

# PHOTOS from the field

## STORM DAMAGE ▶

Mike Remington (right) and Robert Bourgeois (center), both safety specialists with the Emergency Field Office, show Jon Fentress, a safety intern with Corps' headquarters, some of the safety hazards to look for when surveying buildings and sites damaged by Hurricane Katrina.



Photo by Keith Matthews



Alaska FEST-A Photo

## ◀ MEASURING UP

Members of the Forward Engineer Support Team from Alaska take measurements during a survey mission in Waveland, Miss. Europe District employees worked alongside Alaska FEST members to help those affected by the hurricane.

## STATESIDE SUPPORT ▶

Matt McCullough (left), Stephen Martinez (left, center), Greg Fischer (right, center) and Ron Mott, all from Europe District's Forward Engineer Support Team survey a site in Gulfport, Miss., where they will place trailers to serve as temporary public structures.



U.S. Amry Photo

# Engineering in Europe

## Contents

*Engineering in Europe* is an unofficial publication of the U.S. Army Corps of Engineers, Europe District, authorized under the provisions of AR 360-1. The editorial views and opinions expressed are not necessarily those of the U.S. Army Corps of Engineers or the Department of the Army. *Engineering in Europe* is a command information publication of the U.S. Army Corps of Engineers, Europe District. Circulation is 800 copies. Articles, photographs, and other contributions are welcome. The editor reserves the right to make changes to all material submitted. The submission deadline is the 1st of the month preceding quarterly publication. Send submissions to: Editor, *Engineering in Europe*, U.S. Army Corps of Engineers, Europe District, CMR 410, Box 1, APO AE 09096. Details may be obtained from the PAO at (011) 49-611-816-2847 or DSN 336-2847. Material may be sent via e-mail to: [brian.h.temple@usace.army.mil](mailto:brian.h.temple@usace.army.mil) An electronic version of *Engineering in Europe* may be viewed on the Europe District Internet homepage at: [www.nau.usace.army.mil](http://www.nau.usace.army.mil)

**Commander:**  
Col. Margaret W. Burcham

**Deputy Commander:**  
Lt. Col. Angela Maria Lungu

**Public Affairs Chief:**  
Brian H. Temple

**Layout/Design/Editor:**  
Andrew Stamer

**4 ▶ TASK FORCE HOPE**  
Field Force Engineers give HOPE to those hit by Hurricane Katrina

**8 ▶ Show of FEST Force**  
A new unit of action gets a taste of how the Corps serves them in Iraq

**10 ▶ On Speaking Terms**  
CMEP gets nations together to talk emergency preparedness

**12 ▶ Now Serving: The Balkans**  
A regional effort helps deliver services to Soldiers downrange

**16 ▶ Shopping Partners**  
The largest PX and Commissary joining under one big roof

**18 ▶ Quality Earns High Marks**  
Europe District's McBride earns Hard Hat of the Year Award



### On the Cover

Maj. Thomas Asbery (right) and David Stanton, both of Europe District, look into what is left of the engine compartment of a school bus after Hurricane Katrina ripped through Mississippi. The Forward Engineer Support Team from Europe District were sent to Keesler Air Force Base, Miss., to support the Task Force Hope Mississippi Temporary Public Structures/Portable Building Mission and assist in the environmental clean-up process.

**Cover Photo by Keith Matthews**

# FORWARD

# KATRINA

Story by Stephen Martinez

Soon after Hurricane Katrina hit the Gulf Coast on Aug. 29, several USACE Forward Engineer Support Teams (FESTs) were mobilizing to provide support to the devastated areas. The FEST from Europe District began deployment to Keesler Air Force Base (AFB), Mississippi the following day.

At this point much of the media focus was on the devastation caused by flooding in New Orleans. And, by the time Europe District's FEST arrived to Southern Mississippi, the citizens were in their third week struggling to survive the aftermath of Hurricane Katrina.

No video of the devastation can accurately describe Katrina's impact on Mississippi, was a common statement by witnesses working for the Gulfport Police Department.

FEST members, most of who served in FEST missions in Iraq, Afghanistan, or both, attest that the extent of the destruction surpassed anything they had experienced on previous missions. Although the FEST concept was designed to support the war fighter, team members prepared to apply their experiences from previous operations to the humanitarian recovery effort on American soil.

