

Engineering Freedom

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Serving the Afghanistan Engineer District-South

USACE builds strong for Afghan National Security Forces



U.S. Army Corps
of Engineers®
Afghanistan Engineer District-South

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All photographs appearing herein are by the South District Public Affairs Office unless otherwise accredited.

The mission of Engineering Freedom is to support the Commander's internal communication program for South District. It also serves as the Commander's primary communication tool for accurately transmitting policies, operations, technical developments and command philosophy to South District team members.

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A worker places concrete as part of construction to support the ANA 215th Corps at Camp Shorabak in Helmand province. (See story on page 12.) Photo by Mark Ray)



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Commander's message...



Welcome to another issue of Engineering Freedom!

The holidays have passed, and time is passing quickly here in Kandahar. By the time you read this introduction, I will have been on my mid-tour (what the Army calls R&R), spent some (not enough!) quality time getting reacquainted with my family and returned to Kandahar to take up the torch again for the second half of my year commanding the district.

Our last issue of the magazine had the people of the district as its primary focus. The issue you are holding focuses on some of the very important work we do to support the Afghan National Security Forces — primarily the Afghan National Army and the Afghan National Police.

There is a capstone article that provides an overview of our ANSF program. You'll also find an article on the business practices that the district has put in place that have helped us focus on placing construction — paying contractors for work as they move toward completing projects.

Completing projects is very important to me — in fact, it is one of my top priorities, second only to protecting the people of the district. We emphasize placing construction a lot in the district, but it is really only a measure of our progress toward our primary goal — completing the construction program we have been given within the time allotted.

I'd like to talk just a little bit about why completing projects and completing the program

is so important — to me, to the people of the district, to the people of the United States and coalition nations with forces here in Afghanistan, and to the Afghan people.

Without exaggerating, our work here saves lives. Every kandak (Afghan battalion), every brigade headquarters, every training facility, every district headquarters that we complete and turn over to the Afghan security forces brings closer the day that the Afghans can take over providing security in their own country and the coalition forces can move out of direct combat into advisory roles or redeploy to their home stations. Every road, bridge, water and power project we complete brings enormous improvements to quality of life for ordinary Afghans, and undermines the propaganda of those who would again impose a bloody and backwards regime.

We do not only build projects; through our programs to train Afghans to operate and maintain the facilities we build, through our coaching of Afghan contractors and through our partner relationships with the universities in Herat and Kandahar, we help build sophisticated engineering capacity that will benefit this country decades after the coalition has withdrawn.

Enjoy this issue of the magazine. And please, take a moment to think of those who are serving here — the people of this district, and even more so, the Soldiers, Sailors, Marines and Airmen from a wide array of nations, who put their lives on the line every day. Their sacrifices support the greater ISAF mission and create the possibility for a bright future for Afghanistan.

Bulldog 6



Construction proceeding at an Afghan National Army facility in the Herat area. The South District's business practices keep projects on schedule and moving forward.

Data-based business dashboard drives project success

story and photos by Mark Ray

A car's dashboard instruments provide the information — speed, fuel level, engine temperature, location and direction of travel — you need to arrive at the right place at the right time. In much the same way, a “dashboard” of statistics helps U.S. Army Corps of Engineers Afghanistan Engineer District-South move rapidly and efficiently toward completing its construction projects in Afghanistan on time.

“About a year ago, we began to develop processes to monitor and refine our business practices in the construction division. At the time, the situation was pretty chaotic — we had a backlog of over 200 change orders [modifications to contracts], many of which were 120 days old or older, a lot of under-performing contractors, and a lot of projects that were not getting built,” said Bill Stout, chief of construction at the South District.

“We started with the end in mind,” he said. “We wanted to create an amicable business environment, which would attract able contractors who would finish projects on time. We needed to create management tools that would give us a district-wide view of our business, so we could focus on the areas that were causing contractors problems and slowing execution.”

Efficient and effective management of contract changes

Reducing the backlog and establishing a rigorous process for monitoring the status of contract changes was fundamental to improving district business practices, according to Stout. “When you issue a contract, you do your best to define the time and cost associated with the work. However, contractors often encounter conditions that were unknown at the time of contract award, which can increase their costs or the time it will take to complete the project. In those cases, you need to modify the contract.”

The district should process contract modifications quickly, ideally within 30 days, so contractors are paid correctly and have the correct amount of time to complete their work, Stout explained. “Rapid change management contributes to a predictable environment for contractors — they know if they encounter conditions that require a change, we will modify the contract quickly, and they will get paid for their work.”

Collecting the data to improve and manage change orders was relatively easy, Stout said. “The area offices reported the number of changes they had, and the length of time the actions had been in their offices. We imported the data into a

spreadsheet and used it to build graphics — bar charts — that gave us immediate understanding of the existing situation. Then we pushed hard to get rid of the backlog and get new changes processed within 30 days.”

The focus on change orders allowed the district to become much more proactive in its contract management, Stout said.

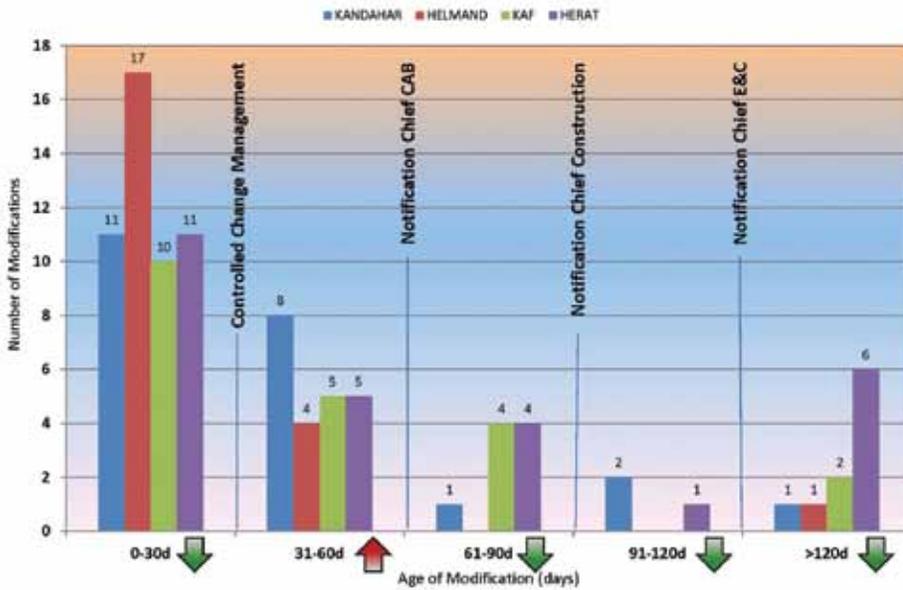
“Ideally, you manage contractor performance proactively, monitoring progress and conditions on the site. If site conditions require a change to the contract, you ask the contractor to prepare a proposal to deal with the change,” Stout said.

Managing changes proactively minimizes time delays, Stout said. “If you wait to react to a contractor's request for an equitable adjustment, it often increases the performance time, which costs additional money.

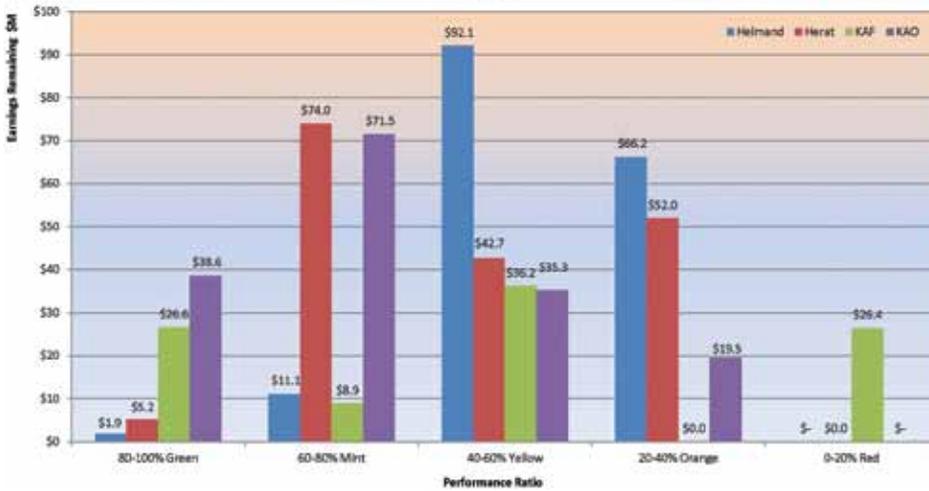
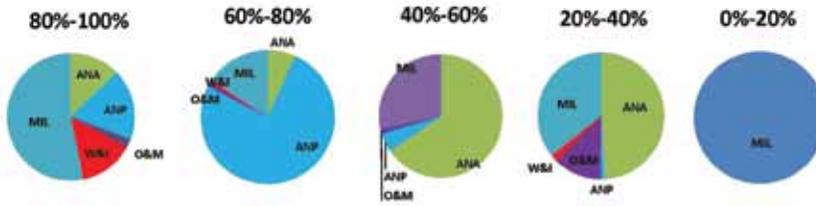
“The bottom line on changes is that time costs additional money,” he said. “If you are proactive, contract changes are less likely to increase the time required to build the project.”

