# ESSAYONS forward

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## Inspecting the Troops—
## Chief visits Iraq Reconstruction

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**Cover: Chief of Engineers Lt. Gen. Carl Strock, right, visits with a 1st CAV Soldier during a tour to the Iraq reconstruction effort in August.**

*(Photo by Mitch Frazier)*

# *Commander's Column*

We've had another great month of challenge, opportunity and success here in Iraq. We've started more than 600 projects on our way to meet our goal of more than 1,800 projects started by Dec. 31.

These projects are valued at more than $4 billion. We achieved a significant milestone this month in exceeding the $1 billion mark in work in place which measures the amount of actual construction. This is part of the Gulf Region Division and the Project and Contracting Office contribution to the Campaign Plan to help build a free and democratic society in Iraq. These projects will help employ Iraqis, provide them with essential services and develop the economic infrastructure of the country. These projects will all help the country as it prepares for national elections in January 2005.

As we continue to move the program forward, we're beginning to see our regional structure form throughout Iraq. Area offices are solidly associated with the major subordinate commands, PCO regional liaisons are set, and regional project managers are pushing out to join them. In addition, virtual Project Delivery Teams have been set and associated with the three district headquarters. The reconstruction fight will not be fought in Baghdad, but in the regions throughout Iraq. Baghdad will continue to provide the important guidance, direction, priorities and resources, but even in this area, we must do this in concert with the desires of local Iraqis. As we saw in Najaf, post battle operations are an important element of the reconstruction effort. Despite the size and of the reconstruction program, it can be agile and meet the immediate needs of our maneuver commanders and the Iraqi people.

On behalf of all the entire Corps team, I would like to thank each of the volunteers who serve here in the Gulf Region Division. The hours and days are long and never ending, but your work is most appreciated by our military, our nation and the Iraqi people. Each of you are making a difference in our future and in the lives of the Iraqi people. Thank you for volunteering to serve your nation. All of you have made an enormous contribution, and we will be forever indebted to you for your service. We must win this fight, and together with the men and women in uniform, our great civilians, our multinational partners and our Iraqi friends we will win!

**TPB**

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# Army's top engineer visits Iraq; 'reconstruction' making progress

Reconstructing Iraq after decades of dictatorship and war is going well and great progress is being made, the Army's top Engineer said in Baghdad Aug. 22.

Lt. Gen. Carl Strock, the Army's Chief of Engineers and commander of the U.S. Army Corps of Engineers, toured reconstruction projects across the country Aug. 22-25, visiting engineer Soldiers and more than 230 civilian volunteer employees charged with rebuilding the nation.

"You are demonstrating to the Iraqi people that there is a very positive difference between the new Iraq and what they knew under the former regime," Strock said during an address to the Corps' Gulf Region Division staff in Baghdad . "You are bringing clean water, new schools, reliable electrical service and all the critical infrastructure to the Iraqi people, and I have confidence in what you are doing and your ability to deliver for Iraq ."

Corps civilian engineers, project managers and quality assurance specialists dot the map of Iraq, serving at power generation facilities, military bases and construction sites across the country executing a $12.6 billion infrastructure construction and rehabilitation program.

During his five-day trek, Strock visited project sites across the country ranging from a new Iraqi Army base to new and rehabilitated power generation plants to the Gulf Region Division's three district offices in Basrah, Baghdad and Mosul in hopes of better understanding operations of the seven-month old division.

Strock, who served in Iraq for six months in 2003 as the Deputy Director of Operations for the Coalition Provisional

**Lt. Gen. Strock, right, speaks with Maj. Eric Stor, operations officer for the Restore Iraqi Electricity Directorate during his weeklong visit in August.** *(Photo by Ross Adkins)*

**Corps commanders and directors from throughout the theater assembled for a Commander's Brief during the Chief's visit to assess reconstruction efforts and plan for the challenges ahead.** *(Photo by Mitch Frazier)*

**Lt. Gen. Strock visits a 1st CAV DIV reconstruction project in Baghdad. The project will enhance security along the Tigris River and create a park for area residents.** *(Photo by Mitch Frazier)*

Authority, also visited engineer Soldiers deployed across the country as part of Operation Iraqi Freedom.

During the northern leg of his trip, Strock visited a company of 1st Infantry Division engineer Soldiers who had suffered two casualties only 96 hours before his arrival.

The two were on an improvised explosives clearing mission when an explosion rocked the vehicle, killing them and injuring the driver.

"There is nothing tougher than having to talk to someone who just lost a friend and a brother," said Command Sgt. Maj. Michael Balch, the Corps' senior enlisted Soldier who traveled with Strock and currently serves in Iraq . "All you can do is listen, let them know you care and help them to focus back on the mission at hand."

Like their civilian counterparts in the engineer corps, the Soldiers are working on projects designed to impact the Iraqi people – school renovations, parks, hospitals and a variety of small capital projects that provide improved facilities and jobs for the people of Iraq .

"I am deeply indebted to the volunteer civilians and Soldiers for what they are doing and deeply gratified to see the results of their hard work," Strock said. "Everyone here has pulled together and is making a huge difference."

Difference in Iraq is measured in impact to the Iraqi people, a scale that is frequently in megawatts, kilometers of pipeline and total numbers of new starts on construction progress.

In less than two years, the Corps' Restore Iraqi Electricity team has added more than 1,535 megawatts to the national power grid, providing enough electricity to fuel nearly 4.6 million Iraqi homes. The Corps and the reconstruction team of the Project and Contracting Office and the U.S. Agency for International Development have repaired 1,230 schools, 52 clinics, 10 fire stations and rebuilt bridges, sewage treatment plants, water purification systems and upgraded Baghdad area telecommunications.

"The courage that each and every one of you shows here in this environment is absolutely amazing," Strock said. "There are a lot of people back home that will pat you on the back and celebrate what you are doing, but we cannot forget those back home

**Watermark: Lt. Gen. Strock and Brig. Gen. Bostick visit a Central Baghdad construction project being managed by the 1st CAV DIV.** *(Photo by Mitch Frazier)*

**Left. Strock speaks with Col. Kurt Ubbelohde, commander of the North District during a tour of projects in the Mosul area.** *(Photo by Mitch Frazier)*

**Lt. Gen. Strock speaks with a contractor at a power station in northern Iraq. During his trek across the country, Strock visited several lo cations to hear first-hand the status of reconstruction from contractors, Corps civilians, Soldiers and military commanders.** *(Photo by Mitch Frazier)*

who are unable to make the sacrifice and commitment you are able to make by serving here.

"They too are contributing in someway to our ability to complete our Corps mission and support you while you are over here," he said.

