

Ongoing Discussion “Thought Piece”

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for

**Pratt & Whitney Rocketdyne’s
Enterprise Thinking Network**

Reconstruction In Iraq: An Extraordinary Opportunity to Expand One’s Thinking On How We “Help” Others

Part 1: Getting to know the “Thought Leaders” better and the context of the Reconstruction Mission in Iraq

A. Learn More About the “Thought Leaders Deb Lewis & Doug Adams”

- See [Expanded Biography](#) for COL Deb Lewis 2009
- See Background of Deb’s husband, LTC (ret.) Doug Adams at the end of this Thought Piece. Doug will provide another perspective of this mission as part of her larger support team, and an astute observer and selfless servant of the Nation in his own right.
- June 2007 *More Magazine* where Jan Goodwin wrote an article “**Fixing the Mean Streets of Iraq**” featuring COL Deb Lewis
- Sep/Oct 2007 *Profiles in Diversity Journal* identified COL Deb Lewis as one of their 50 “**Women Worth Watching in 2008**”
- 16 July 2007, Seattle’s Television Station King 5’s reporter Roberta Romero featured COL Deb Lewis in a [King 5 TV interview from Iraq](#).
- COL Deb Lewis wrote a *Postcard from Iraq* called “**No Shortcuts to Greatness**” also featured in the *July 2007 GRC News Update*.

B. Learn More About the Reconstruction Mission in Iraq. During an extremely turbulent and dangerous time in Iraq, COL Deb Lewis was assigned to the US Army Corps of Engineers (USACE), Gulf Region Division where she commanded Central District (GRC), responsible for Reconstruction missions within Baghdad and Al Anbar Provinces. Among the many stories, reports and books written about that period of time, perhaps the following three key records capture her experiences best. **First**, monthly written updates were prepared by GRC’s Public Affairs Officer, Norris Jones, a retired Navy Captain. **Second**, short 2-3 minute videos were prepared by GRC’s Broadcast Journalist, Troy Rolan, retired Army Sergeant First Class. **Third**, many *Postcards from Iraq* were prepared by individual deployees.

GRC News Updates. The following 11 monthly “GRC News Updates” are a treasure trove of stories that essentially document a ‘snapshot in time’ when COL Deb Lewis served as the Commander of Central District from June 2006 until July 2007. It was truly an amazing journey filled with many memorable faces, projects and opportunities to make a difference. The pages listed below refer to each article COL Lewis prepared monthly. She credited many for the command’s tremendous success, including Norris Jones, her exceptionally gifted PAO, who created these impressive first-class monthly written updates almost singlehandedly. He also served as her helpful and supportive reminder to ensure she took time each month to reflect and identify what enduring things she observed that might help others as they faced such tough challenges each day. The touching and inspirational stories within each update speak for themselves. All these stories and many more were available to the broader media to report, yet you likely never read about them. Please join us and COL Lewis’ incredible team and many partners as you see for yourself what it was like to be part of the Reconstruction mission in Iraq. While we believe you will find something of value in each, we recommend at a minimum you read her third monthly article, prepared for the September 2006 News Update and scan through at least one of any of the following monthly updates.

Monthly Update

COL Lewis Article Index

1. GRCNews2006JUL	Page 5
2. GRCNews2006AUG	Page 5
3. GRCNews2006SEP	Page 5
4. GRCNews2006OCT	Page 8
5. GRCNews2006DEC	Page 6
6. GRCNews2007JAN	Page 6
7. GRCNews2007FEB	Page 10
8. GRCNews2007APR	Page 8
9. GRCNews2007MAY	Page 16
10. GRCNews2007JUN	Page 4
11. GRCNews2007JUL	Page 8

Short Videos. Soon after COL Lewis arrived in Iraq, she knew that the story would never be captured sufficiently unless there were also video stories of the ongoing work. With the advice of Norris Jones and help of many others, GRC purchased some basic equipment and asked a broadcast journalist, Troy Rolan, to join the team. The listings below provide a handful of the many short videos Troy produced during his deployment to Iraq. If you can see only one, Troy’s first video (listed as Number 1 below) is the one you won’t want to miss.