“Also, the longer it takes a change to be processed, the likelier it is to escalate into a claim, which costs everyone time and money,” Stout said. “We have a duty to cooperate with contractors — to pay

Existing Modifications



Bar chart showing the age of contract changes across the South District.



Charts showing contract performance across the South District. The pie charts show the types of projects in each performance quintile. The bar chart shows how each area office is performing — the percentage is the ratio of actual versus scheduled progress, while the dollar figure is the total remaining value of contracts in that performance range.

them for work and to allow them extra time if contract conditions change. We also have a responsibility to the U.S. government and our customers to enforce contract terms, weed out non-performing contractors and keep projects moving. The end goal, as the District Commander, Col. Ben Wham, repeatedly stresses, is to finish projects and turn them over to customers.”

“We constantly work to improve our performance in processing contract modifications,” added Donny Davidson, Herat Area Engineer, who has been heavily involved in the improvement process. “We track all modifications with the intent to manage changes to 60 days or less. This reduces the friction for both the government and the contractor. Older modifications get attention from higher

levels of leadership. The district has reinforced its Contract Administration Branch so it can rapidly address changes, claims and requests for equitable adjustment received from the field. All these initiatives equal timely change management.”

Accurately measuring and monitoring execution

The district also needed a way to monitor execution of several hundred complex construction projects in the difficult and austere environment of southern and western Afghanistan. The keys were reliable data and graphical tools that allow managers at all levels to quickly identify challenges and take corrective action.

“We very actively encouraged our field offices to accurately and completely populate project data in the Resident Manager System [the Corps of Engineers’ construction information management database],” Stout said. “We exported and compiled the individual project data into a spreadsheet, so we can monitor progress at the district, area office, resident office and individual project levels. Cleaning up the data was a major undertaking that took about four months of hard work on the part of people across the district.”

The spreadsheet allows the district to look across its entire program to monitor and analyze execution, identify non-performing projects and contractors, and determine possible causes and solutions. To make analysis easier, Stout and his team created graphic portrayals of the data.

“We can measure actual progress versus scheduled progress by area office, resident office or individual projects,” Stout said. “Ideally, the ratio of actual to scheduled progress should equal one. We took the range of data on projects and divided it into quintiles, which we show on bar charts. The charts help us identify where we need to focus efforts to get projects on track. If we aren’t placing construction, contractors aren’t getting paid, and we aren’t moving forward.”

“We have set monthly goals for execution by project, resident and area offices,” Davidson said. “The field offices develop the goals, so they have buy-in on the model. We track work completed versus projections on a monthly basis, and the field offices compete to see who does best at placing construction. Right now, we are hitting 99% plus of our targets. Not bad by any measurement in a contingency environment or elsewhere.”



Construction representative John Murner, middle left, Tony Oby, Kandahar Area Engineer, right, and contractor personnel inspect an Afghan national police facility under construction near Tarin Kowt. Engagement with contractors is an important element of the South District's strategy to execute its program.

Engagement with contractors

As the district implemented tools to monitor placement, it began to engage contractors more frequently to ensure projects stayed on track.

"The district evaluates contractors using the Construction Contractor Appraisal Support System when projects are one-third and two-thirds complete, as well as when they are finished," Davidson said. "The interim evaluations provide 'early warning' performance indicators for ongoing contracts."

"We leverage interim reports to inform contractors of how well they are executing projects, and to encourage them to stay on schedule," Stout said. "Final CCAS evaluations are very important to contractors, because the evaluations determine if the contractor will be considered for future projects. A contractor needs good evaluations if they are going to continue to get business from us."

Giving contractors interim evaluations encourages them to take corrective action if they are not performing, Stout said. "It also keeps them from being surprised at the end of a contract — it is another element in creating an amicable business environment."

"The district uses actual versus scheduled performance to pinpoint contractors who have repeated performance issues," Davidson said.

"Schedule management is the root of our management plan. If a contractor begins to show signs of failure, the district leadership gets involved."

District personnel often must coach and mentor contractors, Stout said.

"Large contractors in the United States are very sophisticated about project scheduling and management," he said. "Many of the contractors we work with here in Afghanistan don't have the same skills. District quality assurance personnel and project managers have to spend more time helping contractors develop their capacity to look ahead and plan — to do network analysis that helps them develop their schedules and allocate resources, so they know when materials will arrive, and when to have their workforce in place to execute."

The district has at times adjusted its own business practices to ensure contractors stay on track. "For example, some of our contractors did not have a lot of cash on hand. We started paying them every two weeks for placement, rather than once a month," Stout said. "This allows them to make their payrolls, so they keep people working on their projects."

Preparing for the future

Even as the district hones its processes to ensure contractors complete projects, it is also preparing for the future.

"We don't stop monitoring projects when construction is complete and we turn the facility over to the end user," Stout said. "We want to ensure that the necessary documentation is complete and archived correctly — we are preparing now to be able to execute project closeout correctly in future. It is all a part of putting the right business practices in place."

"The district has created a close-out team to tackle all existing contracts and has established an efficient process to close contracts out within 60 days of construction completion," said Davidson. "We also adapted this process to close out terminated contracts. We track contract close-out continuously. The dedicated close-out team reduces the administrative burden on construction personnel and allows them to focus on active projects."

"We have made a lot of changes that improve efficiency," Stout said. "The changes build capacity in our existing contractors and also attract more capable contractors to our projects, because they know if they perform, they will make money. Having more capable contractors allows the district to focus on correcting issues, which further improves placement and our ability to attract able contractors. We must continue to improve efficiency and effectiveness if we are going to complete our program on time." ■

AES
Team

Helmand Area Office

story by
Capt. Christopher Pramoulmetar

Even as coalition military forces in Afghanistan draw-down, with an eye on ending combat operations and shifting entirely to an advisory role by 2014, the U.S. Army Corps of Engineers Afghanistan Engineer District-South's Helmand Area Office and associated resident offices fiercely march forward to complete 36 projects worth \$475.5 million.

Located within the perimeter of the Afghan National Army's Camp Shorabak, the Helmand Area Office faces many unique challenges as the staff balances project progression and cultural awareness. Working with the Afghans can be a challenge when you take into account such things as the language barrier, differences in ideology, and cultural norms. Helmand staff also work closely with International Security Assistance Force advisors and the battle space owner to "get-r-done." During the administration of a project, British, Danish, or U.S. Marine advisors may see something about the design that can be modified which will better suit Afghan cultural practices and sustainability. U.S. Marines also control the combat operations in Helmand province. Working with the battle space owner for support is crucial to ensure quality product and mission success.

The Helmand Area Office supports the three resident offices of Tombstone, Dwyer, and Delaram; and works closely with the ANA 215th Corps in the development of Camp Shorabak. Camp Shorabak will not only be headquarters of 215th Corps, but will also maintain facilities for troop recruitment and training. These training facilities include, but are not limited to, weapons ranges, driving courses, classrooms, administrative offices, and housing.