Since arriving to the country in the fall of 2003, more than 1,500 civilian volunteers of the Corps' 35,000-member workforce have served in Iraq .

**Mitch Frazier**

**Strock speaks to members of the Gulf Region Division and Central District during a Town Hall meeting in Baghdad.** *(Photo by Mitch Frazier)*

**Spc. Tompkins oversees the hospital supply inventories which have greatly improved the medical treatment for Iraqi citizens.** ***(Photo by Mitch Frazier)***

# *Renovated medical facility means better supplies for Iraq's injured*

Melted plastic tubing and heat warped glass vials are a thing of the past for doctors and nurses here at Ibn Sina Hospital, Iraq's busiest medical facility and one of only three Level III trauma centers in the country.

The reprieve comes courtesy of the first climate-controlled medical storage facility in Iraq which opened Sunday only meters from the front door of the hospital. The new warehouse will provide an end to the destructive heat with enough air-conditioned storage space to store tons of medical supplies to treat the county's most seriously wounded Soldiers and civilians.

"Before all of our materials were packed into a number of small hot warehouses throughout the area; it was so hot that glass tubes would actually melt," said Spc. Myissha Tompkins, the medical supply specialist for the hospital. "The desert heat and the small compact storage areas made it difficult to provide the critical supplies our customers need, but this new facility has made it much easier."

Today, a centralized system of neatly numbered shelves loaded from floor to ceiling with brown and blue boxes of medical supplies have replaced the rows of plastic-wrapped, double-stacked boxes scattered among warehouses across Baghdad .

"It's dress right dress, like we say in the military," Tompkins said.

The renovation of the building began in June when more than 40 Iraqi laborers began transforming the tattered, neglected building into a modern facility capable of storing enough supplies to service the monthly patient load at the hospital that routinely exceeds 1,000.

Doors and windows were replaced, walls were painted inside and out and air conditioners were installed to transform the once dilapidated building into a modern 2,000 square-foot medical storage building.

"We in Iraq have never had anything like this before," said "Loay", an Iraqi contractor who led the refurbishment. "We do not have large hospitals and all the modern medicines to treat our sick and injured; now we have a facility and a place to store the medicine."

The building, which only months ago stood as a shell of broken concrete and rubble, is the first of many renovations planned for bettering the hospital.

Construction of a sterilization room atop the hospital's operating room is currently underway and is slated for completion in October. Additional storage, widened electronic doors and upgraded elevators are also on the renovation plans for the calendar year.

"I was a little scared for myself and my family when I began studying this project to bid on," "Loay" said. "I was afraid we might become a target, but when I found out what I was doing could help save the lives of my people and Soldiers I knew this was the right thing to do."

The bravery and commitment of "Loay" is echoing across the country as more and more Iraqis are seeing the promise of a new, reconstructed Iraq .

More projects are starting every day, and more of Iraq will begin to see a difference as these projects come on line," said Brig. Gen Thomas Bostick, the commander of the U.S. Army Corps of Engineers Gulf Region Division, a predominantly civilian organization charged with reconstructing Iraq . "Iraqi and multinational firms began 285 new projects during the first week of September and more than 1000 are scheduled to be started in the next 90 days."

**Mitch Frazier**

# Efforts to construct infrastructure continue

## Hospital, school and government building renovations underway

**An Iraqi laborer applies adhesive to a sheet of paneling at the Najaf teaching hospital. The hospital, which was ransacked by Moqtada Sadr's Madi Army in August, is one of many sites in the war-torn city being rebuilt by the Multi-National Forces.**
*(Photo by Capt. Michael Rainey)*

There are not enough well-equipped medical facilities to heal the injured and sick; few schools with teachers for children to learn to read, write, to add and subtract and few buildings equipped to conduct the governments' business.

It's a scenario all too common here in the country that has been cloaked by dictatorship and plagued by terrorism for more than three decades.

"I am very happy with these starts," said Ahmed, an engineer and life-long resident of Baghdad. "It is the first step in our country's recovery. I want people to see what they can do. If they see and understand things are really improving, maybe they will become involved in the next step towards economic recovery, then maybe this craziness in our country will stop.

"Show them something new and they will believe there is hope," he said.

Hope is being restored as more than $900 million is poured into building more hospitals, schools and government buildings throughout Iraq.

It is so large a figure it can loose meaning.

The figure represents the building or renovating of 150 primary healthcare centers; 19 hospitals including a children's hospital in Basrah; 1,200 schools including 16 new contemporary, secondary schools and five major Iraqi Ministry buildings that will serve as the nerve center for the country's economic and political recovery.

The nearly one billion dollars is being provided by a number of sources including U.S. supplemental funds, Iraqi Ministries and non-government organizations. This is just one of several similar programs for improving the Iraqi economy.

Work is slated to begin Oct. 17 on the primary healthcare centers, and more than 30 will be under construction by Nov. 14. Another 30 are forecasted to start by Dec 12, and each is expected to take nearly nine months to complete.

"The Minister of Health has set a goal of improving available health care to Iraqi citizens," Ahmed said. "His goal is to distribute facilities throughout Iraq according to the needs of the people."

That goal equates to establishing out patient clinics to help relieve congestion at the country's already busy full-service hospitals. Some of the new clinics will have x-ray facilities, laboratories and teaching capabilities.

The most tangible evidence for the Iraqi people, Ahmed said, is seeing the schools open, giving children a place to learn and providing proof that things can and are happening.

Already many have been repaired and will open for the school year next month.

The Ministries of Environment, Education and Higher Learning, Trade, Industry and Minerals are in line for the renovations. Upgrades will improve plumbing, wiring, air conditioning communications and phone lines. It will also include painting and other improvements readying the buildings for the ministries to move their furniture in and begin operations.

The Independent Election Commission building renovation was recently completed paving the way for the Iraqi elections in January.

**Ross Adkins**

# Iraq reconstruction continues

## People patient for new infrastructure

A plume of dark gray smoke rises in the distance as 22 year-old "Zeeb" makes his way through the front gate of the electricity plant here Friday morning.

The smoke is a sign of progress for the college-educated engineer when he learns the attempt to wreak havoc in the nation's capital was quashed by Iraqi and American security forces, and no Iraqi or U.S. Soldiers were injured.

"There are very few people like this who don't want to see this country succeed," he said. "These people who blow up cars and attack the Americans, they are few. Most of Iraq knows that life is much better after Saddam, but security … security is the biggest challenge."

Today "Zeeb" and more than 76,000 Iraqis make the daily trek into the electricity plants, water treatment plants and job sites across the country to rebuild the nation in the wake of three decades of dictatorship.

