



ESSAYONS

Forward

U.S. Army Corps of Engineers

Gulf Region Division (Provisional), Iraq - Volume 2, Issue 7

August 31, 2005

**The heat is on —
Tapping into reconstruction**



August 31, 2005
Volume 2, Issue 7



Essayons Forward

Inside this issue:

Iraq Image....

<i>CG/CSM columns</i>	3
<i>Heat in on...</i>	4
<i>Engineer summit</i>	5
<i>The real McCoy</i>	6 - 7
<i>Construction roll-up</i>	8 - 9
<i>Najaf: Year Later</i>	10 - 11
<i>Maternity hospital</i>	12
<i>Qudas powers up</i>	13
<i>Sadr city improvements</i>	14 - 15
<i>Touching others</i>	16 - 17
<i>Public Order Brigade HQ</i>	18
<i>She leads construction</i>	19
<i>Hail and Farewell</i>	20



Sang Lee (left), Project Engineer, and Quality Assurance representative Asaad Hassan Al-Jaair (3rd from left), were among those reviewing blueprints during the U.S. Army Corps of Engineers final inspection at the newly refurbished headquarters of the Iraqi Civil Defense Corps. Offices, conference rooms, a communications room, 96-chair auditorium, computer lab, and cafeteria are all part of the newly opened facility. (Photo by Norris Jones)



COVER: Sadr City residents are lining up for fresh, clean water as the first of 27 water compact units at Thawrat-Al-Hijara School is proving to be a very popular destination. The unit is producing 15,000 liters per day. By September, 27 units will be in operation throughout the city offering a combined output of over 400,000 liters daily. The program is being coordinated by the Iraqi Ministry of Education and Water, the Amanat, and the local city government. (Photo by Norris Jones)

ESSAYONS FORWARD
CPA-USACE-GRD, Baghdad APO AE 09316 DESK: 540-665-5341* CELL: 011-964-790-192-5107*
Thuraya: 00-882-164-333-9324 *CONUS area codes

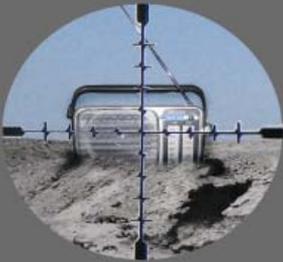
ESSAYONS FORWARD is the field magazine of the Gulf Region Division (Provisional), U.S. Army Corps of Engineers, in accordance with AR 360-1. It is produced for electronic dispersal. Limited hardcopy circulation as needed. Production in the theater of Iraq. Letters, articles, notices of events, photographs and art are welcome, but may be edited for clarity or brevity. Publication of any submission is at the discretion of the editor.

Submissions can be emailed to: Thomas.a.ohara@us.army.mil

All photos must be high resolution and include complete caption information. The views and opinions expressed in this field magazine are those of the writers and are not necessarily those of the U.S Army Corps of Engineers, or the Department of Defense.

ESSAYONS FORWARD is on-line: www.grd.usace.army.mil/news/Essayonsforward

Commanding General: Brig. Gen. William H. McCoy
Division/District Public Affairs staff:
Lt. Col. Stan Heath (PA Chief, GRD) * Lu Anne Fantasia (Deputy PA, GRD) * Denise Calabria (GRD)
Thomas O'Hara (Editor, Reach back CENWO) * Tom Clarkson (GRD STRATCOM) * Norris Jones (GRC)
Betsy Weiner (GRS) * Joe McClammy (Broadcaster) * Jim Gordon (Photographer)



KEEP IT LOCKED ON...

Al Asad	107.3 FM	Kirkush	107.3 FM
Al Base	107.3 FM	Mosul	105.1 FM
Ar Ramadi	107.3 FM	Q-West	93.3 FM
Baghdad	107.7 FM	Taji	107.3 FM
Balad	107.3 FM	Tal Afar	107.3 FM
Fallujah	105.1 FM	Taqquadum	107.3 FM
Kirkuk	107.3 FM	Tikrit	100.1 FM

Freedom Radio



Commander's Column



As I begin this new adventure here, I want to thank you all for the time you have given to serve your country here in Iraq. Many will never know the extent of your contribution, the difference you made, and your selfless sacrifice while deployed in this combat zone. However, you and your teammates will always know, the people of Iraq whom you have touched will know, and I know, already, the difference you are making.

What an incredible mission we have here! We are helping Iraq reconstruct their country, not just with words or good intentions, but with over 3,000 projects to improve their lives, to give them hope, and move them on their way towards prosperity, peace, and the pursuit of happiness. We have recently started our 2,600th project and have completed almost 1,500 projects. While we realize that more work beyond what the United States and coalition forces are providing will be required, our primary goal is to create irreversible momentum towards Iraq's recovery and progress.

In my first month at the Gulf Region Division, I've had the opportunity to get out and see some of the great work underway. Strategic projects such as the Al Fathah pipeline crossing or the Khor al Zubayr plant mean so much to Iraq's revenue generation and well-being, as does the detailed reconstruction of all essential services in cities like Fallujah. Our joint team of military, U.S., and Iraqi civilians are doing a phenomenal job - all over this country - in spite the most challenging conditions. Despite the many trials we face, progress continues everyday!

It was our pleasure recently to conduct an SAME luncheon at the Al Rasheed Hotel, Baghdad, and to have Dr Kamil Chadirji, the Deputy Minister of Municipalities and Public Works, as our guest speaker. He shares my hope for his nation and believes that the U.S. Army Corps of Engineers team is the best organization to help Iraq rebuild. He focuses on urban planning and national reform to empower local provinces to represent their needs to the national government instead of continuing the centrally managed bureaucracy of the past. He sees the "big picture" today, as do many of his colleagues at the national and local levels. Together, we are supporting a vision of the future and, together, we will succeed!

Our next month will see many changes both internally and externally. We welcome Ambassador Khalizad to Iraq, we continue to integrate the PCO team into GRD, and we will continue to incorporate new military and civilian members into our ranks. I am glad to be part of this great team and look forward to meeting and working with you as we continue to make a difference in Iraq.

Continue the Mission!

Brig. Gen. William H. McCoy

Cmd. Sgt. Major's Column



Hello to those of you I've yet to meet in person. First, I'd like for you to know that I am proud to be a member of this extraordinary team known as the USACE Gulf Region Division.

The GRD team is unique in that it is comprised of Army, Navy, Marine, and Air Force service members, as well as U.S. Civilians, and Iraqi nationals - each playing a vital role in our ground-breaking mission.

Whether male or female, military or civilian, American or Iraqi, young or not-so-young, GRD individuals leave behind the familiar and bond together in a dangerous environment because they believe in the reconstruction of Iraq and in providing a brighter future for the Iraqi people.

Now, I find myself honored to be in a leadership role in this unique, constantly changing organization whose mission of reconstruction is the number one priority in the U.S. Army. I look at this assignment as a chance to be a part of history in the making and hope each of you feel the same way.

As GRD Command Sergeant Major, I wear many hats. Primarily, I serve as an advisor to the Commander and staff. However, I also enforce and assist in the development of policy and standards; monitor and assess Force Protection, Quality of Life, Morale, and Safety issues; lead Professional Development, and monitor and assist with personnel issues. While the past 27 years of my life have been dedicated to serving my country in the U.S. Army, I believe that the most beneficial training and positive concepts I have learned are those that can be applied in both the military and civilian worlds: discipline, leadership, maintaining standards, teamwork, and treating all with dignity and respect.

I believe in an open-door policy and encourage you to contact me on issues you believe to be within my purview. I believe in being visible and available and in leading by example. I will give you my very best effort and ask that you respond in kind.

For your part, I ask that you continue to be the dedicated team players you have proven to be. After all, teamwork is as essential to success as wheels are to a cart. If you don't believe me, just imagine a cart with only three wheels.

I am hopeful that you will take good care of yourselves and of one another, and that you be ever mindful and vigilant of the dangers inherent in the harsh environment in which you work..

Finally, I ask you to join with me in adding the name of a Soldier's Soldier, Command Sgt. Maj. James Green, Gulf Region North, to your daily prayers. He was injured when the vehicle in which he was riding came under attack. It is my hope that Command Sgt. Maj. Green, and any of our service members or Civilians who come into harm's way, be blessed with a speedy and complete recovery.

Cmd. Sgt. Maj. Gregory M. Glen

Editor's Note: This issue of ESSAYONS FORWARD is dedicated to Dan Holmes, former military construction program manager for the Gulf Region Division, and chief of construction from Rock Island District, who passed away in August after a year-long battle against cancer.

The heat is on...

Since they have long endured relentless, three-digit temperatures and thermometer readings that frequently reach and surpass 130 F, it should come as no surprise to learn that local Iraqis refer to August and September as the “fire months.”

