

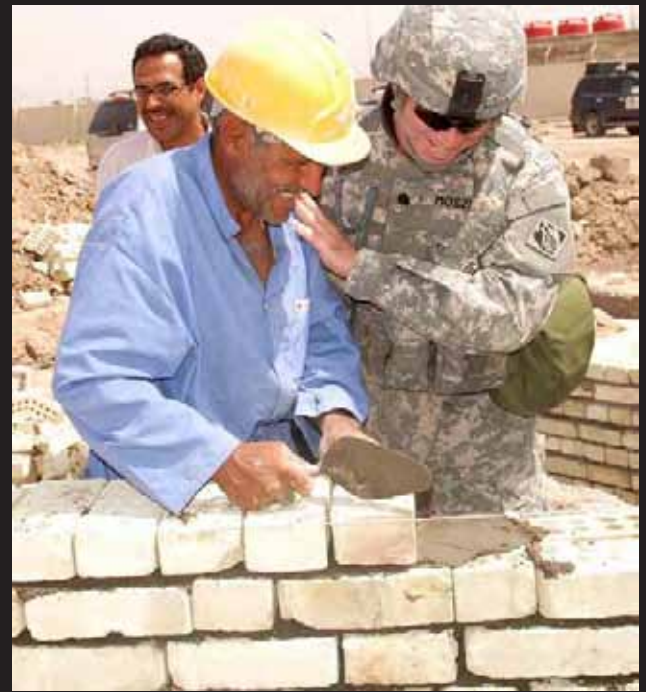


NEWS

JUNE 2007



U.S. Army Corps of Engineers
Gulf Region Division Central District, Iraq



About 120 Iraqis are helping build the 5000-sq.-meter two-story Rusafa Courthouse in Baghdad. Shown lower right is LTC J.P. Moszer (Deputy OIC Baghdad Area Office) who worked nearly a decade as a brick mason and with concrete/structural steel talking to an Iraqi with over 30 years experience. See story next page.



New courthouse complex taking shape to bolster Baghdad's 'rule of law'

A new regional courthouse is taking shape to help Baghdad enforce the rule of law.

Construction on Rusafa Courthouse got underway in November and is currently 25 percent complete. About 120 Iraqis are on the crew helping build the facility that is scheduled to open in December.

The 5000-square-meter two-story structure will serve Rusafa District and neighboring areas east of the Tigris River benefiting over one million residents. A Witness Protection Facility is also part of the complex that will house up to 200 people testifying for the prosecution.

"We're building the Rusafa Regional Courthouse for the Ministry of Interior," explained Navy Lt. Robert Leines who is assigned to the U.S. Army Corps of Engineers (USACE). "It's a key institution in Iraq's quest for law and order." Once open, 350 Iraqis are expected to work there including judges, lawyers, investigators, administrative assistants, and security personnel.

Leines noted that the majority of his staff of 50 people are Iraqi engineers. "Our Iraqi Quality Assurance representatives visit that courthouse site every day, taking photos, ensuring we're getting quality construction in a safe manner." He praised the courage those individuals display reporting to work and getting the job done. "They believe in what we're doing and want to make Iraq a better place." He and his staff are overseeing 100 active projects valued at \$400 million including new water and sewer lines, school renovations, primary healthcare centers, upgrading gas stations, and installing

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A crew of about 120 Iraqis are helping build the new Rusafa Courthouse complex east of the Tigris River.



LT Robert Leines, OIC of GRC's Loyalty Office



This artist's sketch shows the new Rusafa Courthouse complex will be a 5000-square-meter two-story facility.



New Rusafa Courthouse takes shape



New Rusafa Courthouse taking shape in Baghdad.

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new electric distribution networks in east Baghdad. He noted they work in partnership with the Baghdad Amanat and Iraqi Ministries on these projects.

U.S. Army Corps of Engineers is overseeing the construction of five such courthouses throughout Iraq. The Karkh Courthouse is nearing completion in western Baghdad and the others are in Mosul, Basrah, and Erbil.

“These facilities are critical to enforcement of the rule of law,” explained Navy Cdr. Joseph Mauser, U.S. Army Corps of Engineers Security and Justice sector lead in Iraq. As an interim measure, a temporary courthouse has opened at Rusafa. “As the case load continues to grow, having a permanent facility with sufficient capacity becomes increasingly important,” he added.

Apart from the courthouse complex itself, Rusafa also features a facility where up to 5,400 accused individuals will be housed awaiting their arraignment or trial dates. The entire area is surrounded by concrete barriers similar to the International Zone located on the other side of the Tigris River, and they’ve identified themselves as a second Green Zone -- this one the “Rule of Law Green Zone.”

From the Commander ...

USACE Guiding Principles for Working in Iraq

"The height of your accomplishments will equal the depth of your convictions." - F. Scolavino

Initially, I planned to offer you a list of basics I have learned over the past year in Iraq to help me succeed in this challenging environment. So I wrote a number of these down. I later mentioned my plan to David Thomas from GRD, and he immediately replied that I might enjoy a great list of "USACE Guiding Principles" created by an earlier USACE team in Iraq. Lo and behold, many items listed reflected my experiences! Sure wish I had seen these and understood them when I first arrived! I know there was a reason I had to learn these things the hard way... just can't seem to recall it right now. So, I've reordered these "Guiding Principles" slightly (in bold) and added my own commentary following each. I hope you find these useful as you continue this tour in Iraq and in future jobs you have:

☑ **Optimism is a force multiplier!** Conversely, negativism diverts or sucks precious energy and focus away from an already tough challenge. Set the highest interpersonal standards, stopping all forms of negative thinking and behaviors—including gossip—initially & continuously.