Their hope, "Zeeb" said, is the work at the sites across the country will bolster the security and will create more jobs and more opportunities for the people of Iraq .

"You can ask anyone here what they want and they will tell you electricity and water and a job," he said. "Iraqi people are very simple. They just want the basics."

Providing those basics has been the aim of the U.S.-led reconstruction effort since it began nearly 18 months ago.

Nearly 650 reconstruction projects are underway across the country, and more than 1,800 projects slated for start before years end. All of which are aimed at building a better life for Iraqis like "Zeeb."

"We know how important clean water, sewage treatment and electricity is to the people of Iraq ," said Brig. Gen. Thomas Bostick, the commander of the U.S. Army Corps of Engineers Gulf Region Division. "More and more projects are starting across the country, creating more jobs and more visible progress."

More than $7 billion of the $18.4 billion U.S. reconstruction fund has been obligated to perform the gargantuan task of rebuilding nation's antiquated infrastructure that was plagued by poor maintenance.

When initial assessments were made shortly after the war, planners and project managers didn't fully realize the scope of the damage that remained hidden deep under access panels of the country's water treatment plants and electricity stations.

"We had to run many of the units without maintenance for the past 10 years, so many are just barely running," said "Mayik," a plant manager at a central Baghdad power plant who worked for the former regime for more than six decades. "When we would take them down, we didn't do the major repairs needed. We did the repair just to put the units back in operation for 10 years. The maintenance you can say was nothing only when it breaks down we did the necessary repairs even though it was far away from the standards.

"We knew the standards, but we also knew the country needs the electricity; there was simply no time," he said

After a year and a half in the country, time continues to measure the progress of the multinational reconstruction effort.

In-depth assessments and further refining of projects have taken contractors and reconstruction agencies time as security and logistics challenges have at times slowed progress.

Despite the challenges, "Mayik" said Iraq waits.

"I guarantee the Iraqi people are patient enough to wait

**An Iraqi laborer grinds a plate on a metal support structure at a military training base in eastern Iraq. The structure will hold a water storage tank that will soon supply the base with clean water.** *(Photo by Mitch Frazier)*

**Iraqi laborers carry sandbags for the construction of additional force protection structures at an electricity station in northern Iraq.** *(Photo by Mitch Frazier)*

**Watermark: An Iraqi engineer surveys a water treatment project in Central Iraq. The project is one of several being completed to finish a military training base northeast of Baghdad.** *(Photo by Mitch Frazier)*

**Iraqi laborers build the foundation for a new housing area in the International Zone. Currently more than 78,000 Iraqis are employed in the reconstruction of Iraq.** *(Photo by Mitch Frazier)*

because they were patient for 55 years under the former regimes," he said. "We are all proud, and the circumstances encourage us to do more.

"When I go home my children they cry because there is no electricity, so everyone is motivated," he said.

Although there is more electricity in the country than there has been for more than 10 years, demand and distribution is keeping some neighborhoods dark.

More than half a million new jobs have been created as new industries and factories have pumped more money to more Iraqis. Thousands of washing machines, televisions and air conditioners have been sold, rapidly increasing the demand for electricity.

Current electricity production hovers around 5,000 megawatts, 600 more than before the war and slightly above the level produced in Wisconsin .

"Electricity is everything . . . it is our lives," said "Mayik". "Agriculture, water, sewage, refineries … everywhere is electricity, but there is not enough.

"The people now rely on the electricity. They have air conditioners and cars; they need it more than ever," he said.

Iraqi and U.S. engineers have brought three rehabilitated generators and one new generator online this month, adding 47 Megawatts to the national electrical grid. Last month, seven generators were brought on line, adding 202 Megawatts to the grid - a total that now fuels 606,000 Iraqi homes and brings the available electricity to a level that far exceeds the 4,400 megawatts available before the war.

**Mitch Frazier**

# Reconstruction offers 'hope' for Iraq

## More than 650 projects underway, 1,800 by end of year

The pungent odor of human waste fills the debris littered halls of the Najaf teaching hospital, a facility ransacked by Moqtada Sadr's Madi Army as they fought throughout the central Iraq city two weeks ago.

The 120-degree heat intensifies the smell and offers little reprieve to the teams of Iraqi construction workers who now wade through rubble intent on returning the hospital to operation.

"The emergency room and the operating room will be operational within the week," said Ricardo Vasquez, a site manager with U.S. Army Corps of Engineers, as he pointed to a rubble-filled room. "We have to get this place up and running as quick as we can."

The renovation of the war-torn hospital is one of nearly 650 U.S.-led reconstruction projects now underway across the country, and is one of more than 1,800 projects slated for start before years end.

"These new projects offer hope, and offer huge opportunities for Iraqi people to get a better country, job and feed their families," said "Hess", a 30-year old architectural engineer in North Baghdad. "I think that when they come it will be a very clear message to all Iraqi people and Arab countries that America did what they promised."

At 30, "Hess" is one the elders in the country of 2.5 million people. The median age here is 19, a result of decades of fighting and dictatorship, he said.

"It was a huge disaster; therefore, a lot of Iraqi people ran away from this regime, like my sister," he said. "She ran away out of Iraq risking capture at the border and hanging. It was a huge risk, but she had to. There was no future in Iraq .

"After the war because the mercy of my God sent the Americans to help us, I got a wonderful salary and hope for a better future," he said.

More than $7 billion of the $18.4 billion U.S. reconstruction fund has been obligated to perform the gargantuan task of building hope by rebuilding nation's infrastructure that remained cloaked by decades of dictatorship and plagued by poor maintenance.

**An Iraqi laborer shovels trash at a Baghdad electricity plant. The man is one of several college-educated Iraqis now employed as laborers on the reconstruction of Iraq.** *(Photo by Mitch Frazier)*

Electricity generators now pump more electricity into the desert country's power grid than before the war, and more than a thousand schools have been rebuilt.

It's welcomed progress, "Hess" said, but it's often overshadowed by the ac-

tions of a minority of Iraq – the weapon-toting militia intent on thwarting progress.

"It's too clear the improvements have been made, but unfortunately what is stopping that improving wheel from going forward is the stupid people outside who just want to attack the American people here," he said. "Unfortunately there are Arab countries in the neighborhood that are feeding the terrorists here with weapons and money to attack the American."

Money here was reserved for the elite under the former regime and continues to be a suspected fuel for fighting.

Poverty-stricken families continue to sort through the landfills for food and shelter, but leaders here believe that will change as the reconstruction effort quickens and the demand for labor increases.

"Most of Iraq is very poor outside of Baghdad , and if you pay them good money to attack, they will because need money to feed their children and families," "Hess" said. "They are blind-minded; they don't see how they are hurting their country.