Yet, despite the searing rays of the Iraqi sun and the scorching local climate, deployed U.S. Army Corps of Engineers personnel cannot place their ever-important reconstruction mission on hold just because “the heat is on.” Instead, itinerant employees must seek ways to fulfill their numerous mission obligations safely and in a timely manner. Fortunately, Corps employees can glean sound guidance for dealing with the heat from the GRD Safety Office.

One such font of Safety information is Laura Marie Cox, GRD’s Certified Industrial Hygienist. According to Cox, at this time of the year, one of the Safety Office’s key responsibilities is to offer good education on the heat and the injuries it can cause.

“Heat injuries are preventable,” says Cox. “You want to prevent dehydration because that is what gives your body problems.

Some of dehydration’s physical indicators are a higher sweat rate, reduced endurance, and an accelerated onset of fatigue. Additionally, dehydration presents mental indicators of decreased alertness, increased lethargy, a difficulty in concentrating, confusion, and possible irrational behavior.

According to Army reference material, heat injuries occur when someone engages in physical activity to the extent that the heat produced exceeds the body’s ability to lose heat adequately. Such activity results in a rise in inner body (body core) temperature to the levels at which normal body functions are interfered with, and may possibly lead to temporary or permanent disturbances in bodily functions.

The three types of heat injuries:

Heat cramps – are the result of excessive salt and water losses due to profuse sweating in an attempt to lose heat rapidly. The problem presents itself as intermittent muscle cramps, which usually occur in the legs (calves and thighs.)

Heat exhaustion – is a more severe form of heat injury. It implies a significant loss of water from the body and its signs and symptoms are: weakness, exhaustion, headaches, dizziness, and profuse sweating with an elevated body temperature.

Heat stroke – is the most serious form of heat injuries. It manifests with a body core temperature of 41 C and above. Individuals may display confusion, aggressive behavior, and may progress into a comatose state. *It is a medical emergency!*

While we realize that the human body gains heat continuously through various channels, this gain is even more significant when you exert yourself physically in a hot and humid environment. Fortunately, there are many processes through which body heat is lost, so you are able to regulate your body temperature and stay safe. However, factors such as acclimatization, hydration, and rest all play a very important role.

Right: Cox promotes her “beverage of choice” for preventing heat injuries. Similar supplies of bottled water can be found throughout the GRD complex. (Photo by Jim Gordon)
Watermark: Sunset in Mosul: Even evening temperatures in Iraq can produce heat-related injuries. (Photo by Tom O’Hara)

Conversely, lack of acclimatization, poor physical fitness, obesity, illness, and a lack of instinct to drink water adequately are major risk factors for heat injuries. These are all dynamics which may be present in recently-deployed Corps employees and, therefore, need to be recognized.

Cox said it follows suit that being fit, staying hydrated, and becoming properly acclimated to the climate are also ways to prevent heat-related injuries.

“It can take up to two weeks to get properly acclimated,” says Cox. “Obviously, fit people get acclimated faster, but even fit people have to keep up with their water intake.”

Cox encourages drinking at least six liters of water daily. She also advises against drinking caffeine and alcoholic beverages due to their diuretic properties which can enhance the risk of dehydration through increased urination.

Another helpful guideline to remember is that if the body is maintaining the proper balance of water, the urine would be a pale, straw color. When water loss from the body exceeds water intake, the kidneys need to conserve water, thus making the urine much more concentrated with waste products and, subsequently, darker in color.

“If the color is really dark brown, you’re really not hydrated,” says Cox. “And it’s important to check on that all the time.”

Cox’s offered the final words of guidance on preventing heat-related injuries.

“People who have had a heat episode in the past are more prone, so they should be more cautious,” she said.

Denise Calabria





(left to right) Panel two members, Maj. Gen. Robert L. Heine, Iraq Reconstruction Management Office, Dawn Liberi, U.S. Aid for International Development, Maj. Gen. Daniel E. Long, Project Contracting Office, and Brig. Gen. William H. McCoy Jr., Gulf Region Division, discuss setting the conditions for year end activities through reconstruction. (GRD photo by Norris Jones)

Engineer Summit Shared Reconstruction Lessons

The Gulf Region Division sponsored an engineer summit July 26 in the Al Rasheed Hotel in the International Zone. Approximately 120 coalition engineers attended.

General George Casey, commander, Multi National Forces-Iraq, opened the summit by discussing how important reconstruction was to Iraq's future. "In June during the transfer of sovereignty, we only had completed 236 projects. Today, we've completed over 2,600. That didn't happen by magic. Many [coalition members] are focused on getting the job done," said Casey.

He also discussed the overall strategy for the transition to Iraqi self reliance. Casey stressed the importance that "We help the Iraqis win. Don't win it for them."

Following Casey's brief were several panels: setting the conditions for year end activities through reconstruction, getting the word out on reconstruction, major subordinate command perspectives in reconstruction, a provincial reconstruction development committee panel and, lastly, a discussion about the national and regional reconstruction operations centers.

The first panel focused on setting conditions for year end activities through reconstruction and consisted of the senior leaders from the Iraq Reconstruction Management Office, U.S. Agency for International Development, the Project Contracting Office, and the Gulf Region Division. Several reconstruction topics were brought up by the panel members, but obligating the Commanders Emergency Relief Program (CERP) funds by the end of the fiscal year was discussed as a necessity for success in the five post-battle cities. An estimated \$161M will soon be added to pay for reconstruction projects. The CERP is an allocation of money that allows commanders on the ground and Iraqi community leaders to work together toward immediate quality of life enhancement for Iraqi citizens.

"Getting the Word out on Reconstruction," the second panel highlighted the need to better inform Iraqi and U.S. audiences of

some of the successes of our reconstruction accomplishments and their impact on the Iraqi people. At the end of the panel three recent national news stories were shown to highlight reconstruction stories that were in the news in the last 40 days. Each clip was discussed at the end of the working lunch.

The third panel "Major Subordinate Command Perspectives in Reconstruction" discussed how numerous commands such as Multi-National Security Transition Command-Iraq and Multi-National Corps-Iraq are conducting reconstruction operations in their area of operation. A particular point about the "last mile" was highlighted to explain that the final electrical connectivity into the Iraqi home is the key segment that can't be overlooked.

The fourth panel focuses on the "Provincial Reconstruction Development Committees and Provincial Support Teams." The PSTs, working hand-in-hand with the PRDCs, enable Iraqi leaders to have a greater voice in how funds are used in their respective provinces, and improve coordination between the provincial and national governments. Key points brought out during this discussion were that PRDCs across Iraq operate differently, are personality driven, and require leadership and civil affairs involvement. The provincial council partnerships will help elected Iraqi provincial leaders build governance capacity and facilitate the interaction between the governates and the national government.

Lastly, panel members from the national and regional reconstruction operations centers discussed the composition, roles, and the need for the ROCs to have a common operating picture of reconstruction across Iraq.

Brigadier Gen. William H. McCoy, Jr. concluded the summit by recognizing key staff personnel responsible for planning the summit and three members of GRD that departed Iraq for their home station.

Lt. Col. Stan Heath



When he drives through towns like Fallujah and Sadr City, Brig. Gen. William H. McCoy, Jr. finds many comparisons to previous war-torn lands. His earliest are crystal clear, childhood memories of Europe in the early 1950s when his father was stationed in Germany.

“It’s interesting that the devastation in Germany looked so similar then to much of what I see here in Iraq today,” he noted. “But I’m confident that the people of Iraq can rebuild their country just as Germany did.”

McCoy knows something about nation building. When asked of his most rewarding tour of duty over his 31-year Army career, McCoy responds, “Panama, as a battalion commander of a Construction Engineer unit. I had just completed a tour with the Rand Corporation doing research and writing about ‘nation assistance’. It was then – and still is – my rather fervent conviction that if a country engages in the correct results-based activities of development, early enough, military conflicts can be avoided.

“It was either prophetic – or my assignments officer employing a wry sense of humor – that I was next assigned to the engineer organization that was called the ‘Nation Builders’. This was a great opportunity for real world application of my conviction that we should ‘help but not do’ for these third world countries.”

Early in his assignment to Panama, his unit was deployed to El Salvador. While there, he convinced authorities to integrate El Salvadoran military engineers into his organization’s teams showing, teaching, and mentoring them in the engineering arts. As a result, both the military’s reputation and the country’s citizens themselves reaped the positive benefits from schools being built and water wells being dug. Repeatedly, he was able to be a catalyst for such success as his battalion was deployed 17 of the 24 months.

Geographical moves are certainly not foreign to him. He has done so no less than 23 times. A large portion of this has been done with his best friend, his wife Jill, who “holds down the fort” of their home in Colo.

