leases are not being signed or money paid for public buildings being used by the government. Public buildings are accepted under an agreement signed by former Ambassador Paul Bremer, which also includes authority to negotiate with the owners of private property, according to Wilson.

“People, both Iraqis and Americans, are always a little surprised when they hear about how we pay for leasing property. Probably only the United States would be this careful of property rights in countries that we have been in war with,” said Wilson.

—Steven Wright

Local farmers are compensated for coalition use (USACE Photo)



Mortars and brick

Building understanding one brick at a time

The first U.S. Army Corps of Engineers' buildings are rising up at Camp Victory, Baghdad, Iraq. Along with the mortar and brick buildings comes building understanding of how Iraqis and Americans work. It is a learning experience for both.

The office buildings being constructed by the Victory Area Office of the Central District, will be used for the Gulf Region Division Headquarters, Central District Headquarters and the Victory Area Office. Construction of living facilities are also included.

Corps offices in Iraq have typically occupied former palaces and buildings of the past regime. These buildings mark a first for the Corps in Iraq — new construction of offices and living space. The hard-sided buildings also provide a level of protection for Corps employees, who typically live in trailers surrounded by sandbags.

Jay Grimsled, a lock and dam operator from St. Paul District, is one of the quality assurance inspectors on the projects. He works for the Victory Area Office, Central District.

“This has been a learning experience for me because the job I do in the states is completely different from this. I have never done this kind of work before,” said Grimsled.

Construction in an area where temperatures are well over a hundred degrees each day has its challenges too. “The dust and heat you are in each day wears you down. You have to take extra precautions for your wellbeing and for the workers,” said Grimsled.

“I have learned a great deal of patience. The contractors have a different mindset concerning every part of life and you have to try to learn where they are coming from to work with them,” he said.

“The locals are hard workers and use hand tools almost exclusively. They are polite and very curious about America and why I am here in Iraq,” said Grimsled.

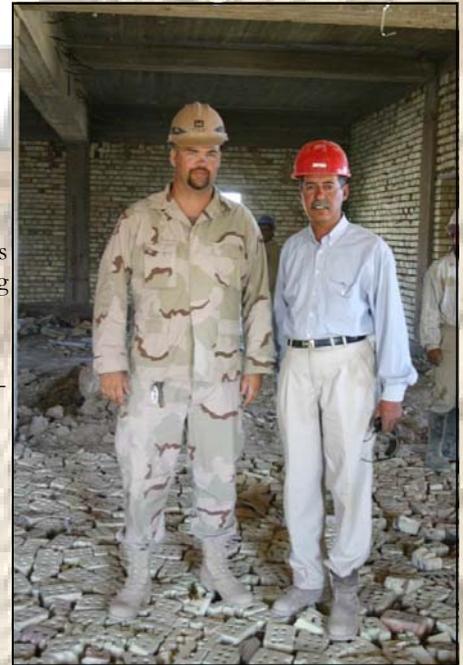
Everyone knows the Iraqis have suffered for a long time under their former president and they want to make a better life for their families, he noted.

“Their construction techniques are completely foreign to us and they have a completely different concept on how a building is built from the ground up,” said Grimsled as he pointed out how the mortar was mixed on the ground in a pile, the broken bricks that were used to fill in the floor area, and the wooden poles used during the construction process to hold up the ceiling as it is placed, bucket by bucket.

Working in a combat environment also makes it a challenge to keep the materials needed on the site. According to Grimsled, the buildings were designed by the contractor and the design has been used at other locations in Iraq.

“I volunteered to play a part in something that will be remembered for a long time and to help my career,” said Grimsled. He noted it has been a very worthwhile experience.

—Nola Conway



Jay Grimsled, QA inspector, VAO, pauses for a photo with the contractor, Mr. Talal, site supervisor for the contractor showing the broken brick used to fill in the floor.



An Iraqi worker mortars the outside of the living quarters being built for Gulf Region Division employees.



Wooden posts hold a recently placed ceiling in place.



A front end loader, called a shovel by the Iraqis, is used to carry away construction debris. Watermark: Grimsled and Mr. Talal inspect the Camp victory project. (Photos by Nola Conway)



US Army Corps
of Engineers