"Their only goal is money not a better Iraq ," he said.

More than 110,000 Iraqi laborers and engineers are already on the rolls of reconstruction agencies and contractors. Thousands more are expected to be added as the additional projects come on line in the months ahead.

Reconstruction efforts have already showed signs of boosting the country's economy, adding more than half a million new jobs, industries and factories, according to the Iraq Ministry of Electricity. The ministry reports the boost has not only put money into the hands of many in Iraq , it has fueled the sale of thousands of washing machines and air conditioners, which has rapidly increased the demand for electricity.

"The increase in demand is a good sign of a thriving economy emerging from three decades of isolation," reads a fact sheet published by the ministry.

Like electricity, the demand for water has also increased as more and more Iraqis are able to connect to centralized water distribution systems across the country.

"It is frustrating when you see a water treatment plant being rebuilt, and it provides water every morning when you want it to," "Hess said. "Then that one guy who is out of his mind comes and cuts the line just like that.

**An Iraqi laborer dumps debris removed from the Najaf teaching hospital, Sept. 9. The hospital, which is now being renovated with U.S. funds, was ransacked by Moqtada Sadr's Madi Army as they fought throughout the central Iraq city in late August.** *(Photo by Mitch Frazier)*

"It's frustrating because we can't move forward when this happens," he said

Movement forward for Iraq continues as infrastructure projects around the country begin and Iraqis become employed, which will improve security," said Brig. Gen Thomas Bostick, the commander of the U.S. Army Corps of Engineers Gulf Region Division, a predominantly civilian organization charged with reconstructing Iraq .

"More projects are starting every day, and more of Iraq will begin to see a difference as these projects come on line," Bostick said. "Iraqi and multinational firms began 285 new projects during the first week of September and more than a thousand are scheduled to be started in the next 90 days."

**Mitch Frazier**

# Reconstruction firms hear plan for rebuilding southern Iraq

## Basra contractor forum aimed at bringing more jobs, work to region

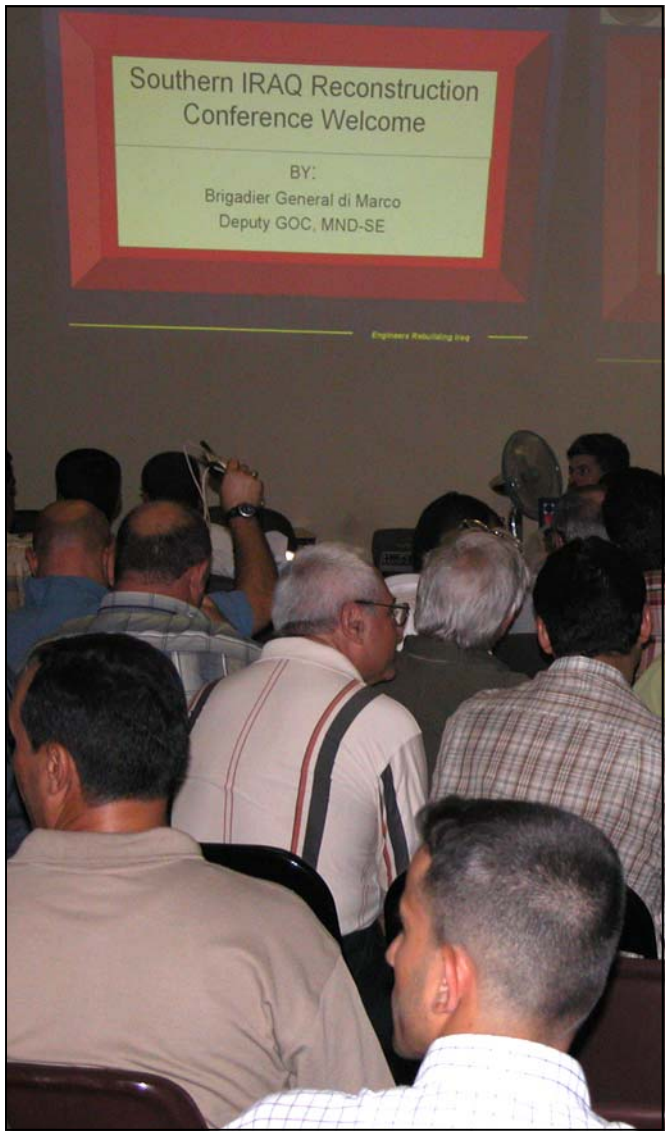
Nearly 200 Iraqi and international construction contractors heard on Saturday how reconstruction efforts in the country's southern region will soon quicken, providing the southern region a renewed infrastructure and additional jobs.

The demands and opportunities that come from the planned massive surge in reconstructing the south served as the keynote of the region's first reconstruction forum at the Basra International Airport Sept. 4.

"This is a good opportunity for me and my company to meet the people we hope to be working with in rebuilding southern Iraq ," said "Faiq", a branch manager with a Basra-based general contracting and engineering firm. "It is important for us to get to know what kind of work is coming and find business for general contracting and engineering workers."

The conference provided contractors an overview of the $18.4 Billion Iraqi Reconstruction Relief Program, outlining specific programs in each of the area's nine provinces and provided a point of contact for each of the nearly 500 planned projects for the region.

While major capital improvement projects like railroads, upgraded port facilities and additional road and bridge construction topped the list for bettering transportation across the desert south region, small local projects also made the discussion during the afternoon conference.




**Iraqi engineers learn plans for rebuilding the southern half of Iraq during a contractor conference at the Basra International Airport.** *(Photo by Bill Roberts)*

"This is a two prong effort; we have to make the major capital improvements and start many smaller local projects to show visible progress as quickly as possible," said Col. Roger Gerber, the commander of the Army Corps of Engineers Gulf Region South District. "It is important that power plants be renovated and water treatment facilities be built to boost the economy and quality of life for the Iraqi people, but school and hospital renovations and water distribution systems are also important steps in demonstrating progress to the Iraqi people and putting them back to work quickly.

"These smaller projects are not as expensive but are just as important," he said.

The more than 10 new medical clinics, 400 renovated schools and new police stations planned for the region are slated for construction before the end of the year; each aimed at improving the aging infrastructure of southern Iraq and adding thousands of jobs across the region.

"We are proud of your presence today, and I express my gratitude for your vision and commitment to revitalizing Iraq ," said Brig. Gen. Leonardo Dimarco, deputy commander of the Multi-National Division South East. "We hope there will be many more of these industry forums with the aim of stimulating business in southern Iraq ."

More than 100,000 Iraqi engineers and laborers are currently employed across Iraqi, rebuilding the nation's dilapidated infrastructure.