☑ **One Team, one fight... even if we have to start it.** You'll not likely find a more richly diverse group of folks here with so much to offer. Yet many forget or do not behave as if we are on one team striving for a successful outcome here. Remind them or inspire them as needed!

☑ **Everything is hard. Nothing is ever quite done.** People should only serve in Iraq if they understand the shortest distance between two points is definitely not a straight line. Neither good nor bad, it just is... so get it. Plan for the many obstacles or longer path you must take. Realize that most people, especially the US press and the people who read their words, have no patience. Here, there are no shortcuts, especially with planning. Failure to plan properly usually results in a plan that will fail. Manage expectations. Ensure a shared understanding

of ongoing issues through effective updates. Keep and use an excellent point of contact/distribution list.

☑ **Fight & win today's battle but keep your eye on the big picture.** Your ability to recognize "success" is key, since "success" is often disguised as "failure" to others possessing incomplete information. Continuously test existing assumptions and facts. They change frequently. Be agile and adaptable—the meticulously planned task now being executed may no longer support the big picture.

☑ **Our role; Get it done. Enable to the lowest level possible.** The lowest levels executing projects usually are best equipped to resolve issues, given effective questions and quality support from their leadership, staffs, and many partners. Empower them!

☑ **Unlike any other work environment, it is critical to learn the history before you launch. Always learn the Paul Harvey "Rest of the Story."** Failure to obtain available and known information here easily results in an unsuccessful strategy. Not only will you not get what you want, you could easily get exactly what you don't want, such as a project that will never get built or one hated by the citizens it was intended to serve. Remember also that initial reports are almost always wrong, so ask questions accordingly and always verify first before judging. Something may have occurred, just not what you think. You can't make this up!

☑ **It's a problem-rich environment. Problems will find you. Don't look for them. Focus on solutions.** A world viewed in extremes means when a specific plan, project or piece of equipment has a problem; the entire plan, project or equipment is a problem or... mushkala. With

(continued on next page)



Col. Debra M. Lewis
GRC Commander

From the CSM...

Greetings everyone -- I hope you're reasonably happy, healthy, and looking forward to the summer that lies ahead. I'd like to take this opportunity to comment about our life styles, both physically and mentally. We'll refer to this month's "chit-chat" as the morale, health, welfare, and recreation newsletter. I certainly don't claim to endorse, promote, emulate, or quote the likes of; Dr. Phil, Billy Graham, the Dahi Lama, Lou Dobbs, or any politician promoting the health industry. These are simple "knowns" and reminders to encourage better health and living.

For those of us that wear the uniform, (especially Sergeants Major) morale isn't the only "thing", morale is everything. High morale is fun, contagious, result oriented, and mission dependant. Good morale will defeat the most difficult of days, cope with our jobs, and thwart complicated tasks. Bad morale is contagious, drags others down, inflicting a cancer to any team, organization, and the work place. Good morale inspires and motivates those within the ranks. It's the result of caring leadership, environment, and listening to people.

We, for the most part, agree that physical health is an individual responsibility. We agree that we are, what we eat. Proper caloric intake with good exercise maintains a reasonable level of fitness while controlling weight. When we deviate from the norm, the results are obvious -- weight gain, fatigue, increased appetite, loss of energy, lower metabolism, all indicating signs of danger. This can result in high blood pressure, poor vitals, bad cholesterol, serious health risks, etc. Last but not least, let's not forget those typical symptoms of little or no exercise.....The Grouch Syndrome!

Good mental health is dependant on environment. Desired qualities like happiness and communication within the home, financial security, our esteem needs met, challenging careers that allow us to live the dream. All these crucial values affect our mental health. As a Sergeant Major my position is to identify the symptoms and bring it to the command's attention.

Welfare is defined as "the state of doing well in respect to good fortune, happiness, well-being, or prosperity."

I feel that the proper blend of diet and exercise, adequate sleep, a safe comfortable environment in which to work and live with realistic challenges should be our goal. The welfare of all, is leadership's primary concern.

Recreation is so crucial to good health, our state of mind, are ability to interact with each other, the benefits are endless. We need to allow ourselves time to laugh, to have fun, and play the simplest of games. It gives people that "set-a-side" time to reflect, decompress, interact with others, and laugh at ourselves. One certainly doesn't need to take up an extreme sports activity in order to recreate. So folks, get up, get out and get doing something (other than work) and have some fun doing it Take Care.



Command Sergeant Major
Orville Wang



Streets in south Baghdad were recently repaved. The Iraqi crew asphalted 35,000 square meters of roadway in Mahala 848 in Doura and Zubaida under a \$985,771 contract. Most of those streets needed repairs due to either military operations or lack of maintenance. This was a Baghdad Provincial Reconstruction Development Committee (PRDC) project. The PRDC is a US/GOI partnership which provides U.S. funding, contracting and oversight for infrastructure projects developed by Iraqis and approved by the Provincial Council.

From the Commander ...

(continued from previous page)

insufficient time to address all things, understand the context and prioritize accordingly.