From aircraft aprons to wastewater treatment plants, the Helmand Area Office and its three resident offices administer a wide spectrum of projects. For example, all of the Tombstone and Delaram projects focus on the



Courtesy Photo

Helmand Area Office team members gather Dec. 31, 2011. Left to right, Wahidi (Interpreter), Spc. Kyle Johnson (MRAP), Paul Jacques (P.M. forward), Michael Osborne (LNQAR), Rick Estrada (Global Ops Specialist), Sgt. Ryan Applegate (MRAP), Steve Prudence (O&M), Capt. Chris Pramoulmetar, Bobby Harper (IT). Front row: Sgt. 1st Class Joshua Robinette (NCOIC), Rick Sturdivant (Intel Analyst).

development of facilities for the ANA and Afghan National Police. Projects include facilities to accommodate brigade-sized elements, engineering and signal kandaks, a corps headquarters, police stations, and much more. On the other hand, the workload at the Dwyer office is primarily military construction projects supporting the development of Camp Dwyer, and includes troop housing, aircraft aprons, solid and liquid waste facilities, and a fuel point.

Staff turnover can be a challenge. In the past three months (October to December 2011) the area and resident offices have said goodbye to 26 civilian and military members, and welcomed 15 new comers. What the numbers show is that the offices have to adopt a "do more with less" attitude.

Whether you're coming or going there is something positive attributed to the Helmand Area Office. Six months, a year-and-a-half, or something in between, each departing person leaves knowing that they gave 110 percent in support of a developing nation and the war on

terrorism. Domestic and international friendships are just some of the many souvenirs taken back home. Each new addition to the team is dedicated and prepared to give 110 percent support to the mission at hand. With 2014 rapidly approaching, it might be time to ask for 111 percent.

Departures: Jeff Johnson, Josh Adekanbi, Adam Zepeda, Lance Walker, Earl Wagner, Larry Weatherwax, Charles Bulla, Ron Brooks, Tim Wynn, Brooksie Crosby, Ed Starnes, Brian Johns, Thomas Curtis, Capt. William Miller, Capt. John Shelton, Sgt. Maj. Jim Song, Sgt. 1st Class Timothy Burd, Staff Sgt. Christopher Binder, Staff Sgt. Sean Rogers, Sgt. John Badger, Sgt. Rex Gilliam, Sgt. Craig Clark, Spc. Stuart Chapman, Spc. Jeffrey Baxley, Spc. David Allison, Spc. Eric Harper

Arrivals: Ulrike Krueger, Tom Nason, Michael Vantzelfden, William Fotter, John Whittier, Ralph Young, Glenn Wilson, Steven Prudence, John Falcon, Russ Tolle, Gary Desmariais, Rick Sturdivant, Rick Estrada, Sgt. 1st Class Joshua Robinette, Staff Sgt. Jeffrey Hofstetter. 

A walk in Helmand:

USACE South District engineers visit project sites in Nawa district



story and photos
by Mark Ray

Engineers and quality assurance specialists of the U.S. Army Corps of Engineers Afghanistan Engineer District-South travel many different ways to visit project sites. Sometimes, they fly by helicopter; sometimes, they ride in MRAPs or up-armored SUVs. If the project is on a forward or main operating base, they may drive to the site in a regular (non-armored) vehicle.

And sometimes, they walk.

On Dec. 11, 2011, a group of South District personnel, including district commander Col. Ben Wham, went on a foot patrol with the Marines from Combat Outpost Jaker to visit an Afghan National Police district headquarters and a road project under construction in Nawa district, Helmand province.

Before the patrol, Wham and Matthew Duncan, a Department of State

employee stationed at the outpost, visited with district governor Abdul Manaf. The governor, speaking through an interpreter, praised the district's efforts to encourage its contractors to hire as many local workers as possible, and spoke of the importance of the road project, which he said would allow the local farmers to transport their produce to markets in Lashkar Gah.

"Build us a strong road, that will last a long time," Manaf said. "The people here are happy that this road is coming."

The group also discussed the local security situation, and Manaf stressed that he would work to resolve any issues with the local populace that might arise from the construction. "It is important that we trust each other and work together," he said. "Come to me if there are problems. I will take care of them."

After meeting with the governor, the team received a mission brief from the Marines who provided security for the foot patrol. Then it was time to leave the outpost.

The first stop was the district police headquarters. To reach it, the team walked



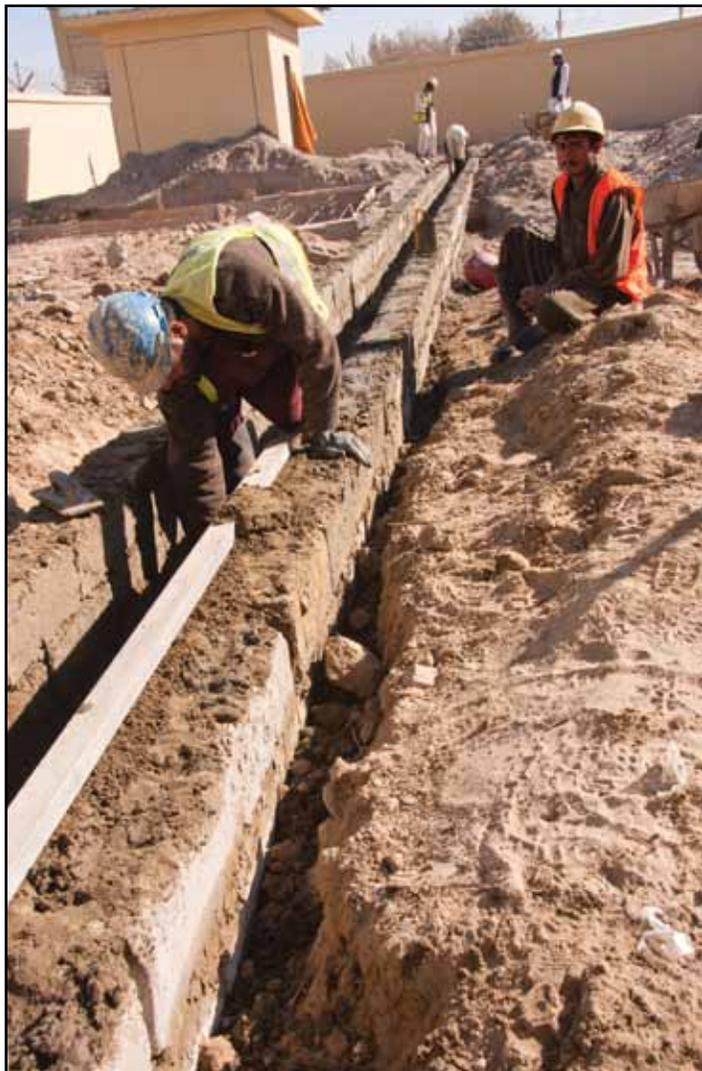
Col. Ben Wham and Matthew Duncan discuss local projects with Nawa district governor Abdul Manaf.



On patrol in the Nawa bazaar.

down a path with the outpost wall to the left and wooded fields to the right, through a schoolyard filled with Afghan

children and their teachers, crossed a narrow footbridge over a canal and proceeded along the main road between



Workers at the Afghan National Police district headquarters under construction in Nawa.

Nawa and Lashkar Gah.

At the site, project engineer Henry Egbuka inspected the contractor's work and discussed issues and concerns with the lead contractor present. Construction at the site progressed slowly initially, but the contractor has made strong efforts recently, bringing the project to nearly 80 percent complete. The \$1.5-million facility will provide housing and offices for 60 Afghan police, along with self-contained water and sewer systems, a generator for electricity, a vehicle fuel point and a stone perimeter wall with guard towers and entry control points. The Afghan police should be able to start using the facility in February 2012.

The team then proceeded to the Nawa-Lashkar Gah road project. This \$17.6-million project will provide 23 kilometers (14.3 miles) of paved, two-lane road between Nawa and Lashkar Gah. Work began on the project in August 2011 and should be completed in February 2013, with the road fully useable in March 2013.

At the project site, Wham and project engineer Mohammad Ahmed discussed

various challenges with the contractor's representative, including a high-water table along part of the route (which follows a major canal) and disputes with local landowners over property rights. Wham told the contractor of the district governor's comments about the importance of the road to local residents, and urged the contractor to press hard to keep on schedule.

After inspecting the road construction, it was time to return to the outpost. The team walked through the local bazaar on the return route, and finished its mission with no incidents.

"Nothing can compare with on-the-ground inspections to confirm quality assurance reports and ensure progress and quality of work at a project site," said Lt. Col. Ronald A. Bahr, officer in charge of the district's Helmand Area Office.

"It is remarkable to actually walk the ground here in Afghanistan and see how people live," said Wham. "It gives those of us with the South District a first-hand understanding of how our projects will help establish security and improve the lives of the Afghanistan people." 