1. Heroes of the Corps
<http://www.grd.usace.army.mil/video/playvideo.asp?ReleaseID=6>
2. The Future of Iraq
<http://www.grd.usace.army.mil/video/playvideo.asp?ReleaseID=26>
3. Unconventional Weapons
<http://www.grd.usace.army.mil/video/playvideo.asp?ReleaseID=34>
4. An Engineer’s Point of View
<http://www.grd.usace.army.mil/video/playvideo.asp?ReleaseID=36>
5. Alwaiya Children’s Hospital
<http://www.grd.usace.army.mil/video/playvideo.asp?ReleaseID=37>
6. “Extreme” Gas Station Makeover
<http://www.grd.usace.army.mil/video/playvideo.asp?ReleaseID=28>
7. An American in Iraq (Gibbs Interview)
<http://www.grd.usace.army.mil/video/playvideo.asp?ReleaseID=12>
8. Sewage Lift Station
<http://www.grd.usace.army.mil/video/playvideo.asp?ReleaseID=9>
9. Al Anbar Water Treatment

<http://www.grd.usace.army.mil/video/playvideo.asp?ReleaseID=73>

10. A Soldier Civilian--William “Andy” May (Vietnam Veteran)

<http://www.grd.usace.army.mil/video/playvideo.asp?ReleaseID=68>

These videos were the very earliest ones produced and posted on the USACE web site; since then many more have been captured. For more videos go to the following link, <http://www.grd.usace.army.mil/index.asp>, and double click on the left column <Video Center>. For more of Troy’s videos go to the last pages on pages 11-13 (where you will find these videos) and work your way forward to see many, many more.

Postcards from Iraq. While deployees wrote stories earlier to be included in the GRC News Update, the first *Postcards from Iraq* articles started showing up in the News Update in the January 2007 issue. Those returning home quickly learned that their *Postcard* soon became the Commander’s last requirement before they left! You can read the stories of many GRC deployees in the January 2007 and later issues or go to the link <http://www.grd.usace.army.mil/index.asp> and double click on the left column <Postcards from Iraq> to read many more personal stories of time spent serving in Iraq and see for yourself the wonderful diversity (on so many levels) of the very special people who joined the GRC team and the larger USACE Team.

C. Learn More About the GRC ‘ALL-STAR’ Team. (15-20% Turnover *Monthly!*)

Staffing Composition (all team members but National Guard (in June) and Reserve soldiers (in May) rotated individually):

Military (Approx. 36 without any increase authorized to support the 2007 ‘Surge’)

1-3	Active Duty Army Soldiers
5-8	Army Reserve Soldiers
15	Army National Guard (NG) Soldiers (first CA, then ND)
10	Navy Seabee Officers and Enlisted (All Skills)
1	Air Force (six months)

Civilians (Dept of Defense)

100-125	From all over the US/world, including retirees
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Iraqi Contractors

125-150	Joined our Engineer Office Staffs and Building Support
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Security Teams (ERINYS and AEGIS enabled travel in theater, base security)

250-300	World-wide (US, UK, S.Africa, Ghurka from Nepal, etc.)
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Bilingual Bi-cultural Advisors (BBA) contracted by Department of State

1-3	All were Kurds who fled in 1996 and became US citizens
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Engineer Contractors Additional staff needed to handle growing workload.

4-40 Received additional contractors during the last few months to assist with unanticipated transition of significant Division workload (without the staff) to GRC.

D. Learn More About the GRC Project Program (Representing 1800 projects valued at over \$3.3B where work is 100% contracted to private contractors (minus government oversight). Think of “Extreme Makeover – Home Edition” on Steroids with a core cadre joined by many other partners. Additionally, by mid-July 2007 project contract awards had changed from mostly US firms to largely Iraqi contractors.