☑ **Never let our systems & processes become more important than winning the peace.** Keep a singular focus on what we seek to achieve. Never forget that one lost life is unacceptable. We must identify to those responsible the many obstacles and bureaucratic processes standing in our way that were never designed for a contingency environment. We're paid to manage the risks and work with others to cut through processes in order to do the "right thing", even knowing we are often told we are held to the same stateside standards that become irrelevant during life/death decisions made here.

☑ **Don't bring your stateside solutions to solve Iraqi problems.** ...unless you prefer getting exactly what you don't want! For example, early stateside designs failed to factor in existing skills, material quality, tools, minimal maintenance practiced, and many other conditions, such as the extremely hot weather or incorrectly assumed 24 hr power supplies. Even beautiful buildings may make no sense here and will not serve the needs of the Iraqi people. Why should we expect the Iraqi people to be enthusiastically grateful for all our "gifts" or projects? This dynamic happens frequently in a world seeking others' "help", yet dissatisfied with what they receive because it isn't "helpful" to them. Appropriately, today in Iraq, our leadership will not approve funding future projects until the Government of Iraq identifies it as a need and there is buy-in at all levels.

☑ **Nothing is ever clean.** I have seen some good transfers, but continuous work is needed. I've learned you can achieve high standards when transferring a completed project, but the receiver may not comprehend the difficulty, or have the budget or motivation to keep it that way. I remember buying a house in Hawaii that was like that... it required unrelenting attention, even removing huge slugs!

☑ **Being flexible is not enough... you must be fluid.** We are a water resource agency, after all! I personally have never been more challenged in my life. Just when you think you could not take on anything more or tolerate any harder task or change handed you... you must. Find ways to be situationally aware so you do not merely react to emerging and ongoing events, but anticipate them. Otherwise, you could easily or quickly be pulled far away from your intended goal, as by a strong riptide. Your timing is also important, especially when presenting "good ideas". Be sure the conditions for success are set first, rather than forcing an arbitrary timeline without matching reality or achieving a specified goal that is now inconsistent with the big picture.

☑ **It's a marathon, not a sprint. Pace yourself.** Actually, for me this felt more like a sprint marathon. One thing you can count on is that stopping is really not an option, just like a long run. Instead, subtle changes in the day might allow you to be more efficient or even relax to conserve/enhance your energy so you get that "second wind" for the next tough challenge. Regularly check to be sure you are headed in the right direction. Also, be sure to get your R.E.S.T. (Read, Exercise, Sleep, Think) and surround yourself with positive reminders. I've learned no matter how hard I look for them, there are simply no more than 24 hours in one day.

☑ **Initial drafts and interim responses become doctrine.** While people have been here for a number of years now, what you say today matters and will be acted upon. I prefer to label my written work for others as drafts and ask myself "Who else needs to know?" Often, others will be implementing or managing the issue and want to have a say in the guidance before going final... so include them early and often when coordinating. You may also find what you want already exists to help get you going... my thanks to David Thomas and all who created this list.

"A positive thinker does not refuse to recognize the negative, he/she refuses to dwell on it. Positive thinking is a form of thought which habitually looks for the best results from the worst conditions." - Norman Vincent Peale

Postcards from Iraq

Iraq duty ... an historic opportunity

*By Chip Nieman, Fallujah Deputy Resident Engineer
U.S. Army Corps of Engineers*

I'm concluding nearly a one year tour in Fallujah — my second deployment to Iraq. (I served here for four months in 2004 working as the Chief of Engineering and Construction at GRD Headquarters. While that first tour was a rewarding experience, GRD was still in its infancy and I didn't get the chance to see all of the good work that was to follow.)

The completion of my current assignment marks a remarkable period in my personal and professional life that I'll never forget. When I considered returning to Iraq, I wanted to go somewhere that would better fit my skills and personality and Fallujah seemed like the perfect fit. Fallujah was my choice because I would be following in the footsteps of many of my Jacksonville District colleagues. So with the great support of my family, friends, and coworkers I accepted an historic opportunity to work in the U.S. Army Corps of Engineers Fallujah Resident Office.

When I arrived at Camp Fallujah in May 2006 I really didn't know what to expect. I was greeted and welcomed just as one would welcome a new member into their family. I joined a great team. Mr. William "Bill" Kiddy gave me an overview of all of the projects that the office was charged with completing along with the analogy of "drinking from a fire hose" and he couldn't have been more correct. I quickly learned that this assignment would be fast paced, very intense, challenging and very rewarding.

During my tour, I had the privilege and honor of working with Iraqi Government Officials as well as a great number of Iraqi Contractors completing essential service projects within the war torn city of Fallujah. Not only are we helping to rebuild the city, we are also bringing a sense of ownership and pride to the residents there. Through our reconstruction efforts, we work hard to engage contractors from the area who in turn hire local citizens to work on their crews. This gives them a sense of ownership and also gives them meaningful employment. So not only are we rebuilding the city's infrastructure, we are also rebuilding the capability of the people who live there, allowing them to develop the skills to continue this effort long after our time to assist them has passed.



My assignment lasted just short of one year and it seems like only yesterday that it was just beginning. It has always been my feeling that an assignment of this nature is much harder on those you leave behind. Without the love and support I received from my wife Tracey, and my three children, Jordyn, Trey, and Annah, I would not have been successful here. To anyone who is considering volunteering, I would encourage you to get the support of your family and accept the challenge. There is still much work to be done and I feel our efforts are truly appreciated by the Iraqi people. If I didn't believe in this mission, I wouldn't have volunteered.