Conference achieves operational concept for Afghan facility turnover

story and photos
by Brenda Beasley

To help successfully plan and prepare for the transition of USACE-constructed Afghan National Security Forces facilities to Afghan oversight for operations and maintenance, the U.S. Army Corps of Engineers Afghanistan Engineer District-South hosted a Training and Transition Synchronization Conference at Kandahar Airfield Nov. 20, 2011.

"This is not a one-way conference," said USACE South District Commander Air Force Col. Benjamin Wham in his opening remarks. "It's a sharing session on what you know that works and what doesn't work."

More than 45 key stakeholders met to better understand how facility operations and maintenance will transition to the Afghans, how to best support training and transition, and how to address outside influencing factors through the 2014 withdrawal timeline established by the President for the U.S. mission in Afghanistan.

"We wanted to ensure that everyone had a common understanding that there are several complex issues with transition, and training is one key part of that," said Albert Soliz, chief of the Operations, Maintenance and Services Division at the South District. "Since the Afghans have their own processes, with some still being written, we don't have a 100 percent solution as to how transition will occur."

National Training Mission-Afghanistan/Combined Security Transition Command-Afghanistan (the customer), ITT Exelis Mission Systems (the training as well as the O&M contractor), USACE South District (the execution agent), and Infrastructure Training and Advisory Group representatives attended and mapped out their respective roles as the transition process begins.

The South District administers the O&M services contract, which was awarded for \$350 million in

July 2010, in support of ANSF facilities throughout the Southern and Western Regions of Afghanistan, said Soliz. In addition to preventive maintenance and routine O&M, this contract also provides training for the Afghan Directorate of Public Works personnel in sustainment of facilities.

Mentoring and training the DPWs to function as an organization, providing oversight of the ANSF to ensure that they're equipped to transition facilities, and working to fill the students and funding will be handled by ITAG. Since training supports and segues to transition, "ITAG is one of the key players," said Christine Florea, an O&M project manager at the South District. "They'll have a presence at each of the seven sites. That person can give us the reality of the situation from that site."

Specific skills needed by ANSF personnel on real property O&M include quality assurance and quality control,



Army Col. John S. Kem, chief engineer, NTMA/CSTC-A, briefs the conference participants on the mission of building capacity of the Afghan facility engineers and their work force.

safety, fire and disaster response, work order processing, and skilled trades, such as mechanical, electrical, carpentry and plumbing. "We were successful in identifying key taskers yet to be accomplished, such as nailing down where the training will take place on each of the individual camps," said Florea. "And the most critical item – conveying the urgency in getting students recruited



Albert Soliz (standing right) gives the overview and purpose of the conference as Christine Florea (standing left) operates the presentation slides.



Taking pride in ownership, Afghan facility maintenance personnel at Camp Hero in Kandahar province paint their nation's flag on each of the buildings turned over to them for continued O&M. This turnover was an integrated part of the pilot training program conducted in 2011.

to train.”

Some of the training will require a lot more partnering among the key players and the ANSF, according to Florea. Challenges include having an established funding stream within the Ministry of Defense to support hiring personnel to train, as well as procuring tools and equipment; having students recruited and in place – ready to train; a training program designed to support specific skill-sets necessary to maintain the facilities; and a road-map for transition.

All conference participants agreed to an 18-month operational concept for transition to be carried out in six phases, with Phase 1, or the first four months, encompassing the classroom-style training portion. At the end of Phase 1, 25 percent of the site becomes a training area. Training continues for two additional months, at which time 25 percent of the site is transitioned to the Afghan DPW. Fifty percent of the site is transitioned after Phase 3 and 75 percent after Phase 4. “Contractor phase out” and “ANSF DPW phase in” is the goal after Phase 5. Then, at the end of Phase 6, the

ANSF should be prepared to assume 100 percent of essential facilities.

The operational concept starts Jan. 7, with training beginning at seven locations – Camp Shorabak in Helmand province; Camp Zafar in Herat province; Shindand/ Shindand Air Wing in Herat province; Camp Qala-i-Naw in Badghis province; Kandahar Air Wing and Camp Hero, both in Kandahar province; and Camp Eagle in Zabul Province.

“Fiscal Year 2012 will be the best year for transition,” said Army Col. John S. Kem, chief engineer, NTM-A/CSTC-A, during his remarks. “The issues identified in the South District pilot program have been developed and incorporated into lessons learned; and over the last nine months, significant improvements have been made within the MoD to address building the Afghan Facility Engineer Capacity.”

This past summer, ITAG and the South District began to look at how this transition might occur – keeping in mind the shortages of personnel, funding and equipment within the Afghan DPW structure – and how to develop an

executable training program, said Soliz. As ITAG set off to address the ANA structure, the South District began a pilot training program at Camp Hero and Camp Sayar to train the limited number of personnel assigned to the DPW. To date, 28 percent of Camp Hero’s facilities have been transitioned to the ANA DPW.

Sustainment of the ANSF facilities is a vital aspect for the future of the Afghan people; and the capacity building component of the O&M service contract is an important element of the transition. “But, more importantly, it represents the efforts of the American and NATO members’ lives that have fought and cleared the ground they stand on,” said Wham.

“While we realize that we will never achieve 100 percent of the conditions needed to transition facilities,” concluded Wham. “We have confidence that this phased approach to turning over portions of facilities over an 18-month period will allow us to continue to work the difficulties that exist, but still meet the target date of transition.” ☐



**USACE
builds strong
for Afghan
National
Security
Forces**

story by Karla Marshall



S

ince 2002, the U.S. Army Corps of Engineers has been in Afghanistan building facilities for Afghan National Security Forces. Every day, project managers, project engineers, architects, schedulers, quality assurance representatives and others do their part to help the Government of the Islamic Republic of Afghanistan achieve its goal of long-term security and stability.

In USACE's Afghanistan Engineer District-South, this current \$1.8 billion ANSF program is carried out across 10 provinces and increases the capability for the Afghan National Army, Afghan National Police, and regional and local security forces to protect the people of Afghanistan.

"After decades of internal strife and Soviet occupation, the infrastructure of Afghanistan was in terrible shape," said Lt. Col. John Carpenter, the South District's intelligence chief.

"Afghanistan's military was weak and its government had very little money to develop military and police forces capable of providing adequate security for the people."

As the facility requirements for the ANA expanded under GIROA, USACE found itself designing complete military bases, including roads, wastewater treatment facilities, power supply points, barracks, dining

facilities, offices, storage buildings and more.

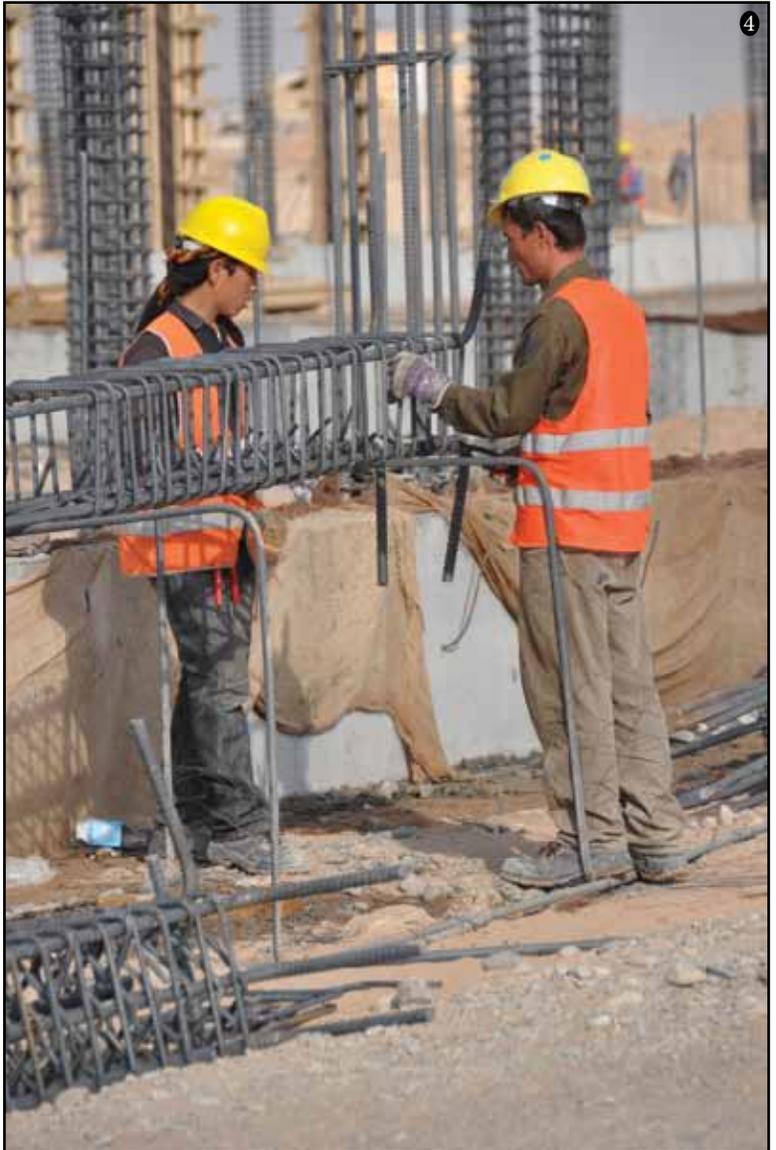
In Herat province, for example, the South District is expanding the Shindand Air Base so that Afghanistan's nascent Air Force can be trained. "Near Herat City, we are building an entire base for the 9th Commando Kandak and extending Camp Zafar by some 481,000 square meters for several facilities that will become a Corps Support Battalion campus," said Jennifer Zimmerman, a South District project manager deployed from USACE Portland District. "We are also constructing a wastewater treatment facility on Camp Zafar and additional facilities for the 207th Brigade."