With love showing in his eyes, he says, “She is a Soldier’s wife I am proud to say. I know of few who have worked harder than she at helping in each of my respective commands and assignments. She’s done it all, from selling hot dogs in the motor pool in order to raise money for some worthy cause, to being a sympathetic ear for a fellow spouse whose husband’s hard-

Generals are people, too

The Real McCoy

New Gulf Region Division commander Brig. Gen. William H. McCoy (GRD photo)

ship tour extension has, itself, just been extended. She has been there with and for me and the same for those with whom I have been proud to serve. I am a very lucky man and, clearly, would not be where I am today were it not for her.”

If, as is said, that the eyes are the windows to the soul, then here is both a gentle man and a gentleman. In his eyes, one sees and senses a confident, yet caring, professional. But then, a blink later, a striking, visual juxtaposition becomes apparent.

Barely eight inches below those smile-creinkled brown eyes, sewn on each collar of his Army desert camouflage uniform, is the no-nonsense reminder of a pitch black, five-pointed star, emblematic of this man’s significant and life impacting responsibilities. While genteel in conduct he clearly brooks no nonsense nor accepts less than the professional best from himself and all of his team.

McCoy has one of the most important jobs in Iraq. He is the commanding general of the U.S. Army Corps of Engineers Gulf Region Division responsible for over 2,500 country-building reconstruction projects that will positively affect millions of Iraqi citizens.

How does one arrive at a position of so many responsibilities?

Perhaps the general’s sense of patriotism and military bearing may be genetic. Gentle wrinkles show in the corners of his eyes as he talks of how his father had started reading the U.S. Constitution and Federalist Papers by age 13.

Clearly, some manner of positive role modeling must have taken place through that father who took the Army so seriously that, in 1946, he became a first sergeant by the time he was nineteen. Ultimately this soldier’s soldier retired – having served in both the Korean and Viet Nam Wars – after 28 years, at the highest warrant officer grade of the time.

But genes only go so far. Might this man of commanding presence also be a product of his environment? His formative years appear to have been an amalgam of stability and adventure. The former in the familial love and concern for his interests he sensed at home, coupled with an extended tenure of resident permanence in Texas. And then there were those accompanied tours with his father and family in France and Germany.

As a commander, he has what some might call a compassionate intellect. He believes in working “smarter not harder,” “showing initiative and not penalizing mistakes,” belief in “consistency in standards” and “effective use of innovation and initiative.”

Such beliefs - coupled with their successful application, at the defining end-results level, in Panama and El Salvador - helped mold the base components of his command philosophy. Accordingly, shortly after taking command of the GRD, he had a meeting with all of his organization in Baghdad to share his philosophy with them. High on the list of items was “Helping people be successful by not doing their job for them.”

He clearly sees this theme as a major component of his mission in Iraq. When discussing “our outreach to the Iraqis” he stresses the “importance of putting issues in simple, easy to understand, ‘people terms’. We must maintain a keen awareness to our huge cultural differences in explaining that what we are striving to help

them accomplish will positively impact their family’s long-term future.”

“The Viet Nam experience has well shown us the face of failure of well-intentioned, but misguided, altruism. There we strove to accomplish everything - from constructing their villages to fighting their war. We did these tasks ourselves, failing to engage, teach, or allow them to assist in doing these efforts for themselves. In so doing, we robbed them of their self dignity and sense of control over their own lives.”

Beneath his soft spoken speech and approachable demeanor clearly lies a steeled resolve, conviction, and focus that our tasks in Iraq are “condition based” not hinged upon some specific timetable. “We are fighting very patient people of extremely malicious intent,” he says, “and our ability to help the Iraqis capably address their many reconstruction needs is completely tied to the issue of effective security in this country.

“On the one hand the mettle of the Iraqi soldier is improving every day. We, in turn, must more capably work with local citizens in assisting them to build the infrastructure that they desire and so urgently require. But, it is imperative that this must not be with only today’s needs in mind but rather the projected doubling of the population of this country in less than 10 years!

“We’ve an interesting challenge before us,” he says. “These people have now come to realize that they were tragically abused and taken advantage of for nearly 30 years. Now, they want what we in the United States take for granted. We must help them understand that one crawls before walking before running.”

Keenly sensitive to prioritization and proper utilization of multi-national forces reconstruction monies for all that needs to be done, he is also mindful that much has already – and is presently being– done. “We’ve completed over 2,500 projects so far. These range from the nearly 850 new or re-built schools through hundreds upon hundreds of electric generation plants and transmission facilities, water projects, health and dental clinics, police and fire stations, new roads, border forts, railroad stations, and hospitals.”

“We’re doing this right,” he says, “We are working directly with the Iraqis. They are doing a very significant portion of the actual work. As a result of their labors, they have every reason to be proud of the future they are building for themselves. But throughout this process, we must not lose sight of the fact that they are folks with very human wants, needs and dreams – they are, he reminds, ”people just like you and me.”

Tom Clarkson

Brig. Gen. McCoy meets with another member of the reconstruction team.

(GRD photo)



Reconstruction continues throughout Iraq

At the transfer of sovereignty in June 2004 there were 200 projects started. Today more than 2,700 projects have started. Currently, more than 1,580 projects have been completed.

The following projects were started in July:

Dahuk

Iraqi military base project in the Dahuk District, Dahuk Governorate. There are seven military base projects programmed for construction in the Dahuk District. Four are ongoing. In the total Reconstruction Program, there are 58 Military Base projects programmed throughout Iraq, with 27 ongoing and 26 complete.

Ninewa Governorate

Al Khazer electrical distribution project in the Akre District, Ninawa Governorate. There are four Electrical Distribution projects programmed for construction in the Akre District, of which one is ongoing. Throughout Iraq, there are 340 electrical distribution projects programmed, with 80 currently ongoing and 48 complete.

Ibn Al Athir maternity hospital project, Mosul District, Ninawa Governorate. This design-build contract was awarded to many Iraqi contractors. The 30- to 40-year-old facility will be a 200-bed hospital when finished, with all systems upgraded, reverse osmosis water unit, interior finishing, elevators, new roof, new medical equipment and a medical incinerator. There are two hospital projects programmed for construction in the Mosul District, with both sites underway. In the total Iraq reconstruction program, there are 29 hospital projects programmed, with 18 ongoing and 10 complete.

Tameem Governorate

Tameem railroad station project, Kirkuk District, Al Tameem Governorate. This looted and damaged station's operational readiness is exacerbated by the lack of pre-war maintenance. Rehabilitation will meet efficient and safe operations and improve capacity to handle increasing freight storage and the residual economic boom to Iraq through the

added freight capacity. The Iraqi subcontractor averages over 75 Iraqi employees a day. There are five railroad station projects programmed for construction in the Kirkuk District, with three complete and one ongoing. In the total Iraq reconstruction program, there are 98 railroad station projects, with 32 ongoing and 63 complete.

Sulaymaniyah Governorate

Marawa border fort project in the Sharbazher District, As Sulaymaniyah Governorate. There are six border fort projects programmed for construction in the Sharbazher District, of which five are ongoing. There are 264 border fort projects programmed throughout Iraq, of which 157 are ongoing and 86 are complete.

Esawee border fort project, Penjwin District, Sulaymaniyah Governorate. There are 12 border fort projects programmed for construction in the Penjwin District, of which 11 are ongoing and one is complete. This project is a local contractor working as a subcontractor to Parsons, averaging 20 Iraqi workers a day. Since the project is too remote from the national electricity grid, generators are on site.

Salah Al Din Governorate

Bayji railroad station project, Bayji District, Salah Ad Din Governorate. There are six railroad station projects programmed for construction in the Baiji District, with one ongoing and five complete.

Al Razi primary healthcare center project, in the Tikrit District, Salah Al Din Governorate. There are four primary healthcare center projects programmed for construction in the Tikrit District and all four are ongoing. Of the total 158 primary healthcare center projects programmed in the reconstruction program, 146 are ongoing and nine are complete.

Diyala Governorate

Jalowla primary healthcare center project, Khanaqin District, Diyala Governorate. There are two Primary Healthcare Center projects programmed for construction in the

Khanaqin District; both are ongoing.

Al Salehat school project in the Baladrooz District, Diyala Governorate. There are five school projects programmed for construction in the Baladrooz District, of which three are complete. Nationwide, there are 839 school projects, with 65 ongoing and 678 completed.

Buhriz bridge project, Al Muqdadia District, Diyala Governorate. The bridge will provide rural access to the east side of the Diyala river without having to go through the congestion at the bridge in Buhriz city. The three subcontractors on this project are Iraqi firms, employing many Iraqi workers daily. This is the only bridge project programmed for construction in the Al Muqdadia District. Nationwide, there are 10 bridge projects programmed, with one ongoing and five complete.

Al Anbar Governorate

Geheif primary healthcare center project in the Fallujah District, Al Anbar Governorate. There are three primary healthcare center projects programmed for construction in the Fallujah District, with two ongoing and one complete.

Al Tahadi water treatment project, Fallujah District, Al Anbar, Governorate. This project currently employs many Iraqi workers, and will provide approximately 2.6 M gallons of potable water a day when completed. There are nine water treatment projects programmed for construction in the Fallujah District, of which two are ongoing and two are complete. There are 267 water treatment projects programmed throughout Iraq, of which 84 are ongoing and 114 are complete.