Chip Nieman, Civil Engineer, Jacksonville District



Chip Nieman confers with two of Fallujah's city engineers

To view GRC's 58 post cards, go to <http://www.grd.usace.army.mil/news/postcards/index.asp>

DEPARTING MEMBERS



LTC TOM TOSTEN
GRD LNO MNC-I JOC
412th Engineer Command
Vicksburg, MS
Home: Monroe, LA



**CDR GEOFFREY
SCHULLER**
Anbar PRT LNO
Los Angeles



BRUCE NESTOR
Fallujah
Project Engineer
Libby Dam
Libby, MT



MARK FLECK
Forward Project
Manager
Huntsville



MAMIE ANDERSON
Contract Specialist
Wilmington, NC

ARRIVING MEMBERS



ADCS (AW)
WYDENA MOSLEY
NCOIC
Victory Resident Office
Millington, TN



ATCS (AW/SW)
WILLIAM CONDUCT
NCOIC AI Asad
NAS Oceana,
Virginia Beach, VA



AZAD KHIDR
Bilingual, Bi-cultural
Advisor, Taji
Iraq National Depot
Colorado Springs, CO



ELIZABETH JOHNSON
Project Manager
Iraqi Security Force Fund
Wahoo, NE
(SBH)



KATHY D. DRISKILL
Program Analyst
Anbar Area Office
Fallujah
Mobile District



CHERYL C. PARKS
Contract Specialist
Savannah District



WADE RICARD
Project Engineer
IZ Office
St. Louis, MO



JAMES SAGER
Project Engineer
An Anbar Area Office
Rock Island District



JANET EMBREY
Executive Office
Admin Asst.
Winchester, VA



BEN ROOS
Stanley Baker Hill
Team Leader at GRC
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DERYCK SOLOMON
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Electrical
Savannah District



LEN FAIRBANKS
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FRANK ACKER
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ARRIVING MEMBERS



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ROBERT PHELPS
OMA / MILCON
Project Manager
Ogden, UT
(SBH)



LT DEAN ALLEN, USN
Deputy OIC
Anbar Area Office
Vicenza, Italy



**NAVY LCDR
ANDREW SULLIVAN**
Ramadi OIC
Newport, RI



MICHAEL PERKINS
Qudas
Construction Rep
Benton City, WA
(SBH)



TIM JOHNS
Construction Rep
Fallujah
Richmond, VA
(SBH)



ROBERT LAMBERT
Qudas
Resident Engineer
Charlotte, NC
(SBH)



DANIEL CHAVEZ
Construction Rep
Al Asad
Kennewick, WA
(SBH)



ABU NASSER
Construction Rep
Taji
Columbus, OH
(SBH)



AKBAR RAY HASHAM
Victory Area Office
Project Management
North Richland Hills, TX
(SBH)



SFC MICHAEL REAT
Security NCO
416th ENCOM
Batavia, IL



BILL GROSS
GRC HQ
Lead Project Manager
Ft. Leavenworth, KS



**NEWTON I.
ARMSTRONG IV**
Loyalty
Project Engineer
La Mirada, CA



DANIEL ESQUEDA
Victory Resident Office
Const. Rep
San Antonio, TX



TRAY CASHMAN III
IZ
Project Engineer
Laurinburg, NC
(SBH)



A contractor workshop drew 24 Ramadi construction firm representatives interested in learning about the requirements for submitting a bid on proposed projects.

Contractor workshop draws large Ramadi turnout

Representatives from several Ramadi construction firms attended a seminar May 17 to learn about U.S. Army Corps of Engineer bid submittal requirements for proposed contracts.

The “Contractor Workshop” was attended by 24 Iraqis and was hosted by the U.S. Army Corps of Engineers (USACE), Gulf Region Division Central (GRC) District, at the Ramadi Joint Coordination Center.

Navy Lt. Cmdr. Arturo Aseo, Officer-in-Charge of GRC’s Ramadi Resident Office, coordinated the event. Those providing the detailed information were GRC contract specialist Dan Cahill, and Bilingual Bicultural Advisor Saber Qader (assigned to the GRC Al Anbar Area Office from the U.S. State Department).

Topics included accessing solicitation websites, such as www.baghdadbusinesscenter.org; how to read and understand government solicitation requirements; the key steps in the USACE contracting process from initial scope of work to contract award; how to create a winning proposal; complying with basic construction safety requirements; adhering to the Defense Base Act (DBA) insurance requirements; and the need for accurate Electronic Fund Transfer information for payment purposes.

A Question and Answer session followed the presentation where contractors were able to ask questions of the subject matters experts Aseo, Cahill and Qader.

The contractors were provided an information packet with copies of the discussed material translated into Arabic and a compact disc with electronic copies of regulations and other information.

The USACE GRC Resident Office who hosted the event in Ramadi currently oversees 32 projects valued at approximately \$42 million which include projects such as the installation of new electric distribution lines and substations, electric generation plants, renovations of the Kabeer potable water treatment plant, and construction of smaller water treatment plants in villages outside Ramadi.



Contract specialist Dan Cahill (left) and Saber Qader, U.S. State Dept. Bilingual Bicultural Advisor assigned to USACE’s Al Anbar Office answered questions following the two-hour contractor workshop in Ramadi.

Postcards from Iraq

An aircraft mechanic serving with the U.S. Army Corps of Engineers?