In Helmand province, garrison facilities are under construction for the 215th Brigade at Delaram and Garmsir along with phases one and two of the headquarters facilities on Camp Shorabak. Bunker construction is also ongoing at Camp Shorabak, as are facilities for a combat logistics battalion, a forward support depot, a regional military training center and transient garrison facilities.

In Farah province, the South District is building a brigade compound for seven battalions that will include utilities infrastructure, a helicopter pad, and recreational and maintenance facilities. Many of these structures will be arch-span construction techniques — a lower-cost method compared to traditional concrete masonry techniques.

Afghanistan Engineer District-South mission:

Execute quality and timely construction and engineering operations in the RC-South, RC-Southwest and RC-West regions of Afghanistan in support of the U.S. Forces-Afghanistan mission and the integrated Afghan National Security/Coalition Forces' counter-insurgency operations aimed at protecting the population and defeating the Insurgency Forces. In order, provide sustainable development projects for the Afghan people that employ the populace, build skilled human capital and promote the future stability of Afghanistan.





5

1. Construction of facilities to support an ANA “kandak” or battalion, near Herat. (Photo by Karla Marshall) 2. Making cement blocks on site at Camp Shorabak. (Photo by Mark Ray) 3. The concrete batch plant that supports construction of the ANA 215th Corps headquarters. (Photo by Mark Ray) 4. Workers prepare rebar that will reinforce concrete columns at an ANA “kandak” facility under construction near Herat. (Photo by Karla Marshall) 5. A worker adds water to a batch of concrete at a work site in Daykundi province, where the South District is building district headquarters for the Afghan National Uniform Police. (Photo by Karla Marshall) 6. Workers place concrete in forms at a project that will provide facilities for the ANA 215th Corps at Camp Shorabak in Helmand Province. (Photo by Mark Ray) 7. Columns of rebar mark ongoing construction on Camp Shorabak. (Photo by Mark Ray)



6



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Two garrison compounds that will accommodate 5,600 soldiers, a corps support battalion compound for 1,600 soldiers, a military training center, a small-arms range and a power plant are under construction at Camp Hero in Kandahar province.

The final garrison construction project, awarded in November 2011 and scheduled for completion in 2013, is in Zabul province, just outside Tarin Kowt. When finished, the garrison complex, consisting of primarily arch-span construction will accommodate 4,700 soldiers.

In addition to multi-million dollar base creation and expansion, the South District also builds Ministry of Interior regional office buildings, border patrol headquarters compounds and crossing points, remote district police headquarters compounds, regional law enforcement centers and training facilities.

"We currently have 18 Afghan Uniform Police district headquarters under construction throughout the district's area of responsibility," said Jeff Usavage, the program manager for all Afghan National Police construction projects in southern Afghanistan. "We've completed and turned over 29 AUP district headquarters compounds and we anticipate turning over another 12 before the United States withdraws from Afghanistan."

The South District also turned over six provincial headquarters compounds and three regional command centers to the AUP.

For the border police, USACE has constructed about 20 brigade, battalion and company headquarters compounds.

The total cost of the ANP program to date is about \$522 million with more than 150 projects awarded. Some of those projects were awarded before the district stood up in 2009 and have already been turned over to the Afghans. "Those inherited projects

came with many challenges due to their remote locations," Usavage said. "Often, construction was interrupted because of security issues or supply shortages. There were times when getting heavy construction equipment to the project sites was incredibly difficult and resulted in extended schedules."

When challenges are insurmountable, the South District terminates projects. "Sometimes contractors can't perform or comply with their contract requirements for various reasons, so we have to terminate the projects," said Usavage. "At times we are able to re-solicit the projects and re-award them. Obviously this adds to the total construction time, but we do all we can to keep viable projects going."

The South District has completed about 62 ANSF projects since the district stood up in 2009 said Mike Scarano, the deputy district engineer for programs and project management. "We have 63 ANSF projects ongoing and we anticipate awarding another 80 contracts in the next couple of years. Those new awards will have a potential program cost of about \$1.2 billion."

When U.S. and coalition forces fully transfer the mission of providing security to Afghan forces, those forces will inherit a tremendous amount of capacity said South District Commander Air Force Col. Benjamin Wham. "We have an incredible mission, we are doing an unbelievable amount of work, and USACE is making a huge investment on behalf of the American people.

"Our legacy, in addition to constructing quality buildings throughout the country, includes developing the skills and competencies



Photo by Mark Ray

Workers use wheelbarrows to move concrete near Herat.

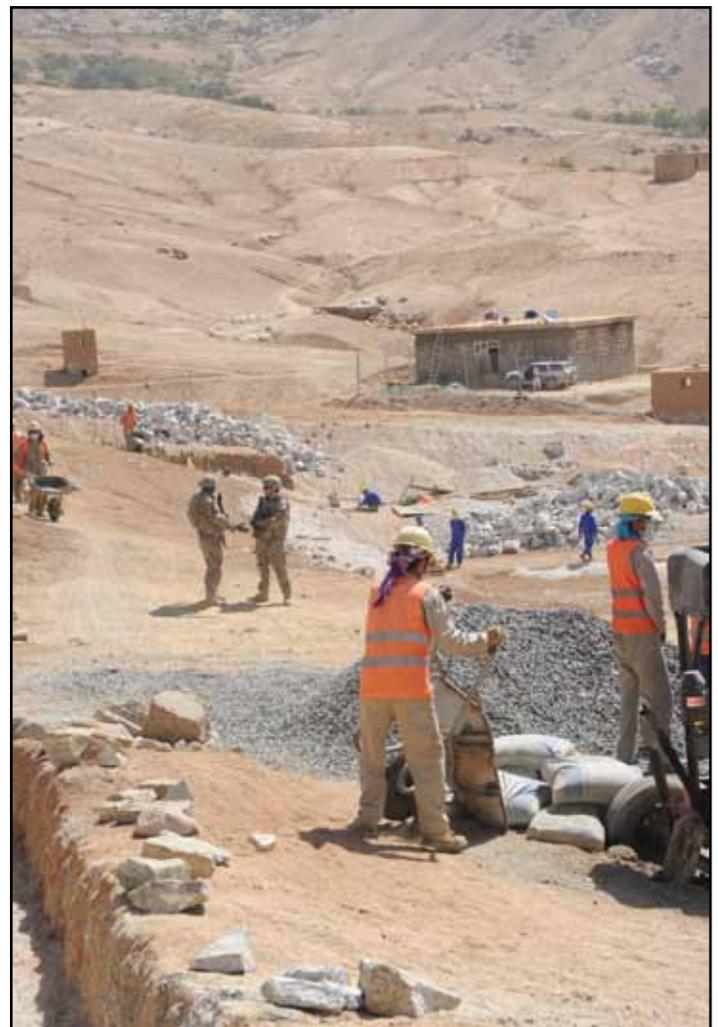


Photo by Karla Marshall

Conditions at remote sites in Daykundi province are often extremely austere.

of those Afghan engineers who joined the USACE team as quality assurance representatives and stayed with us through promotions to project engineers and senior

project engineers," Wham continued. "Because of the professionalism of these men, Afghanistan will inherit a strong engineering capability." 