Baghdad Governorate

Al Hayat Iraqi military base project, Karkh District, Baghdad Governorate. There are three military base projects programmed for construction in the Karkh District, with one ongoing and two complete.

Al Thubbatt primary healthcare clinic project in the Al Resafa District, Baghdad

Governorate. There are 18 primary healthcare facility projects programmed for construction in the Al Resafa District, of which all 18 are ongoing. This project averages 15 Iraqi workers daily. The highest daily employment rate has been 26. The cumulative employment on this project is 1,575 Iraqi workers.

Najaf

Primary healthcare clinic project in the Najaf District, Najaf Governorate. There are four primary healthcare clinic projects programmed for construction in the Najaf District, and all are ongoing.

Thi-Qar Governorate

Thi-Qar village roads project consists of converting a small rutted trail into a paved road. This project will provide a reliable, all-weather access route for the thousands that live in the Kermashiyah area. This project, which employed 120 Iraqis, converted 7.1 kilometers of dirt road into paved road.

The following projects were completed in July:

Erbil Governorate

Soran courthouse project, Soran District, Erbil Governorate. This is the only courthouse project programmed for construction in the Soran District. Nationwide, there are 22 prison/court projects programmed, with seven ongoing and 16 complete.

Khalifan water resource project in the Soran District, Erbil Governorate. This tank reservoir portion of the overall Khalifan water resource network includes over 10 miles of pipe systems, and a 120,000-gallon tank that provides 540,000 gallons of potable water daily. The Iraqi contractor, who employed 33 local workers, finished the project a month ahead of schedule. There are three water resource projects programmed in the Soran District, all of which are underway. In the total reconstruction program, there are 34 water resource projects programmed, with six ongoing and 21 complete.

Salah Al Din Governorate

Dooz substation feeder electrical distribution project in the Al Daur District, Salah Ad Din Governorate. The project entails six 11KV underground feeders from Dooz that will service the residents of Tuz. Many Iraqi workers completed the job in five days. There are seven electrical distribution projects programmed for construction in the Al Daur District with two ongoing. There are 340 electrical distribution projects programmed throughout Iraq, with 80 ongoing and 48 complete.

Diyala Governorate

Zaherat village water network project in the Diyala Governorate completed July 4. This was the first contract awarded to the local Iraqi contractor, who finished the project 49 days ahead of schedule. This project replaced and refurbished an existing potable water system and pipelines in Zaherat, Abi Saida, and Muqadiya village water networks; providing 300,000 gallons of potable water daily. There are 10 water treatment facility projects programmed for the Diyala Governorate, with three ongoing and two complete. Nationwide, there are 267 water treatment facility projects programmed, with 84 ongoing and 114 complete.

Baghdad Governorate

Phase one of a four-part sewer project. Cleaning and refurbishment of the Sadr City and Nissan sewer project is complete, with trunk lines into all sectors of Sadr City, servicing potentially two million Iraqi citizens. The Iraqi subcontractor for this project employed an average of 112 Iraqi workers daily. There are six sewer projects scheduled for the Al Resafa District, with two ongoing and three completed. Nationwide, there are a total of 31 sewer projects, with nine ongoing and 17 completed.

Al Tameem Governorate

Daraq electricity project, Kirkuk District, Al Tameem Governorate. This distribution and street lighting project replaced an old electrical network with new, upgraded electrical distribution, providing service to approxi-

mately 650 residences and street lighting in their neighborhoods. To those Iraqi citizens who had very little or no electrical service, this provides them a stable and reliable quality-of-life enhancement. Although the contractor encountered numerous setbacks, he and a number of workers still managed to complete the project within the required time.

Wassit Governorate

Border post project in the Kut District, Wassit Governorate. Renovation school project in Al-Na'maniya District, Wassit Governorate.

Qadisiya Governorate

Diwaniyah police headquarters in the Hamza District, Qadisiya Governorate. The Diwaniyah provincial police headquarters in the city of Diwaniyah serves as the command center for the police in the entire province.

Thi-Qar Governorate

Police station checkpoint in the Al-Chibayis District, Thi Qar Governorate. Throughout Iraq there are 323 police facilities planned, 169 ongoing and 161 complete.

Police station checkpoint in the Al-Rifai District, Thi Qar Governorate.

Police station checkpoint in the Nassirya District, Thi Qar Governorate

Muthanna Governorate

Muthanna railway station rehabilitation project in the Al-Khidhir District, Muthanna Governorate.

Compiled by GRD Public Affairs

Najaf: A year later

From a bloody battlefield and one of the most dangerous places in Iraq to a safe, prosperous and growing community of over one-half million, the Najaf Teaching Hospital reflects the changes of the city of Najaf.

One year ago on August 27 the battle for Najaf ended.

A year ago the Najaf Teaching Hospital was closed. It had been looted and its medical equipment destroyed by the Sadr Militia who had used its eight floors as a military fortress. Its basement was flooded, and its windows and walls riddled with bullet and mortar damage. To many in Najaf, the hospital looked hopeless.

Now the hospital is open, seeing hundreds of patients per day and housing 80 in-patients. It is a training hospital for 200 medical students, 50 pharmacy students, and 100 resident doctors who are looking forward to improved and expanded services.

This is a true success story brought about by a close partnership of Iraqi doctors and a U.S. team of doctors, engineers, project managers, contractors, Soldiers and U.S Army Corps of Engineers Civilians. When finished, the hospital will house a new magnetic resonance imaging (MRI) scanner, have computed tomography (CT) scan services, and have increased specialty surgical services including its first open heart surgical team.

The hospital will employ 1,250 people, in an area where good jobs are scarce.

There are many success stories in Najaf. A local television station teaming with local business and with multi-national forces equipment support reported all the news including stories of U.S.-aided construction projects and humanitarian support. A local art show, the first in many years, might have a display showcased in Kansas City. A new clinic for a sheikh, a man imprisoned and tortured under Saddam, is a reality. This clinic was donated and refurbished by the Soldiers and contractors at Base Hotel, the base adjacent to Najaf.

Multiple humanitarian missions give food and medical care to the poorest of Najaf. There are daily working relationships with the Najaf government, police, and Iraqi army. Many U.S.-funded projects for new schools, water projects, police and fire stations, have all contributed to an excellent working relationship and many friendships between U.S. Soldiers, Civilians, and Iraqi people. All this and more have contributed to the success of Najaf.

Over 100 boxes of medical books, microscopes, and endoscopes have been sent from medical schools and hospitals all over the U.S. to Najaf. Churches have donated boxes of food, soap, clothes, and toys. The Mississippi Family Support Group has raised thousands of dollars to sponsor children needing heart surgeries and medical care in Baghdad.

As the camp surgeon, I was blessed by a working relationship with Dr. Safaa, director of the Najaf Teaching Hospital; Dr. Ferris, Najaf Minister of Health; and Governor Gelal, a patient of mine, and the Governor of Najaf Province. I also enjoyed knowing Col. Majab, the local army commander; and his father, both patients of mine. I could get things done in hours that would otherwise take weeks. Also my State Senator John Thune provided great support to me and the hospital.

I honestly believe that Najaf is the key. If successful, all of Iraq has a chance.

Col. John Ottenbacher



Col. John Ottenbacher is a family practice doctor from Selby, S.D. This was his third tour in Iraq. He was a company commander stationed at Al Salmon airbase during Desert Storm. He was stationed at the Baghdad International Airport for six months during OIF 1, and at Najaf for six months this trip. He would like to return to work at the Maternity Hospital and at some women's shelters in Najaf. (GRD photo)

Electricity Projects Target Distribution

With a major neighborhood electrical refurbishment project, getting underway in the city of Najaf, the USACE Gulf Region South District (GRS) has earmarked most of the money for distribution projects, which means a voltage level from 33 kilovolts down to the levels used by houses and small shops.

People appreciate distribution projects because that's when "you bring wires into the home," said Greg Fillers, GRS Electrical Sector project manager. "It's kind of like an overall electric blanket. That blanket covers power generation, transmission lines, distribution networks and controls." He added that all four components contribute equally to the system.

Fillers explained that similar distribution projects are being planned and accomplished in most of Iraq's larger cities, for example Basrah. There, the power generation plant at Khor Az Zubahr has a dual switchyard. While the generator there doesn't create high voltages, the voltage is converted up for transmission to 400,000 volts or 400 KiloVolts (KV), which is one standard in Iraq. The other transmission standard is 132 KV, and the level of voltage is decreased in steps as it gets closer to individual homes. The higher the voltage, the better it transmits over distances.

"When you push voltages over long distances, you get line loss and the voltage drops," he said. "And that is fairly standard, as well. So, you want enough power to go through the lines to the substations where it is converted to usable voltage for the home."