By **AMC (AW/NAC) Philip J. Wright, NCOIC**
U.S. Army Corps of Engineers Fallujah

I really didn't know what to expect when I was selected as an individual augmentee to work with the U.S. Army Corps of Engineers (USACE) in Fallujah, Iraq. I started to think "what is an aircraft mechanic going to do there?" I soon found out.

USACE gave me the job of NCOIC for the Fallujah Resident Office and I was asked to oversee the construction of some local projects around the camp. I didn't have a clue what a Project Engineer did, but our USACE Resident Engineer there, Bill Kiddy, soon introduced me to what I needed to know. Soon I would be going into Fallujah with the 1 MEF Marines, RCT5 and AEGIS Risk Management security team to check on the progress of USACE projects such as a new waste water treatment plant (currently that city of 200,000 uses septic tanks that spews raw sewage into the streets), new electrical substations and medical clinics, fire and police stations. We would talk to the Iraqi contractors and see first hand the status of the projects to ensure they were on track, safety precautions were being met, and they were being built to the contract's specifications.

This was very different for me. I have been working in Naval Aviation for 19 years but for this assignment I wore armor, carried both a loaded M-16 and M-9, and traveled frequently through a city where we could be hit by an IED or RPG at anytime.

I consider myself lucky to have had a chance to be part of Operation Iraqi Freedom and work with our USACE engineers in Fallujah. They have a challenging job, trying to communicate with contractors who only have 4 hours of electricity a day, scheduling a variety of meetings and conferences. It sometimes seems a never ending battle, but they do it every day with the utmost professionalism. One part of the experience I will never forget is working with our Iraqi engineers and interpreters; I have learned so much from them that I cannot begin to describe it. They are very resilient and caring people. I will miss their kindness, sense of humor and laughter they brought to our office everyday.

Behind every Chief Petty Officer is a strong, loving wife. I would not have lasted one month here without the support and understanding of my wife Gisele. Whenever I would have doubts of why I was here, she would always put me back on the right track by telling me "it won't happen overnight, do your job to the best of your ability, always be safe, remember I love you and come back home to me when you're finished." That was all I needed.



You hear on the news about the heroes in battle and how they are recognized by awards and medals. What you don't hear are the battles that our spouses go through every day and night without recognition; I would like to thank, my best friend, my hero, my wife, and say — "You did an outstanding job sweetie, I love you and I am proud of You!!!!!"

AMC (AW/NAC) Philip J. Wright, CNATT Det, Tinker AFB, OK



Navy Chief Wright oversees work at a construction site on Camp Fallujah



To view GRC's 58 post cards, go to <http://www.grd.usace.army.mil/news/postcards/index.asp>



GRC's Chief of Contracting Sherry Gaylor (left) and Col. Debra Lewis (right) recently stopped by the Victory Base Complex's Garrison Command and talked to Col. Marjorie K. Courtney, Commander 38th DISCOM (Division Support Command). Col. Courtney is an Indiana National Guard officer based out of Indianapolis. She's responsible for providing support to seven bases with 50,000 personnel. "USACE is among those we count on to get the job done," she said.

Yousefiya primary school



Before



After



Before



After



After



School upgrade

Renovations were completed in May at the Al Awsaat Primary School near Yousefiya in southern Baghdad Province. The \$110,000 project included structural repairs, new restrooms, and electrical work and will benefit the 600 students attending that facility.

DEPARTING MEMBERS



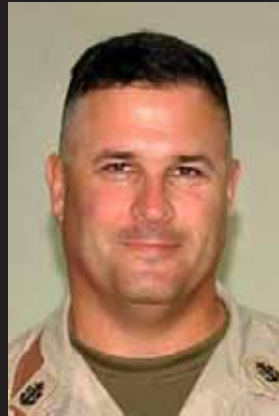
PHILLIP TAYLOR
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NAVY CHIEF
MATT SUTTERLUETY
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Victory Resident Office
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NAVY SENIOR CHIEF
WILLIAM MARTIN
Al Asad
NCOIC
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NAVY CHIEF
PHILIP WRIGHT
NCOIC
Fallujah Resident Office
Tinker AFB, OK



MARK GIBSON
Victory South
Resident Office
Project Engineer
USACE Kentucky Lock
Resident Office

Postcards from Iraq

Ya'at'eeh from Baghdad

By Theresa Esplain

*Admin. Asst., Resource Management
U.S. Army Corps of Engineers*

Ya'at'eeh from Camp Liberty, Baghdad, Iraq.

As a civilian working for the U.S. Army Corps of Engineers (USACE) out of the Albuquerque District, I'm concluding a one-year tour in Baghdad. Working in partnership with the armed forces and Iraqi ministries, Corps volunteers throughout the U.S. are striving to improve and strengthen the Iraqi economy overseeing a variety of essential service projects involving electricity, water, sewer, hospitals, schools, fire and police stations and other new facilities. Although we wear the same desert camouflage uniform as the armed forces, our insignia says "USACE Civilian" and our main focus is helping rebuild this country. The Iraqis appreciate our efforts and know our work will benefit them for decades to come. We're offering them a brighter future far different than what Saddam envisioned. We're making a positive difference in their lives and I can honestly say, likewise, this remarkable experience has made a difference in my life as well.



*Theresa Esplain and
co-worker Melinda Marquis*



Theresa Esplain and CSM Randall Cady

During my tour I have had the privilege of meeting and befriending several military active duty Native's from various tribes throughout the U.S. and most have safely deployed back to the U.S. There can never be enough said about the sacrifice, dedication, and unselfish service our military men and women give to this cause every day. The Iraqi people definitely want peace and cherish their newfound freedom. As I get ready to redeploy stateside, I hope and pray that someday harmony will come to this nation.