USACE trains Afghans to operate and maintain facilities

story by Karla Marshall

Successfully transitioning operations and maintenance responsibilities to the Afghan National Army's Directorate of Public Works is the underlying reason for a new a training program designed to teach Afghans the fundamentals of building O&M.

"We've got to ensure that the Afghan National Security Forces have all the tools necessary to carry on their mission after the transition in 2014 is complete, and coalition forces leave Afghanistan" said Albert Soliz, the U.S. Army Corps of Engineers Afghanistan Engineer District-South's chief of operations and maintenance.

This training program is the result of collaboration between the Afghan National Army, the Combined Security Transition Command-Afghanistan's Infrastructure,

Training and Advisory Group, USACE and ITT Exelis, the prime contractor that is conducting the training and performing the O&M support.

"The ANA's current O&M system will also benefit from the training program because every level – from requisition of materials to purchasing and quality assurance – will be tested," said Christine Florea, an architect heading the South District's O&M transition project. "This is a complex program and the challenges are significant. Remote geographic locations, student recruiting, wage scales, literacy and time constraints have all affected the way we developed the training program and how it is implemented," Florea said.

USACE manages and oversees the overarching O&M contract, which is funded by CSTC-A, and began this latest training portion of



Courtesy Photo

An Afghan instructor lectures new operations and maintenance students during the first week of training at the Afghan Air Force's 205th Atal Corps Air Wing on Kandahar Airfield.

the contract Jan. 7. The initial training will accommodate over 120 students and will run for approximately eight months at Kandahar Airfield in Kandahar province, FOB Apache/Camp Eagle in Zabul province, Camp Shorabak in Helmand province, and Camp Zafar in Herat province, and Qala-i-Naw, in Badghis province.

Similar training programs at Camp Hero in Kandahar province and Shindand in Herat province will begin in February and March, respectively.

Students attending the training are Afghan civilians hired by the local ANA DPW and come with diverse skill sets. "Some are skilled technicians, but most are entry-level trainees with very little technical knowledge," Soliz continued. "This program will teach them the fundamentals in critical skilled trades, including electrical, plumbing, heating and cooling, power generation, carpentry, as well as facilities management."

In addition to O&M fundamentals, trainees will receive site-specific and

building-specific training depending on the location where the student will ultimately work. For instance, if a student will work where buildings are constructed with traditional concrete masonry techniques, their training will include masonry-repair and maintenance methodologies.

CSTC-A and ITAG selected and prioritized the training sites. ITAG also provides direct mentoring support to the DPW commanders. According to Florea, weekly planning and coordination meetings and frequent communication between all members of the team is critical to ensuring the program's success.

"At the local level, ITAG team members meet with ANA commanders daily to overcome process and logistics hurdles," said Florea. Obtaining materials and managing cash flow are of primary importance. "We have a lot to accomplish before the transition is complete in 2014, and this O&M training will help equip the ANA with critical skills that will keep their facilities operational long after coalition forces are gone." 

Camp Dwyer Rotary Wing parking, taxiway project completed

story and photo by Mark Ray

A Dec. 12, 2011, ceremony on Camp Dwyer in Helmand province marked the completion of a \$14.9 million project to provide parking and taxiways for coalition helicopters.

The U.S. Army Corps of Engineers Afghanistan Engineer District-South contracted for and oversaw construction of the project. It comprises a total of 65,000 square meters of concrete paving, including 45,000 square meters of parking and taxiway and 20,000 square meters of runway, and can accommodate up to 10 aircraft. Work began in March 2010, and the facility became operational at the end of October 2011.

“This project started slowly, like many projects in Afghanistan,” said South District Commander Air Force Col. Benjamin Wham in his remarks. “But our great team here at Camp Dwyer worked with the contractor, got the project on track and delivered an outstanding facility that will support coalition air operations in this area as long as they are required.”

The new parking and taxiways will improve the capacity of the medevac “DUSTOFF” units stationed at Camp Dwyer to execute their critical mission — evacuating wounded coalition soldiers, said Army Capt. Kevin Doo, maintenance officer of C Company, 1st Battalion, 171st Aviation Regiment, in his remarks. The battalion is one of the aviation units already using the new facility.

“The full range of rotary wing air



Photo by Sgt. Tim Letson

Lt. Col. Matthew Stover, Air Boss of the 2nd Marine Aircraft Wing (Forward), speaks at the ceremony marking the turnover of the rotary wing parking and taxiway project.

operations here on Camp Dwyer uses the parking and taxiways of this facility. It increases our combat capability and supports the vital work of the DUSTOFF assets,” said Marine Lt. Col. Matthew Stover, Air Boss of the 2nd Marine Aircraft Wing (Forward), which oversees air operations at Camp Dwyer. “On behalf of the 2nd MAW, I’d like to thank the Corps of Engineers team for their work here.”

“The successful completion of this project is another example of how the South District builds strong and delivers quality construction to support the coalition, the Afghan National Security Forces, and the government and people of Afghanistan,” Wham said. “I look forward to being able to participate in many similar ceremonies, marking the completion of district projects, over the next seven months.”

USACE turns over operations and maintenance responsibility to Afghan Air Force

story and photo by Karla Marshall

The Afghan Air Force, specifically the 205th Atal Corps’ Kandahar Air Wing, became responsible for the operations and maintenance of five new buildings on Kandahar Airfield Jan. 14.

“This is a small step toward increasing the Afghan Air Force’s ability to maintain its own facilities on their base in Kandahar,” said U.S. Navy Lt. Cmdr. Jim Crowe, a NATO Training Mission-Afghanistan Infrastructure, Training and Advisory Group team lead. The transition will occur in phases — the initial five buildings is a subset of the first phase.

At a ceremony held Jan. 14, Crowe, a native of St. Louis, Mo., said the transition represents an opportunity for the Afghan Ministry of Defense and Air Force to work out any kinks in

their logistics and procurement processes before they become responsible for one quarter of their buildings in May. The remaining buildings are scheduled to be fully transitioned to Afghans by June 2013.

While this is the first O&M transition to the Afghan Air Force, the U.S. Army Corps of Engineers Afghanistan Engineer District-South transferred O&M responsibility for some of the facilities on the Afghan National Army’s Camp Hero near Kandahar in July 2011.

This O&M transition is similar in that it includes a USACE training plan, mentoring and initial funding support.

“We’ve learned some valuable lessons since we transitioned O&M responsibilities to the ANA at Camp Hero in July,” said

Albert Soliz, the chief of operations and maintenance at the South District. "Together with ITAG, we will apply those lessons learned to improve this transition process."

Training for the 18-man O&M staff began Jan. 7.

"Thank you for your commitment to us," said Afghan Air Force Col. Shah Mamood, the Public Works chief through a translator. "With the training we have received and your continued mentoring we will be able to maintain our facilities well into the future."

The long-term goal is to transition O&M responsibility for all Afghan National Security Force facilities from USACE to the ANSF by June 2014, said Soliz. "This is just one component of the transition to full ANSF capability and by phasing responsibility for O&M in a responsible manner, we are doing all we can to ensure Afghan success." 



John Caudill, P.E. (right), a USACE operations and maintenance engineer, discusses the O&M transition with Afghan Air Force Col. Shah Mamood (center), with assistance from a translator Jan. 14.

New Troop Medical Clinic brings health care to Camp Zafar

story and photo by Karla Marshall

A newly constructed troop medical clinic will allow the Afghan National Army to provide expanded routine medical services to its soldiers assigned to Camp Zafar near Herat.

Representatives from the U.S. Army Corps of Engineers, the Afghan National Army and the contractor, Omran Holding Group, celebrated the project completion with a turn over ceremony at the new facility Dec. 15, 2011.

Afghan Army Maj. Gen. Shazadah, through an interpreter, thanked the United States for making the clinic possible. He said he was personally grateful for the investment of the American people and promised that his troops would operate and maintain the facility as professionally as possible.