Most power plants in Iraq currently operate at 50 to 60 percent of rated output, and the total amount of electricity generated is about 9.5 GigaWatts (GW) or 9,500 million watts, at full output. To create a usable difference, the plants would have to generate about 1.5 more GW. The national load on the grid peaks from noon to four p.m. in Iraq.

"That's what is causing the immediate problem," said Fillers. "The plants aren't operating at full capacity for one reason or another. The plants are old and haven't been well maintained over the years for example. This power shortage causes the 'three hours on/three hours off' of electricity that Iraq experiences now because there is only half the power needed. Cities are divided up into two groups randomly with the intent that all share power equally. Some cities get power for three hours and then the others receive it."

To increase the power by the necessary 1.5GW, more power generation plants will be needed, and existing plants need to be repaired so



Construction just started on three substations in the Al Shorta, Al Jamiaa and Aden sections of Najaf. Each substation will resemble the one pictured and will service 21,000 residences. Almost all work will be completed in the next 6 to 8 months. (Photo by BJ Weiner)

they can increase output. These kinds of solutions will add about one hour, making the available electricity 'four hours on and two hours off'. "This difference is pretty significant for most people," he said. "We and they would see that as an improvement, although anything less than full-time power is not acceptable in the long term."

Fillers said that one of the problems with generation and distribution is that many people don't have access to power at all, a problem the Corps and other organizations are working hard to correct. Moreover, more power generated means more usage, such as appliances and other items electrically powered. People are purchasing items they never had before and instead of having one air conditioner, they have four, straining the already-delicate grid. Fillers would like to see some conservation practiced among people, but admitted that it is difficult to ask people to do so.

"It's a question of time and money," he said. "We didn't understand what the demand would be. Nor did we realize that so many people had no access to power. That's why the Corps is doing the full court press on this issue, but it is going to take some time. There are no quick fixes."

BJ Weiner

Water Projects Focus On Supplying More Potable Water

Estimates put the shortage of potable water in the area surrounding Najaf and Kufa at about 40 percent, with existing plants being old or deteriorated because of neglect or lack of maintenance.

The USACE Gulf Region South District (GRS) has quality assurance responsibilities on 14 water treatment units and three water pipeline projects that will increase that drinkable water flow within the Najaf area.

The water projects, worth approximately \$12 million, involve the installation of 14 compact water treatment units and piping according to Darrell Flinn. These compact units require highly-skilled labor to maintain them, and training the staff is part of the overall package. "These require a technical labor force that has been taught to use this equipment," he said.

Seven of the 14 small units are finished and the rest are in various stages of completion. The three pipeline projects are 90 percent completed, or better. "It is really critical to bring water to these neighborhoods," said Flinn. "So many people don't have access to good clean drinking water. This is what we are trying to fix now – and I'm happy to say that everything is going very well, but for every project we do, several more are needed."

The average person uses about 71 liters of water a day, and this includes domestic water for cooking and bathing as well, according to the World Health Organization. Each of the units can put out about 200 cubic meters of water an hour and one cubic meter equals about 1,000 liters.

"Assuming the units operate for 10 hours a day, they would put out about 2 million liters of water a day," he said. "And when you divide the total number of liters each unit puts out per day by the number of liters each person uses, you come up with 28,109 people who are able to be served by one unit. Multiply that times 14 plants and these units can serve 393,926 people. And that is a substantial gain for the people of Najaf."

At the time of transition to sovereignty June 2004, there were just over 200 Reconstruction projects started. Today, there are over 2,700 projects started, valued at \$6.4 billion. More than 1,600 projects are finished, with a value of \$1.8 billion.

BJ Weiner



Water compact units undergoing a normal flushing operation in Najaf. Water not being treated is flushed out so it flows back into the source water. There are 14 of these units and 3 water pipeline projects being built in the city. This unit was handed over to the city May 30, 2005. (Photo by BJ Weiner)

Maj. William B. Smith, Gulf Region South District (GRS) resident engineer for the Najaf Province, speaks to the director of the Najaf Maternity Hospital. GRS is refurbishing the hospital as part of Iraq's reconstruction.

(GRS Photo)



An Najaf Najaf Maternity Hospital undergoing Reconstructive Rebirth

Damaged by war and severe neglect, the Najaf Maternity Hospital struggled to meet its patients' needs in the aftermath of battle and the ravages of the former regime. But the USACE Gulf Region South District (GRS) has been working hard since October of last year to ensure that the quality of patient care increases each day.

The \$8.2 million refurbishment and renovation package stands at 30 percent accomplished and has a projected completion date of Dec. 25, according to Maj. William B. Smith, GRS resident engineer for the An Najaf Province. The hospital specializes in obstetrics, gynecology and pediatrics. It will be renovated from "top to bottom," he said. "Structurally the building is sound – that is the foundation. The renovations are similar to what we [GRS] are doing at the Najaf Teaching Hospital." That facility is two kilometers away from the maternity hospital.

The projects include a new sewage system, a new boiler for heating, ceramic tiles throughout all of the renovated portions of the facility, and a new residents' office. A reverse osmosis water treatment plant for the hospital is finished and is ready to be turned over to the hospital. An incineration system is also in the works.

The contractor is looking into the cost of a diesel conversion burner for the old incinerator that is on site. "There is also an incinerator that has been bought for the hospital," said Smith. "But it uses LPG (liquid petroleum gas or propane) to

burn. Since there is no fuel, we are trying to find funding to convert the old incinerator into the type of incinerator that uses LPG and diesel. This will ultimately give the hospital two options for incinerator fuel choices."

Smith said the hospital's director is pleased with the work. She is the first female director in any hospital in Najaf. She has been with the team for two months and continues to practice obstetrics while performing her administrative duties. "She is a dedicated woman who wasn't too sure about the Corps at first," he said. "But now she has become a real team player and is enthusiastic because we are trying to give her a better hospital that can handle her patients' needs."

The hospital continues patient care even while under construction and has 266 inpatient beds. Doctors see 250 pediatric and 125 maternity outpatients a day, more than the Najaf Teaching Hospital. It also takes overflow patients from the teaching hospital as long as they are female. Any male patient seen at the maternity hospital must be under 14, said Smith.

"We have worked through a lot of issues," said Smith. "And while we still have a way to go as far as the renovations are concerned, this facility will be a big boost for the people here in Najaf."

BJ Weiner

Qudas generating station to be operational within month

Many Iraqis look to electricity as a benchmark of how well their nation is doing. With repairs nearing completion, the Qudas electric power generating station located 25 kilometers north of Baghdad could soon have a significant impact on that outlook.

Once operational, Qudas could increase the nation's electric production ten per cent, as it is capable of generating 492 megawatts (MW.)

"That is a significant contribution," says Dennis Karns, electricity program manager with the U.S. Project and Contracting Office. "It's one of the larger gas turbine power plants in Iraq.

"Currently, Iraqis nationwide have about 4700 MW available, slightly up from the pre-war levels of 4400 MW," he said.

Qudas has eight turbine generators. Four are GE Frame 9 gas turbines and run on crude oil producing 90 MW each. The other four are GE LM6000 gas turbines and run on diesel fuel producing 33 MW each. (One megawatt of electricity is enough to power about 1,000 Iraqi homes.)

The USACE Gulf Region Central District (GRC) is overseeing the \$2.1 million contract to repair the facility and get those turbines back on line. Living at the Qudas facility and overseeing the work is GRC's Craig Schoenberger, who says he thoroughly enjoys what he is doing.

"Being forced to think and improvise and get the job done is a very satisfying feeling," he noted. "You get more experience here in a year than a decade back home."

He also points out that what his friends and neighbors are hearing back in the U.S. is not the reality he sees every day.

"The Iraqi people are very warm, friendly, and respectful. They are very appreciative of our help," he said.

Prior to deploying to Iraq last year, Schoenberger worked at U.S. Military Academy at West Point as an electrician. He says the staff there was supportive of his decision to volunteer for duty in Iraq.



An Iraqi worker installs a compressed discharge pressure valve on the LM6000 No. 7 gas turbine power-generating unit as repairs near completion at Qudas power station north of Baghdad. (Photos by Norris Jones)

"I wanted to be part of something bigger than myself," he continued, "... a part of history in the making."

Repairs are now 85 percent complete and should be finished within a month.

Nearly 100 Iraqis work at the \$140 million facility.

"The long-term outlook for Qudas to be a dependable source of electricity is good," says Karns. He points out that power generating facilities require continued maintenance, so rarely will Qudas' eight gas turbines be operating at the same time. Karns projected that Qudas' average output would be about 370 MW daily. (URI 19071)

Norris Jones



U.S. Army Col. Peter J. Rowan (left), Commander, GRC, and Marcelo Salles (right), Area Engineer for 3ID's Area Office, met with GRC's on-site representative Craig Schoenberger (center) at Qudas Power Station recently.