In conclusion, I'm grateful for the opportunity to volunteer for duty here. The Corps motto, **ESSAYONS**, means "LET US TRY" and for all of us at the U.S. Army Corps of Engineers supporting this mission, it is a phrase we proudly embrace. **ESSAYONS!**

Theresa Esplain, Admin Assistant, Albuquerque District
Proud member of the Navajo Nation



Baghdad
By-pass Road



**Baghdad
By-pass**

Despite ongoing threats, a Baghdad contractor is continuing work and is about 50% finished on a 9-kilometer section of the new Baghdad By-Pass Road. That \$6.6 million project was started Feb. 24 and is scheduled to be completed this summer. About 30 Iraqis are on the crew daily.

MWR off-duty fun



Jose Marrero



Navy Chief Matt Sutterluety



SSG Katrail Smith



SSG Tyler Schmoker



Mark Gibson



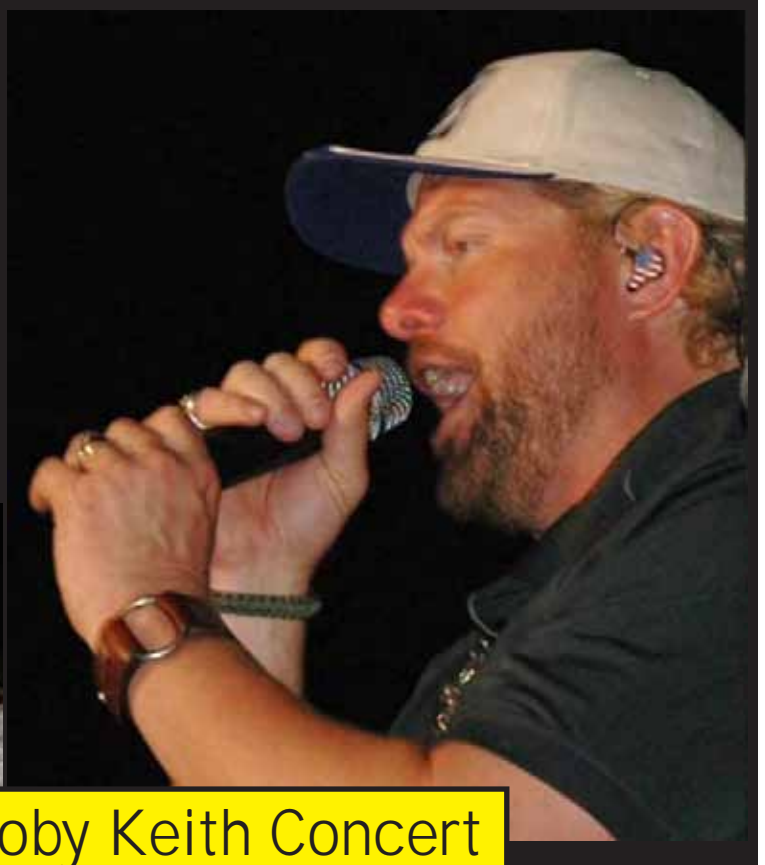
Personnel are getting together twice a week for some off-duty fun. On Monday nights, they play dominos and a spades tourney. On Fridays, it's outdoor entertainment including volleyball, softball, and singing karaoke. Point of contact is Contract Specialist Maria Otero.



Navy Chief Michelle Guiliano



Standing ovation welcomes Toby Keith to Camp Victory



Toby Keith Concert



Norris Jones (left), Jose Marrero, Jeffrey Jones, Sherry Gaylor, Col Debra Lewis



Sherry Gaylor



Col. Debra Lewis



Soldiers have some fun prior to the Toby Keith concert May 22 at Camp Victory.

Postcards from Iraq

Bilingual, bicultural advisor
proud of ongoing work

**By Saber Qader, Bilingual Bicultural Advisor
U.S. Department of State assigned to the
U.S. Army Corps of Engineers Anbar Area Office**

My deployment as a bilingual bicultural advisor has been a wonderful experience to serve my country and my homeland. I lived and worked in northern Iraq for most of my life before moving to USA 10 years ago. This is my second tour to help Iraq by supporting the US military. After the liberation of Iraq from Saddam's regime, I was eager to support America's cause and was excused from my position as a civil engineer to serve the military for six months as a translator.

My second tour in Iraq began in October 2006. My family was very concerned after hearing of my desire to volunteer again, this time as an engineer. It's a once in a lifetime opportunity to serve both countries - Iraq and USA. It touches my heart every time someone speaks about Iraq, my first home and the country where I grew up with many memories.

It was with great pride and honor I accepted my assignment with the U.S. Army Corps of Engineers. Our work helping Iraqis improve their essential services is not only a rewarding experience but I'm learning more than I had hoped for. What great people and a great leader our Corps has!

These wonderful individuals travel thousands of dangerous miles to rebuild Iraq. Many Corps employees repeatedly extend their tours to serve this vital mission. Some are committed to serving until the mission is over - they are compelled to see it through to the end.

I am fortunate to work for this great team and through them help Iraqi citizens and contractors. It is very rewarding to spend time with Iraqi engineers, teaching them how to improve their capacity as they work on a variety of projects. I have been privileged to learn Corps contracting processes and to mentor my native brethren on how to compete for opportunities to support the Corps mission. I have the satisfaction of knowing I am teaching them how to secure a brighter future. They are eager to learn what the Corps offers them.