U.S. Army Maj. Gen. Kendall Cox, USACE Transatlantic Division commanding general, also recognized the value of the clinic during his remarks. He said the clinic supports



From left: Ali Daryab, Omran Holding Group quality control manager, U.S. Air Force Col. Benjamin Wham, Afghan Maj. Gen. Shazadah, and U.S. Army Maj. Gen. Kendall Cox cut a ribbon to commemorate the opening of the troop medical clinic on Camp Zafar, near Herat, Afghanistan Dec. 15, 2011.

the Afghan Government and coalition forces' goal of providing the Afghan National Army with facilities that

enable them to establish long-term stability in Afghanistan.

"This clinic will meet the needs of the ANA in

this region," Cox said. "The soldiers and their families will be healthier which benefits the entire community."

“This \$1.67-million clinic contains a pharmacy, dental and medical treatment rooms, a staff kitchen, waiting area and rest rooms,” said Jennifer Zimmerman, the USACE project manager. “Its exterior components include a road, parking spaces and a trash point.”

Air Force Col. Benjamin

Wham, the USACE Afghanistan Engineer District-South commander, said the project had to be re-awarded because the original contractor was unable to complete it. “We awarded this contract to Omran Feb. 22, 2011 and they finished it Dec. 8, 2011. It is a testament to the teamwork of our project

manager and the district’s Herat Area Office American and Afghan project engineers and quality assurance representatives.”

Wham further explained that the successful completion of this clinic exemplified one of the key USACE goals in Afghanistan — to develop Afghan engineering capacity

through mentorship of Afghan engineers.

“The Herat Area Office’s Afghan project engineers and quality assurance representatives are our legacy,” Wham said. “They are well on their way to becoming the men who will set the standard for Afghanistan’s engineering future.”

South District turns over Shindand strategic airlift apron, cargo and passenger terminals

story and photo by Mark Ray

The U.S. Army Corps of Engineers Afghanistan Engineer District-South marked the completion of another major project Jan. 11, when the Shindand Air Base assumed ownership of a district-built strategic airlift apron and cargo and passenger terminals.

The \$18.1-million project includes more than 56,000 square meters of apron and taxiways for strategic lift aircraft (such as C-17s), a 790-square-meter passenger terminal and a 1,200-square-meter cargo terminal. The project also includes a fire suppression system with almost 600,000 liters of water storage.

“The joint venture of ECCI and METAG successfully constructed these facilities to meet the military’s very stringent specifications,” said contractor representative David Burns at a ceremony to mark the turn-over. “We are very proud of the quality of our work on this project.”

“This facility will play an important role as the coalition begins to move equipment and personnel out of theater, after handing over responsibility for security to the Afghan National Army and police,” said Shindand Air Base commander, Air Force Col. John Hokaj. “The strategic airlift apron allows us to keep the runway in operation as we



From left to right, Col. John Hokaj, commander, Shindand Air Base, Col. Benjamin Wham, commander, USACE Afghanistan Engineer District-South, David Burns from ECCI and Erdal Onbasli from METAG cut a ribbon to mark the turn-over the new strategic apron and cargo and passenger terminals on Shindand Air Base, Afghanistan.

load and unload our large strategic lift aircraft.”

The contractor turned over an initial section of the apron ahead of the rest of the facility, which has already benefited air base operations, Hokaj explained in his remarks.

“The old passenger terminal on this airbase is a small tent, next to the tower,” said South District commander, Air Force Col. Ben Wham. “The service members who will fly out of this excellent, modern and well-constructed building will thank

all the members of the team who made this facility a reality — the contractors who worked really hard and produced a first-class product, and the great district team that provided essential oversight to this vital project.”

“I congratulate all the members of the team that worked together on this facility,” Wham said. “I also want to recognize two of our Afghan employees, Engineer Wahid and Engineer Nasir, whose work was crucial to our success.”

Afghanistan Safety 101 by James Ediger

What is Ergonomics?

“Ergonomics” is a term derived from two Greek words: ergon, meaning work, and nomoi, meaning natural laws, or, “the science of work.” Here at the South District, our ergonomics program is designed to reduce the likelihood of on-the-job injuries. So, if you have concerns, please contact the safety office.

There are two types of situations that can cause people pain or injury while on the job:

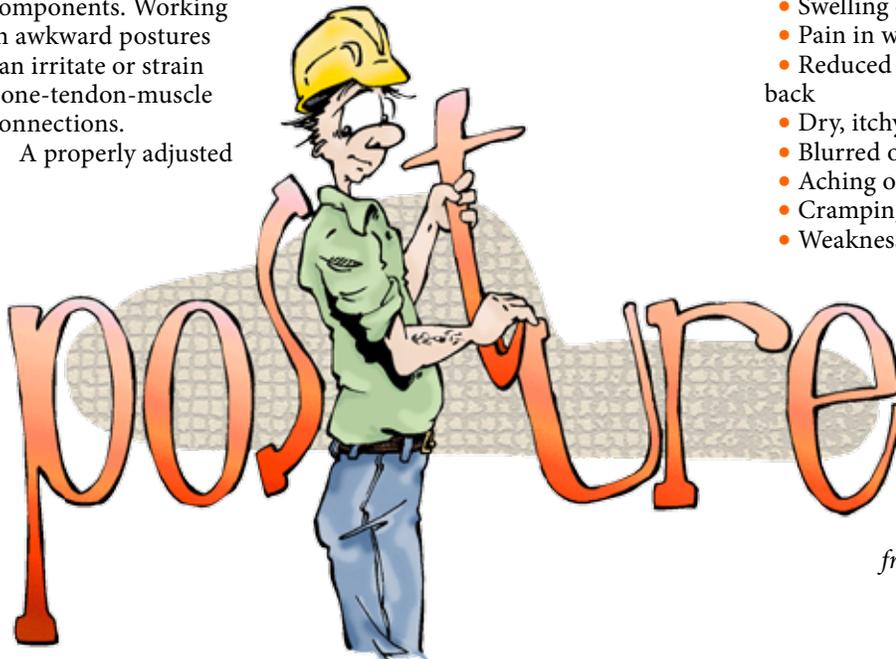
Non-accidental injury — where pain arises as a result of normal job activities. Poor body mechanics (such as slouching in an office chair), prolonged activity, repetitive motion, and fatigue are major contributors to these injuries.

Accidental injury — which results when an unexpected event triggers injury at work. A load that slips or shifts as it is being lifted, and a slip, trip and fall or hitting one’s head on a cabinet door are typical examples.

People who work at a computer are at high risk for non-accidental back injury. Evaluating and modifying workstations can help minimize the risk of repetitive injury, such as carpal tunnel syndrome, or the risks associated with prolonged sitting in an office chair, such as neck strain, lower back pain and leg pain.

Over time, poor posture can easily cause or aggravate episodes of back pain or damage spinal structures. Maintaining good posture, such as straight wrists, elbows close to the body and head straight and in-line with the torso is often difficult because of a misalignment between workers and their computer components. Working in awkward postures can irritate or strain bone-tendon-muscle connections.

A properly adjusted



workstation can help minimize awkward postures. Check yours and make sure the monitor is at a height where you can look straight ahead and not tilt your head forward or backward. Place frequently used items, such as keyboards and pointing devices where you can reach them easily.

Adjust and arrange your keyboard tray so you don’t have to bend your wrists up, down, or to the side. Adjust your chair so your feet and back are well supported. Proper neutral posture puts minimal stress on your musculoskeletal system.

Contact stress, another preventable injury, can occur either internally or externally. Internal stress occurs when a tendon, nerve, or blood vessel is stretched or bent around a bone or tendon. External contact stress occurs when part of your body rubs against a component of the workstation, such as the chair seat pan or edge of the desk.

You can experience contact stress to your forearms when you rest them on the leading edge of your desk or, if the nerves in the forearm are affected, your fingers and hands may tingle and feel numb, similar to the feeling of hitting your “funny bone.” To help alleviate these problems carefully select wrist rests, chairs, and desk surfaces and take frequent rest and stretch breaks to minimize contact stress.

Many of our tasks are highly repetitive. When motions are isolated and repeated frequently for prolonged periods, there may be inadequate time for your muscles and tendons to recover. Combining repetitive tasks with factors such as awkward postures may increase the risk of injury. You can reduce injuries as a result of repetition by properly arranging the workstation and its components.