GRC Jun 06- Jul 07 Key Milestone Summary

588 Projects Completed (\$723M)

491 Projects Started (\$888M)

439 Projects Awarded (\$825M)

Project Types

Schools

Health Clinics, Hospitals

Roads, Bridges

Water Treatment Plants

Electrical Substations, Transmission Lines, Generation Plants

Rule of Law- Courthouses, Judicial Projects

Border Facilities, Police Stations

Fire Stations

Barracks

Academies

Base Construction, including Overhead Protection for dining facilities

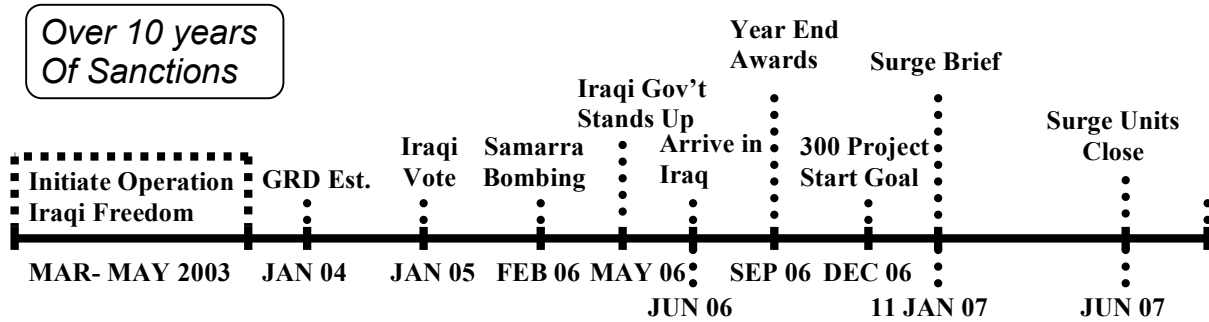
Construction is Hard Anywhere... but especially in Iraq

Challenging to do on time, on budget and to quality standards in a contingency status

To name just a few challenges here: Funding delays, communication/language challenges, site changes, user requested changes, religious holidays, permit delays, credentialing issues, project site access issues, coalition rules affecting workers/quality inspections/ material delivery/security of site 24/7, material/equipment delays, immature Iraqi construction industry, contractor inefficiency, civil unrest and sectarian violence, workers threatened/ beaten/ kidnapped/killed, mortar attacks, coalition operations, road closures, security checkpoint issues, weather, commissioning specifications, insufficient time allowed in contract, non-contingency contracting rule inflexibilities including end of year deadlines and expiring funds while kinetic operations accelerated, data errors, increasing Iraqi coordination requirements as Iraqi government stood up (good reason), material hijacked and drivers killed/kidnapped, Iraqi owner/representative access restrictions to coalition bases, etc.

E. Learn More About the Security Situation. (Note--There is no proven direct correlation between COL Lewis’ presence in Iraq and the timing of the spike of attacks!)