"More projects are starting every day, and more of Iraq will begin to see a difference as these projects come on line," said Brig. Gen Thomas Bostick, the commander of the U.S. Army Corps of Engineers Gulf Region Division, a predominantly civilian organization charged with reconstructing Iraq . "Iraqi and multinational firms began 285 new projects during the first week of September and more than a thousand are scheduled to be started in the next 90 days."

**Bill Roberts**

# New technology brings more electricity to Iraq

## Installation of chiller pack at power station near Najaf boosts production

**Iraqi and U.S. engineers installed a chiller pack to boost electricity generation at a power station north of Najaf.** (*Photo by Mitch Frazier*)

Beads of sweat drip from the foreheads of Iraqi laborers finishing a power plant upgrade north of Najaf. In the wake of war and under a 115-degee heat, the team installs a new radiator on a generator air intake. It's an installation that increases electricity output of the machine by more than 15 percent by cooling the hot, dry desert air.

The radiator, known as a chiller pack to the electrical savvy, came online Monday at the south central Iraq power plant, boosting electricity production from the generator to 24 Megawatts, enough to service 72,000 Iraqi homes.

The gain is one of many logged over the past 18 months that have boosted electricity production here to more than 5,300 Megawatts, enough to service 2.7 million more Iraqi homes than were fueled under the former regime.

"This technology will help us produce more electricity for the Iraqi people," said Raad Shalal, a senior Iraq Ministry of Electricity official. "As more of these are installed across the country, more electricity will be available and help us decrease electricity shortages across the country."

The chiller pack operates much like an automobile radiator, pulling hot desert air through water cooled coils to create a cooler, denser air-fuel mixture. The mixture is then drawn into the turbine where it is further compressed before it is combusted.

"If you have clean cool air, clean water and clean fuel you can increase the efficiency of a turbine generator significantly," said Maj. Erik Stor, the operations officer for the U.S. Army Corps of Engineers Restore Iraqi Electricity Directorate. "This chiller pack gives us that nice dense air we need to generate more electricity for the Iraqi people."

The chiller pack is one of few operational across the country.

Similar units proved themselves this summer under the searing desert heat in Bayji as temperatures there soared past 135 degrees. The benefit fueled the decision to add similar units to a four new generators at a Baghdad power station that will be online later this year.

"It is all about efficiency and increasing the production of these units," Stor said. "These chiller packs can cool the incoming air up to 15 to 20 degrees, and while that may not seem like a lot, it is when you think about the thousands of more houses that can have electricity because of the increased electricity production."

Electricity production in the country averages approximately 5,300 MW, a total that services an estimated 15.9 million Iraqi homes and exceeds the pre-war level of 4,400 MW.

Despite the addition of power to the country's national grid, the demand for electricity in Iraq continues to grow, according to a fact sheet published by the Iraq Ministry of Electricity.

"With more than half a million new jobs created, new industries and new factories coming on line and with the sale of thousands of washing machines and air conditioners, Iraq has experienced a rapid increase in electricity demand," the fact sheet reads. "The increase in demand is a good sign of a thriving economy emerging from three decades of isolation."

Since beginning their work in the country nearly a year ago, the Corps has added an additional 1,597 Megawatts to the Iraqi national grid.

**Mitch Frazier**

# War-torn city rebuilds in the wake of war

## Najaf reconstruction continues

**Three Iraqi laborers clean up a building in Najaf after fighting left the city in disarray. More than 100 projects have been either re-instituted or begun with funding from various ministries of Iraq as well as multinational sources.**

*(Photo by Ross Adkins)*

In spite of damage inflicted during clashes between the new Iraqi security forces and Moqtada al-Sadr's militia here two weeks ago, the city now has a smile on its face.

Once under tight control of Sadr, the citizens here were bullied, harassed and even killed if they offered any resistance; victims of a misguided few.

Today, the fear is gone, and the city is rebuilding in the wake of war.

A drive through the littered streets is met with friendly waves and thumbs up signs from children and adults working alongside the road. Expressions of relief from militant rule has left young and old with feelings of hope and anticipation of a better future.

"We are happy now because Al Sadr is gone," said a young man who only identified himself as "Amir" in the farmers' market area. "We now want things put back up."

Work on hospitals, schools, streets, water systems are again underway as well as clean up and new restoration projects. Electricity and drinking water were restored within hours after fighting ceased.

The Ministry of Electricity mandated shortly after the cessation of fighting that Najaf receive 24 hours of power as long as was needed, and the Ministry of Water moved workers in to restore drinking water within hours of the withdrawal.

"We don't blame Americans, but we do want them to clean it up," said an elderly gentleman wearing the traditional shirt-like dishdasha and shawl as he pointed to a pile of rubble where stores used to stand. "Now, not later, now. We want to get our live on and return to normal."

**"We don't blame Americans, but we do want them to clean it up."**

**—Iraqi elder**

Returning to normal was a universal goal echoed by the crowds of young and old who lined the streets of the city. Their polite gestures of friendliness spoke great hope, but their body language cried impatience.

Governor Adnan al-Zuhfa has put the full weight of his office behind the efforts to clean up debris that litters the streets and return sanitation to full operation. He has let the interim government in Baghdad know he is looking to them for additional assistance and money.

More than 100 projects have been either re-instituted or begun with funding from various ministries of Iraq as well as multi-national sources.

You can almost feel the restlessness of the people of Najaf, impatient to get their lives back to normal. But they can now smile in anticipation of that day.

**Ross Adkins**

# *Clean water, sewers nearing completion in Basra*

## *Systems will support new international airport slated to open in Oct.*

Iraqi laborers dart through the terminals of the near complete international airport here carrying materials that will soon finish the country's southern transportation hub.

New pipes buried deep in the walls and floors of the revamped airport will soon feed the building with enough clean water to quench the thirst the nearly 4,000 Iraqi laborers that will staff the airport and the thousands of weary travelers that will soon re-fill the once teaming terminal.

Providing clean water and a viable sewer system for the airport is the final step in a multi-million dollar effort to revive the airport and reopen commercial travel in the southern region.

A $1.3 million renovation project to revamp the water treatment plant is slated for completion by the end of October. The plant was operating at full capacity before the war, pulling millions of liters of water from the nearby river. However, it lacked maintenance and chemicals to render water suitable for human consumption.

Sewage treatment for the airport was also found in a state of disrepair in the wake of war. Looters had stripped the plant of essential mechanical and electrical components, rendering the plant useless. Untreated sewage flowed into storm drains and spread disease.