Sadr City residents see huge investment since October ceasefire

Sadr City residents are looking forward to the day when they have functioning sewers, clean drinking water, and reliable electricity.

Last summer, that Baghdad suburb was besieged in deadly violence as insurgents and U.S. forces clashed. In June 2004, four contracts were awarded totaling nearly \$60 million to renovate about 39 kilometers (24 miles) of Sadr City sewers. The work got underway but had to be stopped on several occasions as the fighting continued. On Oct. 7, a truce was brokered and the sewer work proceeded.

“Sadr City sewers, which were originally installed over four decades ago, had been neglected for years,” said Mike Mitchell, the Sadr City sewer rehabilitation project manager for the USACE, Gulf Region Central District. “Some of the major trunk lines, like the Zebelin Line were blocked up to 60 percent. That line is 3000 millimeters in diameter, nearly 10 feet wide.

“The contractor pulled everything you can imagine out of those lines as his crew cleaned them – tires, engines, and a washing machine. One of our Quality Assurance representatives told me he saw a dead horse pulled out. People threw their garbage and anything else they didn’t want down those manholes,” said Mitchell.

As the project moved forward, the contractor had to solve a few unexpected challenges as well – such as residents who built their homes or businesses right over an existing manhole. Eventually the work was completed.

Apart from the trunk lines, some lateral lines 600-800 mm (32 inches) in diameter were completely blocked and had to be cleaned or replaced. “Over 70 breaks and collapses in these major lines were repaired and three new force mains installed, all of which greatly improved not only the efficiency of the network, but helped create a safer, cleaner environment for the people,” adds 1st Lt. Joshua Conary, Waste Water Officer-in-Charge for the 2nd Brigade Combat Team, 3rd Infantry Division. In addition to the sewer line work, 15 sewer pump stations and the Rustamiyah Treatment Plant also had to be repaired.

Three of the four contracts are completed and the final one is 87 percent completed, with roads that were torn up by the sewer project the one main unfinished area, Mitchell said. Currently, 130 Iraqis are working on those Sadr City road repairs.

“We haven’t fixed all the problems regarding Sadr City sewers,” Mitchell continued, “but there’s definitely a lot less sewage on the streets than there was a year ago.”

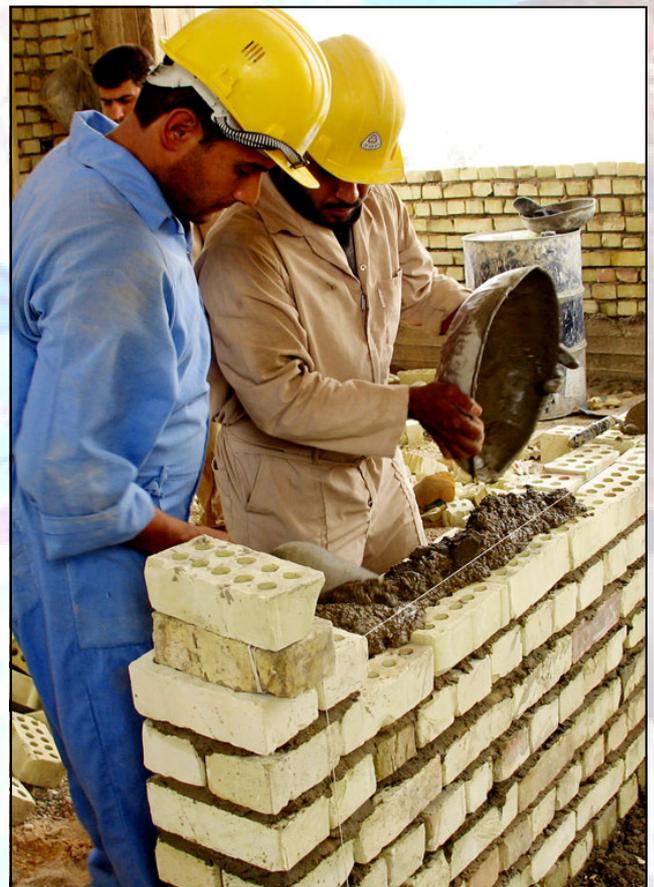
Apart from sewer repairs, a number of other infrastructure improvements in that community are underway:

- \$106 million for the installation of new electrical poles, power lines, and transformers in 76 sectors (impacting 1.2 million Sadr City residents).
- \$2.3 million for 27 new compact water treatment units, each producing 15,000 liters of clean, potable water daily. Ten of these units will use water from wells, 17 from the Sadr City raw water system. The Compact Water Unit at Thawrat Al-Hijara

Iraqi construction workers build walls for the new Al Tamoza Primary Healthcare Center, one of six new primary healthcare centers, in Sadr City, Iraq. The centers are currently between 20 to 40 percent complete under contracts totaling \$3.7 million and are scheduled to open later this year.

Each is a two-story, 1,155 square meter facility providing space for medical/dental examination and treatment, X-ray capabilities, vaccination, testing lab, pharmacy, and public education.

Watermark: A young girl from Sadr City, Iraq, prepares to stand in line for fresh, clean water at the Thawrat-Al-Hijara School on Aug. 9, 2005. (All photos by Norris Jones)





Sadr City residents are lining up for fresh, clean water as the first of 27 water compact units at Thawrat-Al-Hijara School is proving to be a very popular destination. The unit is producing 15,000 liters per day. By next month, 27 units will be in operation throughout the city offering a combined output of over 400,000 liters daily. The program is being coordinated by the Iraqi Ministry of Education and Water, the Amanat, and the local city government.

School is the first to be fully operational and clean water from there is being supplied to Sadr City residents. “Nearly all the compact units are being installed in schools so the children are the ones who really benefit from this project,” says Capt. Reggie Jamo, Water and Electric Officer-in-Charge, 2nd Brigade Combat Team, 3rd Infantry Division. Currently, 60 people are employed working on this project.

- nearly \$21 million for seven healthcare projects that are between 20-40 percent finished. That includes \$17.2 million for work at the Al Baladi Hospital; \$3.7 million for six new primary healthcare centers. About 350 Iraqis are working on these projects.
- \$600,000 to renovate three police stations. That work includes force protection measures of additional security walls, new guard towers, and new gates.
- \$279,125 for a trash transfer station in Sadr City with expected completion by the end of December.
- \$902,000 for a new Sadr City Fire Station which will open next spring. The three-story, 925-square-meter structure will feature five bays (three for ladder trucks and two for SUVs.) It will include a dormitory area for 20 fire fighters, dining room for

30, commercial-grade kitchenette to feed 40 people, a training room for 20, locker room, a control room, and a Chief’s office.

- \$3.7 million for 28 Sadr City schools (an average of \$133,250 each) to upgrade their electrical wiring, lights, heat, water, doors and windows, blackboards, functioning bathrooms, and furniture for both students and faculty.

“Iraqis are taking the lead (in providing essential services),” said U.S. Army Lt. Col. Jamie Gayton, 2nd Brigade, 3rd Infantry Division “These projects are contracted by Iraqis, supervised by Iraqis, and worked on by Iraqis.” The projects referenced above account for nearly \$190 million of infrastructure improvements for Sadr City.

Norris Jones

“These projects are contracted by Iraqis, supervised by Iraqis, and worked on by Iraqis.”

—Gayton

Touching others despite isolation



Left: Staff Sgt. Longar and Aegis security guard discuss possible routes for an upcoming mission.
(Photo by David Crumpton, USACE)



Above right: Staff Sgt. Longar attends a meeting with Gen. Ahmed, Commander, Dept. of Border Enforcement, Sulaymaniyeh Governate, to discuss progress in border fort construction. *(Photo by Omeron Chaukey, DOD Linguist)*

While the slogan officially may be retired from the army’s public relations program, it is obvious that Staff Sgt. Anthony “Scott” Longar believes in being all he can be.

The 36 year old, currently serving as the non-commissioned officer in charge (NCOIC) for the U.S. Army Corps of Engineers Sulaymaniyah Resident Office (SRO), also happens to be the only service member assigned there. As a result, his extensive list of responsibilities ranges from mundane to most significant.

Assigned to the Missouri Army National Guard, HHD Engineer Brigade, 35th Infantry Division, Longar answered the military’s call in February 1989. In his civilian life, he works for a small-scale contractor; when serving in the army, he is a construction engineer.

Longar arrived at the SRO only six weeks ago, but, as of this writing, he already had scored some impressive accomplishments.

His first order of business was to establish and improve security. Because of his efforts, members of the Kurdish Peshmurga now carry out security for the base camp.

The name of these fierce opponents of Saddam Hussein and his regime literally translates to “those who stand in the face of death” and Longar’s respect for them is obvious.

“Their reputation is so intense that no one will mess with them,” he says.



Longar demonstrates weapons safety and muzzle discipline to Peshmerga soldiers who provide security for the camp.