Iraq - Timeline



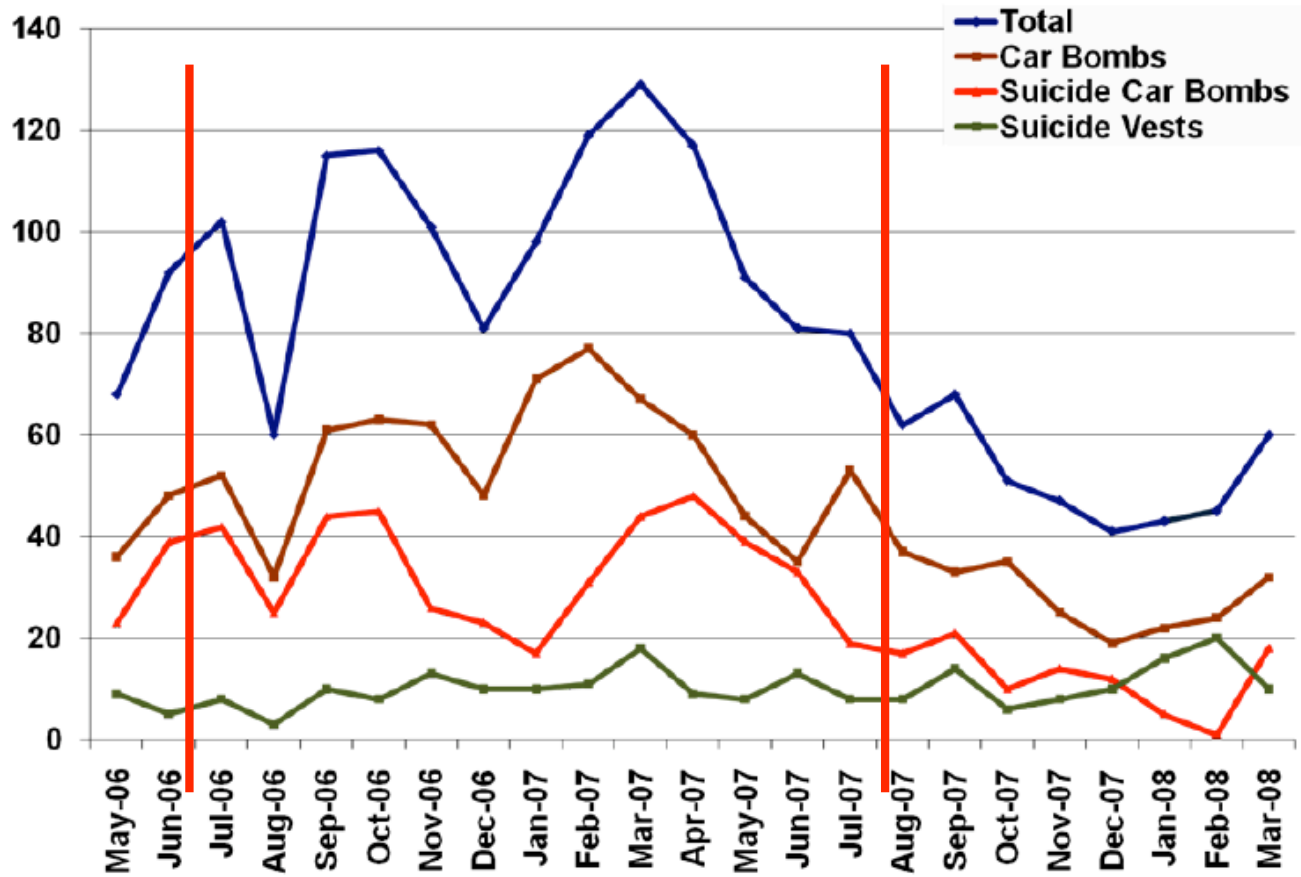
IMPACT OF INCREASED TERRORIST ATTACKS

ATTACKS ↑ → FOCUS AREAS → SECURITY DISTRICTS → SURGE

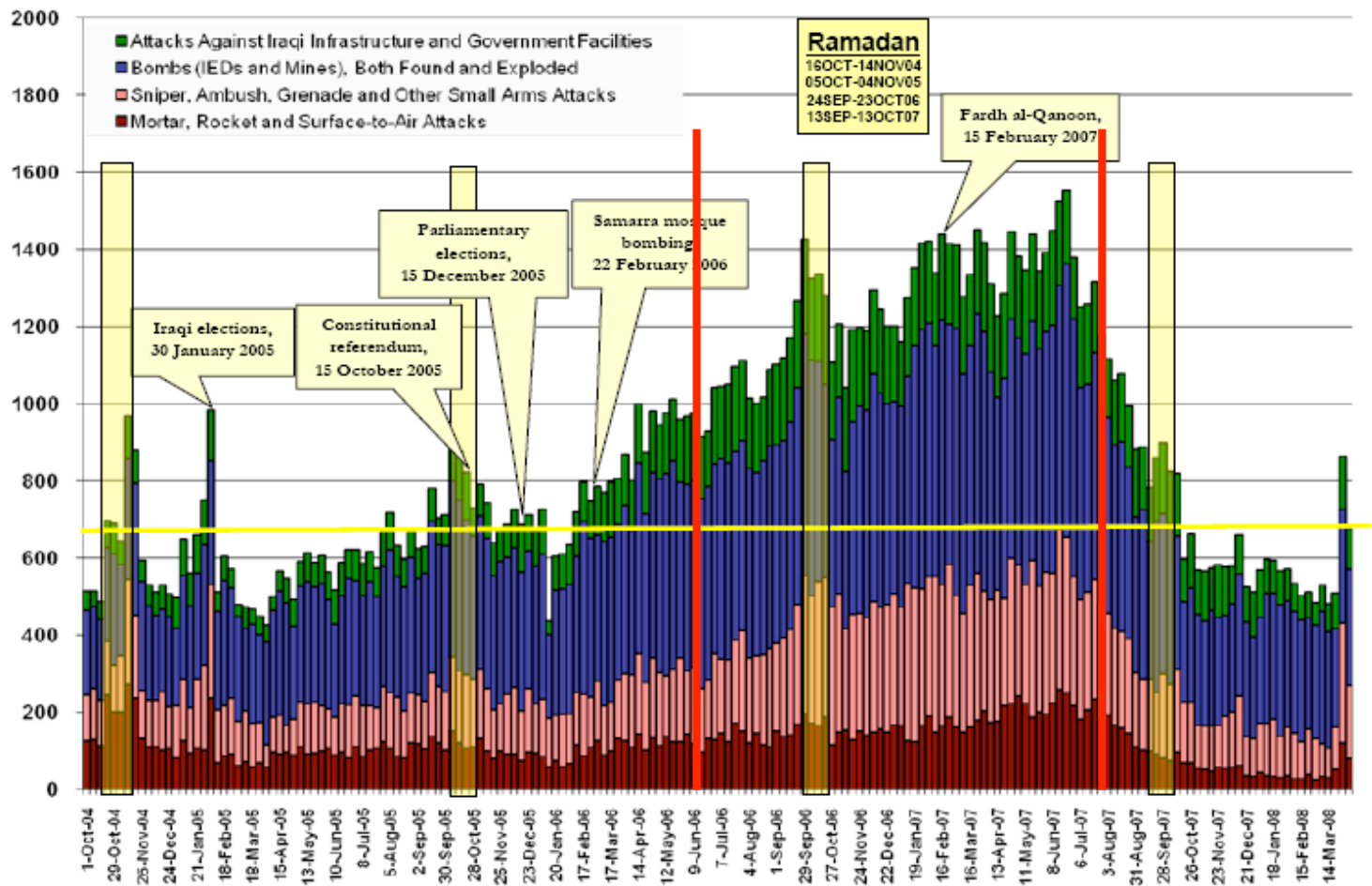
3 Brigades → 8 Brigades 1 Division → 3 Divisions

“Everyone is Entitled to Their Own Opinion, but Everyone is Not Entitled To Their Own Facts” - Melvin Laird

High Profile Attacks (Explosions)



Weekly Security Incidents



Biographies

Doug Adams

Douglass S. Adams, a native of San Rafael, California, graduated and was commissioned a 2LT from the United States Military Academy in 1980. He served at all levels of the Army, to include military intelligence company command twice, as well as strategic intelligence analyst for the SACEUR, force requirements officer at the U.S. Army Intelligence Center and School and PERSCOM, unmanned aerial vehicle systems integrator for the G-3, Army Staff, and congressional activities officer in the Office of the Army Chief of Staff. His assignments included SHAPE and VII Corps in Europe, and the 3d ACR and 24th ID(M) in the United States. He retired as a Lieutenant Colonel in 2000 with a Legion of Merit, Defense Meritorious Service Medal, and Army Meritorious Service Medal with three oak leaf clusters.

Adams earned an MS in strategic intelligence from the National Defense Intelligence College, where he was awarded the National Military Intelligence Association award as the distinguished graduate. He also attended the US Army Command and General Staff College and the Defense Language Institute. Adams earned a JD, *cum laude*, from the George Mason University School of Law and is an ABD (national security) from the George Mason University School of Public Policy, where he was a GMU Presidential Scholar. He served as a researcher with the GMU Critical Infrastructure Protection Project, a research assistant for Virginia Senator Chuck Robb and former CNN Washington Bureau Chief Frank Sesno, and as a subject matter expert and administrator for several intelligence, national security, and homeland security-related studies and exercises. Adams speaks on military ethics, the law of war, topical national security/homeland security issues and veterans affairs.