Under the Iraq Infrastructure Reconstruction Program, the U.S. Agency for International Development and the U.S. Army Corps of Engineers have cleaned, refurbished and marked kilometers of runways taxiways and apron; installed international standards compliant signage; constructed nearly 30 kilometers of fencing; supplied, installed, and commissioned a new radio system and trained local operators and provided baggage X-ray units to bolster passenger security.

The projects are signs of progress as local Iraqi workers near completion of the Basra Airport water treatment plant and the airport's sewer treatment plant.

**Mitch Frazier/Bill Roberts**

**An Iraqi engineer works to repair a generator at the Mosul Power plant in northern Iraq. There are thousands of Iraqis working to restore electricity throughout the country. They include engineers, welders, electricians and numerous other skilled and unskilled labor positions.** *(Photo by Bill Roberts)*

# A good Head start, young Iowa lawyer takes oath from Baghdad

**With several members of the Gulf Region's Central District at her side, Melissa Head takes her oath for the Iowa Bar Association, Sept. 21, via VTC from Baghdad to Des Moines, Iowa.** *(Photo by Bob Sundberg)*

In the middle of the largest rebuilding effort since the Marshall Plan, from the embattled conflict of Iraq to the halls of justice in a mid-west government office, a young woman from Iowa joined the ranks of the legal profession in September. Friends, family and co-workers joined her virtually from both sides of the globe.

Ever since high school, Council Bluffs native Melissa Head has wanted to be a lawyer. She dreamed about the day the results of her bar exam would cast her into the ranks of America's practicing lawyers.

But she never imagined it would be like this.

Head, now a 25-year-old realty specialist with the Omaha District, U.S. Army Corps of Engineers, received her results in Baghdad, Iraq where she currently serves with the Corps' Gulf Region Division.

"I took the bar exam two weeks before I deployed," Head said from her Baghdad office. "I found out I was leaving while I was studying for the exam, so I was excited to get the results."

But passing the Bar exam was only part of the process for Head to join ranks of the Iowa Bar association. Next she had to be personally sworn in by a State Justice.

Iowa is one of a few states which require new lawyers to physically be present to take their oath of service – a requirement that at first seemed would prevent Head from taking her next step until after her Iraq tour was completed.

Legwork by her colleague, Bob Sundberg, counsel for the Gulf Region Division and members of the Iowa Judicial community created the possibility that Head could meet her obligation by using the capabilities of video-teleconferencing.

"These are such special circumstances and she's performing such a special duty for our country that with the ability of this virtual conference technology, we felt this met the spirit of the personal commitment and decided to go forward with her ceremony in this way," said Justice Michael Streit, who would eventually administer the oath to Head.

Although delayed briefly by technical difficulties, the applause from both ends of the pond resonated in the Iowa conference room as seasoned court justice and promising young lawyer were able to speak for the first time.

"I'm pretty sure you're the first lady sworn into the Iowa Bar in battle fatigues," said Justice Streit, generating laughter from both sides of the ocean.

Nick Critelli, president of the Iowa State Bar Association, opened the conference call with brief comments supporting Head and promising her a warm welcome when her mission in Iraq is complete. "On behalf of the Iowa Bar Association, welcome and know we can't wait to hold a dinner in your honor when you return," Critelli promised.

With her grandparents, George and Gwendolyne Head, her brother, Erik and her mother, Karen Head in attendance, Melissa Head raised her right hand to be sworn in, Sept. 21, and began the next chapter of her young life.

Although the Justice had administered the oath into the Iowa Bar to 180 other members the day before, this one was particularly special.

"Your role and service to our country in Iraq speaks loudly to your willingness to on take responsibility and speaks loudly of the family and schools you come from and the profession of law you now enter," said Streit.

After oath ceremonies completed, a little time remained on the 30 minute satellite call to allow family members to extend their congratulations and for Head to reflect on her seven year journey.

"A part of me wishes I was home now to celebrate this accomplishment with my family and to begin my career as an attorney," said Head. "However, this opportunity to serve my country over here has been nothing but positive and fulfilling. I'm just hoping I will be able to use my new status as an attorney over here with the Corps to do some legal work to help the Corps, the Soldiers, and the Iraqi citizens."

Balancing the commitments of a full time work schedule and full time law school was demanding on the young realty specialist. "It was busy," Head said. "But it wasn't too bad. The Corps allowed me to use flex-time and go to school during the day as long as I worked my eight hours."

"It was a lot of time management," she said.

Head credits tremendous support from her real family, and Corps family, in helping her complete this journey. "I would especially like to thank my mom as she was always the one willing to do the extra little things for me when I didn't have the time or just needed a break."

Head, a graduate of Buena Vista College and Creighton University Law School, made the daily 2- to 3-block trek from her downtown Omaha office to the Creighton campus for the past three years as she completed her law degree.

She also served as a volunteer with the Omaha Symphony, the YMCA and the Service League during that time.

It was that volunteer spirit that landed Head in Baghdad Aug. 18. She had volunteered to serve with the Corps' forward engineering support teams months before, but received the call to deploy days before she took the Bar Exam in Omaha.

"My long-term goal is to be a judge," she said. "But right now I just want to start practicing law."

Head is slated to return to Omaha in December and will seek "opportunities" to practice then. "If it works out, I would like to continue to work for the Corps as an attorney through either a direct hire or through the Corps Honors Attorney program."

"The dedication and service being displayed by Melissa gives me great confidence in the future of Iowa's lawyers," said Streit.

**Head will now join Sundberg, left, on the GRD counsel team, providing legal services to operations in Iraq** *(Photo provided by GRC)*

Head is one of more than 250 civilians from across the country who has volunteered to serve with the Army Corps of Engineers in Iraq. The Corps is currently charged with managing more than $12 billion in reconstruction in Iraq.

**Mitch Frazier/Thomas O'Hara**

**Iowa Justice Michael Streit administers the oath to Melissa Head from a VTC hook-up in des Moines. Streit called Head, "The first woman sworn into the Iowa bar in battle fatigues."** *(Photo by Thomas O'Hara)*

# Closing the Books on Iraq's first year of reconstruction

**Billie Fagan leads a skeleton Resource Management staff for the Gulf Region Division that has tracked more than $9 billion in project starts and obligations for reconstruction projects in Iraq.**
*(Photo by Mitch Frazier)*

Fiscal accountability for the taxpayer's money is nothing new for the US Army Corps of Engineers. As typical with every year's operation, Resource Management offices throughout the Corps spend the last month of the fiscal year reconciling the books, clearing accounts and ensuring an accurate account of mission execution is made for Corps operations.

For B.J. Fagan, director of Resource Management for GRD, and her team, the effort to cull the thousands of pages of documents began months earlier. Planning and preparation for year-end procedures began late during the summer and have been non-stop.