It is a great honor to participate in the new Iraq from reconstruction to changing the government systems to democracy. The average Iraqi wants these improvements. They want opportunities for their children. They're concerned about the safety and well being of their loved ones - the same things we all desire. It is sad when we see insurgents use outside influence to kill Iraq civilians to dampen their spirit and hopes. I am confident and optimistic for our success. One day we will proudly tell how we helped the Iraqis achieve a better life for their children and grandchildren they desire and deserve.

What a story to share with my family when I return home - from the great service of people volunteering to help Iraq, to wonderful friendships that will continue the rest of my life. This experience has helped me appreciate even more what we have in America. I see how much the Iraqi people want freedom - they sacrifice everything they have to share what many Americans take for granted. I'm very grateful to be part of this awesome team helping Iraq move forward.



**Saber Qader
Oshkosh, WI**



Saber Qader participates in a workshop in Fallujah explaining to local contractors the essentials of bidding on a project.



To view GRC's 58 post cards, go to <http://www.grd.usace.army.mil/news/postcards/index.asp>



**Bronze
de Fleury**



The United States Army Engineer Regiment has authorized the presentation of the Bronze de Fleury Medal to David Schmidt, for his work while assigned as District Deputy Commander for Project Management at the U.S. Army Corps of Engineers Gulf Region Division Central District. Schmidt served in Iraq for two years before redeploying to the Savannah District.



Father, son help Iraq build for the future

Stateside they see each other every two or three months.

But today this father and son are both deployed to the Victory Base Complex in Baghdad and join each other for breakfast every morning.

Howard Stallcup is the Baghdad area coordinator for the Civilian Police Assistance Training Team (CPATT) providing guidance to Iraqi police located at 114 stations in Iraq's capitol. Sgt. 1st Class Robert Stallcup is assigned to the U.S. Army Corps of Engineers (USACE) helping rebuild the country's essential services.

"During breakfast most of the conversation is centered on our families, what's going on back home," Howard explained. "And I look forward to hearing about the various construction projects Rob is helping oversee. He's got a pretty big job and I enjoy catching up on what he's doing."

Howard retired as a First Sergeant after 23 years in the U.S. Army. He then served as a police officer at Highland Village, TX, (located north of Dallas). When he retired from that job in 2000, he started volunteering for overseas duty, first to Bosnia, then to Kosovo, and he's been in Iraq for 27 months. He says his current contract ends in September and it may be time to head home, to his wife Cynthia, fish and watch the grass grow for awhile. He turned 60 in February.

Rob has nearly 20 years as a U.S. Army Military Policeman and deployed from Ft. Sill, OK. He says he's been trying to deploy to Iraq or Afghanistan for quite some time. "Fortunately I have a great wife back home who grew up as a military brat and understands the sacrifices and challenges that go along with this career. We've been married 16 years, have four children, and she's been awesome. I explained to her it's like being a football player who practices their whole life and when it's game time you want to participate. Both my dad and I married strong women and we're very fortunate for the love and support they provide."

Howard points out that considering their careers, "my son and I have spent a lot of time apart. It's great we're both assigned to the

same base. We're both busy but we're taking advantage of our time together."

Rob is the Non-commissioned Officer in Charge of USACE's Baghdad Area Office which is managing 167 projects valued at over \$500 million. "We're building schools, repairing sewer lift stations, installing new water and sewer lines, paving roads, constructing courthouses, renovating hospitals, and putting in new electric distribution networks. I just visited one of the new 28 primary healthcare centers we're building in Baghdad. That one facility will serve a neighborhood of 38,000 and is capable of providing medical care to 150 patients daily. We've turned over most of those facilities to the Ministry of Health and will complete the last one by September," he continued.

"We're involved in helping local residents, trying to give them a foothold, a foundation to stand on as they strive to provide a brighter future for their children and grandchildren. It's a great mission and although I'm just completing my first month of a six-month deployment, I've already submitted paperwork to extend for a full year. I can think of no better unit to be assigned."

Rob says one of the factors that allows him to concentrate on his work and not worry about his family is how their community has stepped in from time to time to help out. Rob and his wife April reside in Chattanooga, OK, a town of 500 people. "We have lots of animals at our home. One day our horse got loose and April couldn't find him. She called our pastor who recruited some volunteers and the horse was soon located and returned. That's the kind of neighbors we have. I don't plan to leave the military anytime soon, but when I retire, Chattanooga will be our permanent home."

Howard admits he wasn't very excited when he learned his son would be working in Iraq.

"Probably like any parent, I was concerned. But I've been able to spend more time with him here in Baghdad than I have in years and that's a blessing. I'm very proud of Rob and his military career. He's doing a tremendous job."

Joint Military Mail Terminal

One-day
85-cu.-meter
concrete
placement

Hundreds of cubic meters of concrete are being placed for a new 60-meter by 38-meter pad at the Joint Military Mail Terminal located at Baghdad's International Airport so containerized mail can be more effectively processed there. About 30 Iraqis are on the crew. U.S. Army Corps of Engineers is overseeing the \$334,757 improvement.



CDR Steven Frost ensures the screed is ready to go.



COL Debra Lewis checks the edging.



GRC personnel
help Iraqis finish
Mail Terminal
concrete pad



LTC J.P. Moszer, LCDR Andrew Sullivan and SSG Tyler Schmoker



Team effort to screed the concrete.