Adams currently lives in Fort Lewis, Washington, with his wife Colonel Debra Lewis (currently the State Inspector General for the Washington National Guard and previously US Army Corps of Engineers district commander in Baghdad, Seattle, and Philadelphia). He serves in a number of non-profit and public service organizations, including leadership positions with the Washington State Guard, the Association of the U.S. Army, the Veterans Family Fund of America, the Pacific Northwest National Security Forum, the Washington State Veterans Legislative Coalition and Christ Episcopal Church. He is also vice-chairman of W. H. Shipman, Ltd., a 127-year-old Hawaii land development company, and a Virginia attorney.

Debra Lewis

Colonel Debra Lewis assumed command of the Gulf Region Division Central District on June 18, 2006. As commander and district engineer, she is responsible for engineering and construction management support of deployed forces and Iraqi reconstruction in Baghdad and Al Anbar provinces, Iraq. The total program for Central District represents over 1400 projects valued at \$2.6 billion. Colonel Lewis has commanded two previous U.S. Army Corps of Engineers Districts. She was District Engineer for the Seattle District, Northwestern Division responsible for constructing or operating military/civil works projects with a staff of 850 people covering over 99,000 sq. miles in 4 states. She also served as Commander of the Philadelphia District, responsible for the Delaware River Basin water resource issues affecting 17 million people in 5 states. Colonel Lewis' experience in command and staff positions spans over 26 years. She served on the Joint Staff in the Pentagon where she supported the JCS Chairman's responsibilities for combating terrorism before and after 9/11. Other key jobs have included company command in the XVIII Airborne Corps at Fort Bragg, N.C.; operations officer and executive officer of engineer battalions in Hawaii; Chief, Military Engineering Division, U.S. Army, Pacific (USARPAC), dealing with nations and U.S. territories

throughout the Asia-Pacific region; and Staff Officer in the Congressional Activities Division of the Office of the Chief of the Staff of the Army.

A woman of many firsts, Colonel Lewis is a member of the first class with women to graduate from West Point. She also was the U.S. Military Academy’s first female captain of its highly successful intercollegiate equestrian team, the 1980 Academy Equestrian of the Year, and as an alumnus in 2000 competed for West Point at Nationals. Colonel Lewis’ military education also includes Airborne School, the Engineer Officer Basic and Advanced Courses, the Combined Arms and Services Staff School, the Army Command and General Staff College, and the Industrial College of the Armed Forces, where she earned a Master of Science Degree in National Resource Strategy. Her post-graduate education also includes an M.B.A. from the Harvard Business School. Following Harvard, she joined the Department of Systems Engineering at West Point, where she taught problem solving and the capstone engineering management course.

Colonel Lewis has been recognized for her significant contributions with a variety of awards, including the Legion of Merit, Defense and Army Meritorious Service Medals, and the Army Engineer Regiment’s Silver deFleury Medal. She earned special recognition as the Staff Officer of the Year for USARPAC, and received the Stephen Girard Maritime Day Award from the Delaware River port community and the Federal Leadership Award from the Seattle federal agency community. Colonel Lewis and her husband LTC (Ret.) Doug Adams have three children: Theresa, Douglass and Emily. Of her many pursuits, COL Lewis especially enjoys collecting quotations. She believes quotations serve to remind us that there are many varied perspectives on life and how we choose to approach it.

A few of her favorites:

"Treat people as if they were what they ought to be and you will help them become what they are capable of becoming."

-- Johann Wolfgang Von Goethe

“Our lives are not determined by what happens to us, but how we react to what happens; not by what life brings to us, but by the attitude we bring to life. A positive attitude causes a chain reaction of positive thoughts, events and outcomes. It is a catalyst... a spark that creates extraordinary results.” -- The Power of Attitude from Successories

"May you always have enough happiness to keep you sweet; enough trials to keep you strong; enough sorrow to keep you human; enough failure to keep you humble; enough success to keep you eager; enough friends to give you comfort; enough faith to give you courage; enough wealth to meet your needs; and enough determination to make each day a good day." -- Rev. Paul Osumi