It is important to recognize and report signs and symptoms of workplace injury as early as possible to prevent serious injury or permanent damage. Users at risk for Musculoskeletal Disorders (MSD) associated with computer use may experience following signs or symptoms:

- Numbness or a burning sensation in the hand
- Reduced grip strength in the hand
- Swelling or stiffness in the joints
- Pain in wrists, forearms, elbows, neck, or back
- Reduced range of motion in the shoulder, neck, or back
- Dry, itchy, or sore eyes
- Blurred or double vision
- Aching or tingling
- Cramping
- Weakness

Although these symptoms may not lead to MSD, if you experience them, you should evaluate your working posture and workstation layout. Contact your South District Safety Office for more information on workstation evaluations and choosing quality ergonomic office equipment. 

(Information in this article was obtained from www.spine-health.com and www.osha.gov)

South District recognizes quarterly top performers

story and photos
by Brenda Beasley

The U.S. Army Corps of Engineers Afghanistan Engineer District-South recognized quarterly top performers for fourth quarter calendar year 2011 during an award ceremony held Jan. 7.

"I congratulate the winners of our quarterly top performer awards. Each represents all of the men and women who work for the South District. Our individual and team contributions have made us the most productive district in Afghanistan and maybe in the Corps of Engineers," said Air Force Col. Benjamin Wham, district commander. "I believe each of those recognized would say that their achievement results from the great support of those

who work with and for them. I am very proud of each of our quarterly award winners and thank them for being outstanding representatives of our district." Awardees in each category were:

Field Grade Officer:

Army Maj. Christina N. Cook, the officer in charge at the Kandahar Resident Office, was recognized for her exceptional organizational skills when she took a dysfunctional ground movement operation to the peak of efficiency. She also used her personal time to take the required training to become a contracting officer's representative for the Reconstruction Security Support Services contract. Cook deployed from the U.S. Military Academy, West Point, N.Y.

Company Grade Officer:

Army Capt. John E. Hutton, an assistant J3 (operations) officer at the district, was



Col. Ben Wham (left) presents Quarterly Top Performer award to Army Capt. John E. Hutton (center) as Command Sgt. Maj. Lorne Quebodeaux looks on.

recognized for his exceptional service as a contracting officer's representative during the implementation of a \$220 million reconstruction security support services contract. He assumed responsibility of multiple contracts that encompassed all of the district's ground and air operations assets. He also significantly improved air movement services by refining the planning and scheduling procedures for air movements, supporting the district's \$1.7 billion construction program. Hutton deployed from the 6th Engineer Battalion, Joint Base Elmendorf-Richardson, Alaska, U.S. Army.

Senior Noncommissioned Officer:

Army Sgt. 1st Class Joshua O. Robinette, the noncommissioned officer in charge at the district's Tarin Kowt Resident Office, was recognized for his exceptional performance as a project quality assurance representative. His tremendous skill saw the

Train Kowt fire station project brought back on schedule. His selfless use of personal time allowed him to complete the required training to be appointed as a contracting officer's representative. Robinette is deployed from the 20th Support Command (CBRNE) – Chemical, Biological, Radiological, Nuclear and High-Yield Explosives, U.S. Army Forces Command.

Junior Noncommissioned Officer:

Army Staff Sgt. Robert R. Moss, an MRAP (mine-resistant, ambush protected) vehicle team noncommissioned officer in charge at the district's Kandahar Area Office, was recognized for his exceptional performance in taking over the operations and mission planning function and ensuring that even while the team was drawing down, the highest standards of project site visit execution were maintained and improved upon where possible. Moss



Col. Ben Wham presents Quarterly Top Performer award to Army Maj. Christina N. Cook.



Col. Ben Wham (left) presents Quarterly Top Performer award to Gloria Dyson (center) as Command Sgt. Maj. Lorne Quebodeaux looks on.

deployed from the 320th Military Police Company, U.S. Army Reserve.

Junior Enlisted:

Army Spc. Brandon T. Abraham, an MRAP vehicle team training noncommissioned officer and team gunner at the districts Kandahar Area Office, was recognized for ensuring the training program for the MRAP personal security detail maintained the highest levels required by the International Security Assistance Force. Through his diligence, civilians and military alike were prepared to safely and securely conduct missions on a kinetic battlefield against a hostile enemy. Abraham

deployed from the 433rd Military Police Company, U.S. Army Reserve.

Department of Army Civilian, GS-11-13:

Gloria Dyson, a human resources specialist in the district's Human Resources Office (J1), was recognized for her professional expertise and analytical, team-oriented approach. She was at the forefront in guiding J1 through a changeover of officer in charge, as well as some critical shortages in manpower that required her to take on a number of additional responsibilities, all of which she completed with the utmost of accuracy and perfection. Dyson deployed from USACE

Col. Ben Wham (left) presents Quarterly Top Performer award to Tony Delgado (center) as Command Sgt. Maj. Lorne Quebodeaux looks on.

Wilmington District.

Department of Army Civilian, GS-01-10:

Tony B. Delgado, an administrative assistant in the district's Programs and Project Management Division, was recognized for his organizational and analytical administrative skills. His process improvements within PPMD have eliminated errors and availed quick retrieval of information for necessary and timely personnel actions and reports. Delgado deployed from USACE St. Paul District.

"I would like to thank those supervisors and peers who took the time to recognize the hard work of their team

members," said Command Sgt. Major Lorne Quebodeaux, the initiator of the district's quarterly award program. "I know there is important work going on in every office, everyday, and I appreciate that our leaders have gone through the process to tell the district about the significant accomplishments of some of our shining stars."

These awards and decorations are a reflection of the dedication and service of the military members and civilians who have deployed in support of USACE's mission in Afghanistan, and who have committed themselves to delivering projects that help improve security and governance in Afghanistan. 

FEATURED PHOTO

Tan Snowman in the desert

PHOTO BY MUNEEER SHETAB

On Jan. 24, Kandahar Airfield received less than an hour of snow fall. But, it was just enough for cost engineer Tom Luzano to gather snow from a pallet and build a snowman. It was instantly nicknamed "Tan Snowman" by his peers. Muneer Shetab broke out his camera and captured some of the days happenings.

Can your photo make the cut?

Break out the camera and take your best shot! E-mail it to TAS.AES.PAO@usace.army.mil. If it makes the cut, it'll be shown in this special "Featured Photo" column of the Engineering Freedom Magazine.

Rules of engagement: photo must be taken in Afghanistan; photo can be of people, places or things; photo cannot have been featured in another publication; and photo must be taken by the individual who submits it. 



ON THE MOVE

Moving in



Gurpreet Bains



Bruce Barrett



Shirley Bennett



Deborah Boatwright



Jeffrey Boitel



Thomas Brennan



Tony Carter



Geoff Chatfield



Marlon Cockerham



Theresa Cox



Jeffrey Daniels



Nicholas Emanuel



Geoff Fallon



Diedrienne Fauser



Roger Fullam



Lawrence Grant



Joyce Jackson



Douglas Jamieson



Roger Kohls



Geneva Lamb



Melissa Lewman



Samuel Lowery



Ronald Maj



Denise Mason



Linda Murphy



Tony Oby



Van Pinion



Steven Prudence



Thomas Puckett



Jason Riharb



Roger Roby



Gale Ross



Regina Schowalter



Louis Snead



Robert Sokoloski



Mark Stephenson



Harrison Sutcliffe



John Terry



David Tolle



Thomas Urbaniak



Matthew Wilson



Peter Wilson

Moving on

SSG Benjamin Allen
 MAJ Gregory Anderson
 Paul Apodaca
 Roberto Baldwin
 SSG Tony Bean
 Paul Bell
 Michael Bell
 James Bleau
 Kenneth Bright
 SFC Timothy Burd
 SPC Stuart Chapman
 Roberto Chevres
 Jeffery Cowman
 SFC Ramon Curiel
 Thomas Curtis
 Brian Dziekonski
 Louis Esqueda

SPC Courtland Fisher
 Eric Fry
 Adrian Gavins
 William Graney
 Scott Haan
 MSgt Charles Hamilton
 SSG Maurice Hanes
 SPC Eric Harper
 DieDrie Hurd
 Stephen Karwan
 Roberto Laconis
 Kian Liong
 Jo Anne Long
 MSG Darrell McAllister
 SSG Kelly O'Bryan
 William Rackcliff
 SPC Travis Richmond

CPT John Shelton
 Claro Soliz
 Edmond Starnes
 SSG Ronald Stidham
 John Swanson
 Roger Vogler
 Mathew Walden
 SPC Alexander Wensink
 Larry Wooters
 Beshara Yared
 Jeffrey Yost
 Ralph Young