(Photo by: David Crumpton, USACE)

Through ongoing interaction with the Peshmurga, Longar was able to fortify security despite challenges with standard operating procedures and cultural forces.

He also coordinates with the Iraqi Police Academy and Department of Border Enforcement and believes the conversations “go a little smoother” now that an American service member is involved.

“We render military courtesies to one another and, even though we don’t speak the same language, we speak the same [military] language. We’re both ‘bottom-line’ people,” he says.

Typically cheerful, the Soldier refers to one of his day-to-day responsibilities of coordinating personnel or visitors’ movements as being a “part-time travel guide/part-time concierge.” He ensures that the billeting rooms are clean and even launders the visitors’ bed linens himself. Due to the vast number of small-but-significant details that demand his constant attention, Longar likens this portion of his responsibilities as similar to “being pecked to death by ducks.”

Additionally, he coordinates with the British and South African members of the personal security teams assigned to serve SRO employees and their visitors, and remains sensitive to their cultural needs and differences.

Conversely, many of Longar’s responsibilities cause him to interact with individuals far above his NCO rank. Due to the SRO’s remote location (less than 40 miles from Iraq’s northeast border with Iran), Longar coordinates meetings with Iraqi generals from the Department of Border Enforcement and Sulaymaniyah Police Department, as well as a

Peshmerga lieutenant general. Frequently, he attends meetings with these general officers on behalf of Donna Street, USACE Gulf Region North, Kirkuk Area Engineer.

“This is the most unique assignment I’ve ever had,” says Longar, “because all of these separate organizations work beautifully together.”

“Staff Sgt. Longar certainly hit the ground running since he arrived at SRO,” said Sgt. Maj. Michael A. Leogrande, acting GRN Command Sgt. Maj. “It is an honor and a pleasure to serve with such a professional young Soldier.”

With reference to his dealings with USACE civilian colleagues, he says, “I spend more time ‘sweet talking’ them than letting the ‘NCO’ come out. Since I’m [usually] a civilian 28 days of the month, it’s not that much of a stretch.”

Longar also nourishes his “civilian side” by getting online every evening with his wife Sarah and their five children: Kelley, 18; Eric, 15; Haley, 11; Ethan, 10; and Evan, two years old. The proud father plays chess with his children over the Internet and regrets having missed Kelley’s high school graduation due to his deployment. He beams, however, when he mentions that she has earned a “full-ride” scholarship to a local university and that Evan is now speaking in full sentences.

The staff sergeant also keeps in close contact with his father Ken Longar, in St. Charles, Mo., due to a program called “The Denton Project.” Through their combined efforts, the father-son team collects and distributes shoes, clothing, and toys to needy Iraqi children.

When asked how he broke the news of his upcoming deployment to his children, Longar says he simply told them, “Daddy’s got to do it again.

“It’s hard,” he continues, “but they understand it and know it’s something that needs to be done. I just hope they’re more proud than sad.”

Despite the challenges of his current assignment, Longar would enthusiastically recommend it to others.

“It’s the first time in my career that I feel like I am part of a purpose ... where I have very real influences on people and am part of a larger purpose,” he said.

“I feel like we’re doing right by [the Iraqi] people and wish more people realized that. I believe our intentions are as good as can be.”

Longar’s chain of command showed that it feels much the same way about him when Sgt. Maj. Leogrande presented him with the Gulf Region North coin in recognition of his service to the SAO.

Since the transfer of sovereignty in June 2004 there were just over 200 reconstruction projects started in Iraq. As of mid-August, 2,738 projects—valued at \$7.2B. Currently 1,090 projects are ongoing, for a program value of \$ 5.2B; and 1,648 projects are completed—valued at \$2.0B.

Denise Calabria

First Public Order Brigade Headquarters taking shape



USACE Construction Representative Harry Turrell (left) and Iraqi structural engineer Asaad Hassan Al-Jaair.

Others include the Site Manager who earned a Mechanical Engineering degree from Baghdad's University of Technology, in 1996, and an Electrical Engineer who earned his degree from the same university, in 1994. In addition, Asaad Hassan Al-Jaair is the U.S. Army Corps of Engineers Quality Assurance representative. He earned his master's degree in Structural Engineering and Civil Engineering from Al-Nahrain University-Baghdad, in 2002.

As an example of unforeseen issues, Turrell points to the project's huge demand for concrete and the fact that even though batch plants were located nearby, they couldn't get those trucks through the security checkpoint in a timely fashion. So he and his fellow engineers had to come up with an alternate course of action.

They decided to build an on-site batch plant of their own, centered on a team of 10 Iraqis churning out a half-yard of concrete at a time. To ensure the consistency of the product, they fabricated a half-dozen wheelbarrows with identical open-box hoppers on each. For most flat work, they use a 1-2-4 mixture — one wheelbarrow of cement, two wheelbarrows of sand, and four wheelbarrows of gravel. They dumped it into a mixing bin, added water, and the concrete was ready to go.

It is a system that has proven itself repeatedly. Recently, they mixed 100 yards and, using a hoist, lifted it one-half-yard at a time for a second floor pour.

The 80-meter-by-80-meter brigade headquarters will have billeting for 1200 police officers on the second floor when complete. On the first floor will be a large kitchen and cafeteria, laundry room, armory, offices, and training rooms. They're also constructing separate facilities where they'll have two 1.25 KVA generators for back-up power, a pumping station and maintenance bays to work on the police force's trucks and SUVs, along with storage buildings.

First Iraqi Construction Company is doing the work.

Because he is the only American on the job site, Turrell finds himself often eating lunch and dinner with his counterparts. Moreover, he says he has grown to like Iraqi food - his favorite being the Iraqi bread - so much that he thinks a bakery in the United States featuring that product could be very profitable.

Turrell is from the Quad Cities area, specifically East Moline, Ill. He says after he leaves Iraq next March, he plans to move to Fla. to be closer to his two grandchildren.

Norris Jones



Vibrating the concrete to ensure a quality finish.

(Photos by Norris Jones)

Improvements to the security and justice systems are two top priorities of the new Iraqi government. Numerous projects are underway to secure these objectives. One such effort is a \$10 million headquarters building for a police Public Order Brigade that will be located in northern Baghdad at Forward Operating Base Justice. The 1st Public Order Brigade, which reports to the Ministry of Interior, is a special police unit that will go wherever needed to enhance security and keep law-abiding residents safe.

Currently, that facility is 60 percent complete and will be finished this fall.

The construction crew consists of over 300 Iraqis. Overseeing the work is a team of Iraqi engineers and one American.

Harry Turrell, with 40 years experience wearing a hard hat as a project engineer, contacted the U.S. Army Corps of Engineers late last year to express his interest in getting involved in the reconstruction efforts. He says today there's no question he made the right decision.

"It was a calling," Turrell says. "I knew I needed to be part of this."

Turrell's experience is centered on large construction projects such as high-rise buildings, condominiums, chemical plants, retail businesses, and warehouses.

Regarding his current assignment, he's been involved in any number of evolving challenges — redesigning the fire sprinkler system, inspecting the steel rebar work, checking the floor's ceramic tiles. The bottom line is Turrell knows how to get things done and done right.

And he's the first to praise his Iraqi counterparts on their professionalism, their training, and their ability to think outside the box. These qualities are especially important in an environment where requirements change and plans must be modified.

His management team is headed up by a 72-year-old Iraqi who earned a master's degree in Civil Engineering from the University of Texas at Austin in 1961, "... the year I graduated from high school," Turrell notes. "He's our Chief of Engineers and has the respect of everyone here."

She leads people and manages reconstruction programs, projects

Karen Durham-Aguilera's story is an all-American one. She is a child of immigrants: a Lebanese mother ... a German paternal grandmother, and hardworking parents who stressed the importance of education. As a little girl under their wings, she focused on perseverance, earning her bachelor's degree in Civil Engineering and her master's in Civil Geotechnical Engineering. Today—as a Senior Executive Service member of the U.S. Government Civil Service—she is a leader in rebuilding Iraq.

Small in stature but huge in intellect and responsibilities, she leads a team that manages the approximately \$12B Iraq Reconstruction and Relief Program, or IRRF. As the Director of Programs for the Project and Contracting Office (PCO), she said she thoroughly enjoys her work.

"This challenge is an exciting opportunity. Rarely is a civilian given the chance to lead in contingency operations," Durham-Aguilera said. "Along with the U.S. State Department team and the Multi-National Forces-Iraq, the PCO and the U.S. Army Corps of Engineers have the opportunity here to make a significant difference for the people of Iraq and I'm delighted to be a part of that effort."

She feels passionately that a tremendous social impact is being affected throughout Iraq by the coalition of military, civilian and contractor professionals helping the Iraqis recover a country—with not only all of the inherent difficulties related to such a process, but additionally hampered by the effects of terrorist insurgents.