LTC Daniel Jacobsen and CDR Steven Frost.



MSG Sherwin Wanner



*SSG Tyler Schmoker
and LTC Daniel Jacobsen*



CSM Orville Wang was among those GRC officers and enlisted who volunteered to help complete the job when the Iraqi crew had to leave at the end of the day.



Ramadi Leadership

During a visit to Ramadi June 8, Col. Debra Lewis discussed Al Anbar rebuilding efforts with Col. Bill Dwiggins, U.S. Marine Corps Deputy Team Leader for the Al Anbar Provincial Reconstruction Team. Others attending included (left to right) Navy Chief William Harrell (USACE Ramadi NCOIC), LCDR Arturo Aseo (Outgoing OIC), LCDR Andrew Sullivan (Incoming OIC), and Project Engineer Dean Mesenbrink.

ITAO's MG Snyder visits Haditha Dam

MG James Snyder (Director of ITAO, Iraq Transition Assistance Office), along with Kevin Thomas (ITAO Electric Transmission Advisor) and Maged Hussein (ITAO Water Resources), COL Mike Moon (Director, USACE GRD Electric Sector), COL Debra Lewis (GRC Commander), and LTC Jim Moore (USACE Al Anbar Area Office OIC) heloed to Haditha

Dam June 6 to meet with the Dam's Iraqi management as well as Capt. Lechner (1/3 Marines), CDR Ed Robison (II MEF SROC Engineer), and Scott Gates (USACE Dam Operator).

MG Snyder toured the facility (control room, generators, block transformers) and had an opportunity to see first hand the partnership that has been developed between the Dam's management, operators and workers, USACE, and the Marine unit that is co-located there.

Haditha Dam provides irrigation and flood control, and hydroelectric generation of approximately 160 to 250 MW per day depending on the amount of water the Ministry of Water allows to be discharged. (The Dam is currently capable of generating as much as 325 – 350 MW of power daily.)

Mr. Mahmood, Acting Plant Manager and Head Engineer for the Controls Department, hosted the group for chai and small group discussions where he and MG Snyder, COL Lewis and Scott Gates talked about the current needs for the Dam and transmission status within Anbar Province.



From left to right – Maged Hussein; Kevin Thomas; CDR Ed Robison; LTC Jim Moore; CAPT Lechner; Scott Gates; COL Debra Lewis; Mr. Mahmood; MG James Snyder; and COL Mike Moon.

Taji Training Facility



Taji Training Facility

A \$1.8 million training facility is under construction at Taji. It consists of two adjacent training structures. The first is a “shoot house” shown above where Iraqi troops will be able to train in room-to-room combat and building assaults. The three-story 1,118-sq.-meter building (372.3 sq. meters per floor) is designed so that rounds can be safely fired inside the structure and will incorporate monitoring and targeting equipment. A 5-meter berm surrounds the building. The 2nd facility is a 9.15-meter-high tower that will be used to train fast-rope, rappelling, and climbing. About 30 individuals are on the construction crew. The project is nearly 40% complete.



Project Engineer Andy May and LTC J.P. Moszer



Nubras Secondary Boys school



Before



During



After



School repairs

Nubras Secondary Boys School located near Mahmudiyah in southern Baghdad Province was recently renovated under a \$250,000 contract. Work included constructing a new bathroom facility along with other structural and mechanical repairs providing a better learning environment for the 800 students attending that facility. About 20 Iraqis were on the crew.



Hundreds of Iraqi families live in the International Zone. Ibn Sina Hospital has delivered 20 newborns over the past year. This little boy weighed 2.8 kilos.



Iraqi workers construct the outpatient clinic at Ibn Sina Hospital



New flooring is installed.

Improvements continue at Iraq's busiest trauma center

It's the U.S. military's busiest trauma center in the world. Ibn Sina Hospital, built in 1964 and located in Baghdad's International Zone, has been operated by the U.S. Army since October 2003. It's handled over 13,000 emergency room visits, air evacuated over 10,000 patients, taken over 60,000 x-rays, accomplished 14,500 surgical hours, and given over 33,000 units of blood.

U.S. Army Corps of Engineers (USACE) is overseeing a \$21.3 million Operations and Maintenance contract that includes funds for the repair and improvement of the 43-year-old structure.

"Currently we're renovating its laboratory area with new floors, counters and cabinets," says Dennis Graham, the USACE project engineer. "To date over 165,000 lab tests have been conducted there and these improvements will enhance the turn-around time."

He also noted renovations were continuing on the wards and living units as they strive to improve the quality of life for the wounded soldiers and staff. "We constantly are trying to make things better." The hospital is currently manned by the 28th Combat Support Hospital from Ft. Bragg, NC.

"When a fallen soldier comes through the hospital doors, they have a 96% chance of survival," Graham is proud to point out.

The Army obviously has some of the best doctors and nurses anywhere, he continued. "This facility truly is a House of Angels."

Graham has helped oversee a variety of renovations there since first reporting to Iraq in March 2005. Those projects include the construction of an outpatient clinic, a dental clinic, blood bank, "Return to Duty" barracks, a chapel, new central suction system, new oxygen storage building, and CT scanner placement. "It's been an honor to be part of this effort," he concluded.



Dennis Graham



Iraqi workers continue renovation work at Ibn Sina Hospital.



One of the surgical suites at Ibn Sina Hospital.