"Our regular schedule is 12 hours a day, seven days a week so we work on a weekly basis what a typical RM office might work at only year-end," said Fagan.

In Iraq, where the program nips at $13 billion and the mission is the focus of a global microscope, and on the heels of notable alleged scandals like the Oil For Food program under the United Nations, the pressure for not only execution, but accountability of the execution for taxpayer's dollars has never been higher.

"We have over $9 billion in our CEFMS database which includes all the programs and our revolving funds account," said Fagan. "GRD is truly implementing the Project Management Business Process by sharing an integrated database with the Project and Contracting Office, our customer."

PCO receives the construction funds and GRD provides the construction management services, according to Fagan. "The contract we manage for them is linked to our Supervision and Administration account so that when the construction quality assurance representative enters the request for payment, income is generated to our revolving fund."

Although GRD and PCO have different agency codes, each organization can pull integrated reports, view mutual data and assist each other in resolving issues, said Fagan. "We will each certify our year-end reports and to execute year-end close-out requires that both sets of records be financially ready to start the process."

To assist in closing the books on a program that challenges the level of the Corps stateside Civil Works budget, Fagan assembled a "Tiger team" to accomplish the job.

**"...we all share a common thread in that we all desire to help the Iraqi people."**

**—Billie Fagan**

"The tiger team is assisting in reviewing the un-liquidated obligations, executing labor cost transfers, running the show-stopper reports and working with the program managers on project status for close-out," said Fagan.

The team is comprised of a combination of USACE personnel plus other agency personnel, including retirees who have come back to work in Iraq. "Our diversity is what makes us so good at what we do," said Fagan. "We each bring knowledge and skills to the table from our past and present experience and we apply all our efforts to problem solving."

Complicating issues this year was the fact that work in Iraq was well underway by Jan. 25, 2004 when the Gulf Region Division formally stood up. Additional work had to be done to cull information from various other databases that were in operation prior to the division being established. "With CEFMS not deployed until late February, we had to execute and balance nearly $61 million in our operating budget from funds residing in three databases (GRD, TAC and NAU)."

Another complication included the various types of funds that were being used to accomplish the recovery effort. Development Fund for Iraq (DFI), monies generated from the sale of exported Iraqi oil, as well as supplemental funds from U.S taxpayers, and other sources all have to be accounted for and tracked.

Reach back assistance with teams at the Corps' Transatlantic Programs Center (TAC) has served as a resource multiplier to the skeleton team operating in theater. "TAC provides me with excellent support plus they have experience in executing overseas missions. We have ventured into funding areas here that most districts would never get involved in, so I have used the TAC and headquarters RM staff for research and answers on the myriad of issues that have come up."

Another complication for the Gulf's RM team was the relocation of its office within the International Zone, located on the banks of the Tigris in Baghdad, in late August – only one month before the end of the fiscal year. "Our operations cell (G-3) worked hard to ensure there was minimal impact – we couldn't have done it without them," said Fagan.

Of the currently estimated $12 billion overall reconstruction program, more than $7 million has been obligated and many projects are well on their way to completion.

Soon after Fagan completes the year-end process, closure on her own 10-month tour in Iraq will soon follow as she is scheduled to return to her stateside assignment as Resource Manager for Charleston District, Charleston, S.C., at the end of October.

"In some ways I'm excited to go home, but in many others I'll miss this assignment," said Fagan. "I have had a golden opportunity to participate in history being made plus establish friendships that can not be equated. Our GRD team is a diverse group coming from all USACE divisions, districts and other agencies, but here we all share a common thread in that we all desire to help the Iraqi people."

"I'd encourage folks to volunteer and come see for themselves what the mission is like."

**Thomas O'Hara**

**atermark: Reconstruction of the country's electrical system, and recovery from attacks by foreign militants are just part of the ulti-billion dollar reconstruction program in Iraq being accomplished by the U.S. Army Corps of Engineers.**

*hoto by Maj. Eric Stor.)*

US Army Corps of Engineers

# Hail and Farewell

## Hailing:

Edward Adams, UPO, Nashville District
Carl Allen, Con Rep—GRN, Portland District
Ignacio Borja, GRD, Honolulu District
Bruce Bartoo, Con Rep—GRN, Portland District
David Bequeaith, GRD, Rock Island District
LTC Pat Caraway, GRD, HQ USACE
Larry Chamberlain, Con Rep—GRN, Portland District
Rick Cheever, Office Engineer—GRN, Kansas City District
Linda Christensen, Admin Asst—GRN, Omaha District
Roy Clark, LOGCAP—GRN, Walla Walla District
John Crabbe, Proj. Eng—GRS, Louisville District
Mark Cunningham, Con Rep—GRN, Far East District
Ken Derickerson, Constr. Mgr—GRS, Savannah District
LTC Michael Donovan, GRD G3, War College
Mike Doty, GRD
Eric Eldridge, GRD PM, Los Angeles District
Mark Elliot, Proj. Eng—GRN, Fort Worth District
Mark A. Emelio, GRD– IT, Dept. of Commerce
Brian Evancho, Con Rep—GRN, Ohio
Ted Falcon, GIS, Kansas City District
MAJ Bill Foos, GRD G3, Camp Hill, Pa.
Harry Friend, Constr. Rep—GRS, Pittsburgh District
Francis Furlong, GRD, Sheppard AFB, Tx.
Peter Gauer, GRC, Los Angeles District
Michael George, GRN LNO, Omaha District
SPC James Gieb, GRD-G3, Ft. Bliss, Tx.
Robert Gilchrist, Proj. eng—GRN, Maryland
Randy Hanna, Chief of Party-UPO, Ft. Lewis, Wa.
Brian Harper, Deputy for Support—GRN, Alaska District
Shelby Harvey, RIE, HQ USACE
Melissa Head, GRC PM/Counsel, Omaha District
Patrick Hope, Office Engineer—GRN, Florida
Terrance Johnson, Con Rep—GRN, California
Laurie Kaemming, GRD-IT, TAC
Michael Klingman, Admin Asst—GRN, Washington
Randall Kraciun, NEPA Compliance, Rock Island District
Andrea Leal, GRD-Contracting, Albuquerque District
Dick Loney, Area Engr—GRN, Portland District
CPT John Litz, Area Eng.—GRS, Louisville District
Larry Lynch, RIE, ERDC
William Mason, RM, Retiree from Huntsville
Clarence McCann, Con Rep—GRN, Louisanna
Wilson Meadows, GRD-G4, ERDC
Michael McLendon, GRC
Cork McMannis, Constr. Rep—GRS, Huntington District
Vera Mosely, PBO/Log Spec—GRN, Albuquerque District
Sean Michael, UPO, Nashville District
CPT Frank Myers, GRD G3, Birmingham, Al.
Diane Pacheco, GRD G4, Albuquerque District
In Park, Proj. Engr—GRN, Maryland
Jeff Pfannes, Safety—GRD, St. Paul District
Ruby Pierce, GRD G2, TAC
John Piggot, Proj. Engr—GRN, TAC
James Pollard, Program Analyst—GRN, North Carolina
John Niemiec, Proj. Eng.—GRS, Detroit District
Jim Proctor, GRD Ex. Asst, Pacific Ocean Division
Dwayne Roeder, Con. Rep—GRN, Portland District
Karen Robinson, RM, HQ USACE
COL Daniel Russell, Chief of Staff—GRD, HQ USACE
Ken Samsel, Con. Rep—GRN, Portland District
Frederick Sasinoski, Con. Rep—GRN, Pittsburgh District
Jeff Sedey, Area Engr.—GRN, Portland District
Benjamin Schiff, Con. Rep—GRN, Georgia
Gregory Scott, Constr. Rep—GRS, Louisville District
Don Simmons, GRC, Ft. Carson, Co.
Carol Smallwood, Co. Rep—GRN, New Orleans District
Wesley Snowden, GRD, New hiree
Tony Soliz, Con. Rep—GRN, Omaha District
Dawn Sonju, PBO/Log Spc—GRN, Seattle District
Stan Stanczyk, PM, NASA HQ
Dan Stribal, Con. Rep—GRN, Omaha District
SSG Christopher Shetland, GRD-G3, 249th Prime Power
Milton Switanek, RIE, Jacksonville District
Janni Tarver, Admin. Asst—GRS, Champaigne, Ill.
MAJ Bill Taylor, GRD-G1, Vancouver, Wa (USAR)
Holly Taylor, Admin. Asst—GRS, Nashville District
Russell Trueax, Con. Rep—GRN, Portland District
Robert VanWinkle, Constr. Rep—GRS, Louisville District
Jim Weaver, Con. Rep—GRN, Walla Walla District
Steve Webb, UPO, Corpus Christi Army Depot
Ralph Werhmann, RE—GRD, Rock Island District
Doug Weldy, Con. Rep—GRN, Walla Walla District
Alan Williams, DPM—GRD, HQ USACE
Carol Williams, GRD Contracting, HECSA
Roger Wilson, Con. Rep—GRN, Mobile District
Effie Woodruff, GRD-G1, Retiree