"Being here is part of global history. We hope the positive impact of our work will be felt and remembered well beyond this part of the world," she said. "The problems and difficulties facing this country are huge. Under Saddam Hussein's regime, the infrastructure was neglected, with the only areas receiving attention being those that specifically impacted him, his family, or inner circle. We were astounded at the extent of neglect ongoing for over 30 years."

She remembered a recent tour of a sewage treatment facility where she spoke with workers who had manned the site during the former regime. They openly admitted to her that, due to a lack of funding, they were unable to keep the facility in proper working order. To prevent palace facilities from backing up, and to avoid the wrath of their country's leader, they bypassed the treatment facility and moved raw sewage into the river.

"For nearly thirty years, Iraq lived and suffered under Saddam's repression," she said. "As a result, many Iraqis only know this way of life. They have no base for comparison. So, a major focus for the Coalition is to earn their trust, gain their belief that we're trying to help them, and teach and coach modern technology."

Durham-Aguilera is self-assured with dark, intelligent eyes—eyes that somehow seem to steel with resolve and spark with joy simultaneously. She feels the Coalition forces can only do so much toward helping Iraq, and that, in some regards, it's frightening for many Iraqis.

She said it is heart breaking to see what was allowed to happen here under Saddam, and even more frustrating that for all of the IRRF, only about 20 percent of the national essential services needs will be positively impacted.

"In some cases, the percentage is even lower," she said. "Estimates indicate that for all we are doing with our water projects, we'll still only be able to help the country realize - at most - about 14 percent additional provision of drinking water."

"It will take years to accomplish all that

needs to be done and this is in the midst of writing a constitution, forming a stable government, and trying to establish a sustainable security for the Iraqi people," she added.

The director emphasized that IRRF is only a 'jump start' for improving the daily lives of the Iraqi people. "There is much more to do to meet the growing needs of the country."

"I was very moved by something an Iraqi engineer - the project manager on one of the construction sites - said to me recently," Durham-Aguilera said. "He said, 'There is more to defending my country than holding a gun. The one who builds the sewer line ... the one who builds the treatment plant ... the one who protects my people from disease ... defends the country as much or more than the one who holds the gun.'

"He's an excellent example of many Iraqi people we meet and work with daily, who, at great personal risk, are doing, doing as much as possible to help their country realize its vast potential," she said. "I'm honored to be working here and helping the Iraqi people, and I'm proud to serve our nation."

Lu Anne Fantasia

Right: Director of Programs for the Project and Contracting Office, Karen Durham-Aguilera said she's honored to work with the Iraqi people in the Iraq Reconstruction and Relief Program—people who are working at great personal risk to do as much as possible to help their country realize its vast potential. (Watermark: Durham-Aguilera takes a "hands-on" approach to inspecting a reconstruction site.

(US Army photos)





Hail and Farewell

Hailing:

Rich Anderson, GRN, San Diego, Calif.
 John Ashley, GRN, Mississippi Valley Division
 Robert Balamut, GRC, Rock Island District
 Brett Barnhart, GRN, Omaha District
 Richard Bean, GRN, Virginia
 David Bond, GRN, USAREUR
 Roy Bonhorst, GRN, New Mexico
 Alan Bruns, GRC, Kansas City District
 Gary Chaney, GRN, Korea District
 Chris Cejka, GRC, Washington
 George Christensen, GRN, Wisconsin
 Jimmy Cline, GRC, Tennessee
 William Cowling, GRN, USA
 Robin Cook, GRN, Texas
 MAJ Fred Cox, GRC, Louisiana
 Stephen Coyle, GRN, New York
 Daniel Crouch, GRN, Missouri
 SMSGT Dale Charles, GRN, Panama City, Fla.
 Daniel Dait, GRN, California
 Dep Davis, GRN, Missouri
 William De Leo, GRN, North Carolina
 Castroma Dickens, GRN, California
 Richard Doughton, GRN, Missouri
 Andre Edison, GRN, Missouri
 Darren Ellis, GRN, Missouri
 Michael Fayette, GRN, Missouri
 Dornice Ferguson, GRN, Missouri
 Theresa Gordon-Richard, GRN, Illinois
 James Green, GRN, Missouri
 Elliot Harris, GRN, Florida
 Michael Harris, GRN, Missouri
 Charles Holt, GRN, Missouri
 Donald Johnson, GRN, Walla Walla District

Norris Jones, GRC PA, Illinois
 Harlan Kroll, GRN, Los Angeles District
 CSM Michael Leo Grande, GRN, California
 Anthony Longar, GRN, Missouri
 Michael Love, GRN, Mobile District
 Michael Lynch, GRN, Kansas City District
 Wilson Maloz, GRC, Louisiana
 Brett Martin, GRN, HQ USACE
 Raymond Martin, GRN, Kansas City District
 John Mason, GRN, Jacksonville District
 Dennis McMurdo, GRN, Omaha District
 Raymona McMurry, GRC, Kansas
 Albert Moody, GRN, Missouri
 Paul Morgan, GRC, Vicksburg District
 Robert Mitrosak, GRN, HQ USACE
 Joyce O'Shea, GRC, Texas

Pam Nielsen, GRN, Omaha District
 Terence Pippins, GRN, Illinois
 Richard Rodier, GRC, Hawaii
 Patricia Self, GRC, US
 Alicia Sharpe, GRC, Alaska District
 Morgan Shepard, GRN, Wisconsin
 Shawn Stillely, GRC, Missouri
 Philip Taylor, GRC, Oregon
 LCDR Rod Tribble, GRC, California
 Eric Valentine, GRN, Memphis District
 Dean Vinson, GRN, Ohio
 Larry Washington, GRN, Ohio
 Darralyn Williams, GRN, USA
 Jack Wilkerson, GRN, Memphis District

Farewells (Photos not available)

Norm Bloom, GRN, Portland District
 Jimmy Crumpton, GRN, Texas
 Andrew Debraie, GRN, Portland District
 Jeremy Dragoo, GRN, Walla Walla District
 Michael Klingman, GRN, Washington
 Michael Laurenceau, GRN, USA
 Louis Mason, GRN, ERDC

NOTE: Due to the special 'yearbook' issue in July, we have a back-log of Hails and Farewells to recognize in Essayons Forward. Please coordinate with your local public affairs representative in theater to ensure you are not missed.



Tim Unger
 GRC
 Returning to:
 USACE



Alicia Embrey
 GRC
 Returning to:
 Tulsa District



John Quenga
 GRC
 Returning to:
 USACE



LTC Randy Westfall
 GRC
 Returning to:
 USACE



James Worthington
 GRC
 Returning to:
 Galveston District



MAJ Melody Smith
 GRC
 Returning to:
 Mississippi Valley Division



MAJ Luis Fuentes
 GRN
 Returning to:
 Southwestern Division



Mark Fleck
 GRC
 Returning to:
 Huntsville Center



Lee McCormick
 GRN
 Returning to:
 Omaha District



Diana McCoy
 GRN
 Returning to:
 Kansas City District



Randy Walters
 GRN
 Returning to:
 Rock Island District



CPT Robert Clark
 GRC
 Returning to:
 USACE



Sam Parker
 GRN
 Returning to:
 Omaha District



Steve Ireland
 GRC
 Returning to:
 Galveston District



Judy Walters
 GRN
 Returning to:
 Rock Island District



Ken Wertz
 GRN
 Returning to:
 Kansas City District



Lane Gary
 GRN
 Returning to:
 Philadelphia District



LTC Robert Smith
 GRC
 Returning to:
 USACE



MAJ Bruce Bates
 GRC
 Returning to:
 Nashville, Tn.



MAJ Paul Danserau
 GRN
 Returning to:
 Montgomery, Ala.



MAJ Kip Korth
 GRN
 Returning to:
 Ft. Leavenworth. MO



Steve Roth
 GRD Dep. Div Counsel
 Returning to:
 Vicksburg District



John Sundeen
 GRN
 Returning to:
 Memphis District



John Drake
 GRC
 Returning to:
 Los Angeles District



John Binford
 GRN
 Returning to:
 Walla Walla District



Mike Greco
 GRN
 Returning to:
 Seattle District



Gary Wageman
 GRN
 Returning to:
 Portland District



Linda Frey
 GRN
 Returning to:
 Omaha District



Ella Snell
 GRD Cont. Officer
 Returning to:
 New York District



Ed McNamara
 GRC
 Returning to:
 Memphis District



CSM Jerry Shoopman
 GRC
 Returning to:
 USACE



COL Kurt Ubbelohde
 Commander GRN
 Returning to:
 Omaha District



Clarice Sundeen
 GRN
 Returning to:
 Memphis District



Brian Anderson
 GRC
 Returning to:
 Sacramento District



Donovan Branham
 GRN
 Returning to:
 Florida



MAJ Leigh Bandy
 GRN
 Returning to:
 St. Paul District



Sean Rose
 GRC
 Returning to:
 Northwestern Division