## Farewells (photos not available)

MAJ Jim Ball, GRD—G3, Sacramento District
Henry Blake, GRC PM, Jacksonville District
Charles Breeden, Con. Rep—GRN, Alabama
LTC Harold Creel, Deputy Cmdr _ GRN, Virginia
Patrick Duffney, LOGCAP—GRN, Mobile District
CPT John Jangula, USACE LNO—GRN, Washington
Brenda Jones, Admin Asst—GRN, Walla Walla District
John Kasbar, GRD Counsel, Jacksonville District
MAJ Christopher Kolditz, Operations Officer—GRN, Virginia
Mark Lafleur, LOGCAP—GRN, Louisanna
Mark Moody, GRD-PM, Lakes & Rivers Division
William McKay, Civil Struc. Engr—GRN, Portland District
James O'Riley, Proj. Engr—GRN, Europe District
Brian Shenk, Deputy for Support—GRN, Portland District
Gail Thearle, GRD-G1, Sacramento District
Klaus Lindner, Resident Engineer—GRN, Omaha District
Roy Vaughn, Engr. Tech QA– GRN, Jacksonville District

**Billy Sellin**
PMO—GRN
Returning to:
Omaha District

**Stan Shirk**
PMO—GRN
Returning to:
Omaha District

**Larry Shockley**
Proj. Engr—GRN
Returning to:
Far East District

**Robert Stanick**
QA Rep—GRS
Returning to:
Detroit District

**Deloras "De" Lucious**
RIE
Returning to:
Mobile District

**MAJ Tito Martinez**
GRD G-4
Returning to:
Georgia

**David Manka**
RIE
Returning to:
Kansas City District

**Gib Owen**
UPO
Returning to:
New Orleans District

**Bill Roberts**
GRD—Public Affairs
Returning to:
Detroit District

**LTC Mark Snyder**
Act. Dir—RIO
Returning to:
Gresham, Ore

**W. Scott Parker**
Chief, Const. Div— GRS
Returning to:
Detroit District

**Randall Reynolds**
Con. Rep—GRN
Returning to:
Walla Walla District

**LTC Deb Mallgren**
GRD—G1
Returning to:
Navarre, Florida

**LTC Kerry Kachejian**
GRD—G2
Returning to:
HQ USACE

**LTC Steve Dunham**
Deputy Cmdr—UPO
Returning to:
Alaska District

**Yong Foston**
Contract Spc—GRS
Returning to:
Louisville District

**Mahlon Good**
IT Spec.—GRS
Returning to:
Seattle District

**Herbert Williams**
Log. Mngt Spc—GRN
Returning to:
Ft. Worth District

**Kevin Jefferson**
Area Engr—GRS
Returning to:
Louisville District

**L. Hugh Lowe**
Elec. Engr—GRS
Returning to:
Nashville District

**Doshin Park**
Con Rep—GRN
Returning to:
Far East District

**Pete Corona**
Proj Engr—GRN
Returning to:
Europe District

**Henrik Strandskov**
GRC-AID
Returning to:
St. Paul District

**Karen Zeringue**
GRD-IM
Returning to:
New Orleans District

**Robert Dennis**
RIE Logistics
Returning to:
Wilmington District

**Leo Hickman**
Chief, Contracting GRD
Returning to:
Mobile District

**Arnold Lee**
Eng & Const—GRD
Returning to:
San Francisco District

**Eric Aubry**
Project Manager
Returning to:
Rock Island District

**Dennis Holme**
Power Str Mgr—UPO
Returning to:
St. Paul District

**William Boswell**
QA Rep -GRS
Returning to:
Louisville District

**COL Alex Dornstauder**
Chief of Staff—GRD
Returning to:
Los Angeles District

**Dennis Chung**
Area Engineer—GRN
Returning to:
Honolulu District

**"Trudy' Shannon**
RIE Contracting
Returning to:
Kansas City District

**Mike Coggin**
Chief of Party—UPO
Returning to:
DPW Fort Hood

**Gregory Croon**
Proj. Engr—GRS
Returning to:
Louisville District

**MAJ Andrew DiGregorio**
Eng. Staff LNO
Returning to:
1/80 EN BN (TASS)