One challenge for the commanding officer in the early weeks of the disaster was how to best apply FEST capabilities. Ultimately, however, the team's accomplishments cemented the fact that FESTs add significant value to all USACE missions, whether supporting the war fighter in contingency operations or for humanitarian recovery efforts.

The base for emergency operations was the Recovery Field Office (RFO) on Keesler AFB staffed with over 100 USACE employees. The RFO consisted of various Planning and Response Teams (PRTs). The main PRTs were the Temporary Public Structures Team, Debris Team, and Roofing Team.

The FEST was embedded in the RFO and reported directly to Col. Anthony Vesay, the commander of Vicksburg District and recovery operations. Within the first days on the ground, it became evident that there were design requirements for temporary public structures that they could help satisfy. Maj. Thomas Asbery, the FEST leader from Europe District, was assigned to provide design support to the temporary public structures team.

Understanding the volume of work involved, Asbery broke the five-man FEST into two teams and assigned projects to design layouts of temporary structures for public offices and schools. Rudimentary sketches quickly evolved into formal design products that were then coordinated with the on-site contractor.

"The quality of the FEST's products is important. It's a reflection of USACE, the Europe District, and our FEST's professionalism," said Asbery who reviewed and approved all design products prior to delivery to the respective mission managers.

Kenton Spading, a resident engineer for Hurricane Katrina relief and who serves as the assistant to the chief of the Engineering and

# ENGINEERS

# TRAINING

Construction Division at the St. Paul District said, "The FEST, equipped with CADD software in their mobile kits, helped with this portion of the PRT mission. They were able to come in and take the load off of us."

The FEST's ability to do the CADD helped out Spading's team on the ground in Mississippi and in St. Paul because the district was able to keep their CADD operators for projects that were needed in the district.

"We'd take them to a site, show them the site, and tell them what was needed and they'd do it," said Spading. "I was most impressed with their ability to react independently and quickly."

This was the first time Spading had worked with a FEST, and he felt they were highly adaptable from supporting the war fighter to humanitarian relief and were willing to go above and beyond what was expected.

"I told our emergency operations center to request FESTs for future PRT missions," said Spading.

After designing temporary structures for several projects including the Gulfport Police Department and St. Martin High School, the FEST was tasked to support the Debris Team. The debris mission included several components. One of which was the demolition mission requiring entry into private property to demolish structurally unsound homes and debris removal. There were many challenges to overcome and there was debate on how best to approach this mission's objectives.

Open questions were how to calculate the quantity of debris that was going to be generated, the management of hazardous materials (including ammunition, human and animal remains), and how to set up an efficient debris removal contract. But once a strategy was developed, the two teams from the FEST broke off to execute.

An on-site Geographic Information System (GIS) team assisted the FEST by mapping out sectors of the Gulf Coast for use during neighborhood-by-neighborhood reconnaissance.

The FEST calculated a volume of 1.4 million cubic yards of debris that needed to be removed, while 6,000 homes would require demolition. This was only a partial count of lives wrecked by Katrina. The effort resulted in a \$500-million contract being awarded for debris removal on private property.

While the FEST was always busy with missions, there was one thing that they could not forget – the human element. When the team first arrived they were warned about the possibility of encountering distraught residents.

Fortunately, the opposite was true during the 60-day deployment. Community residents were very grateful for the Corps' presence. In fact, the sight of Corps' employees provided comfort to residents, and the FEST engaged with locals as much as possible when out in the field. The team's success was due to excellent leadership, experience, teamwork, and the technical skills of team members. The USACE FEST concept proves itself abroad based USACE and customer resource with seemingly limitless potential.

# SUPPORTING THE NATION





Photo by Ron Mott

Clockwise from top: In Mississippi, as in much of the Gulf Coast area affected by Hurricane Katrina, devastation was all around. It wasn't uncommon to see debris from cars and houses entangled throughout the region.

Brig. Gen. Robert Crear, commander of Task Force HOPE, talks to children who can continue their education due to the Corps' Temporary Public Structures mission.

Talking to the Contractor about the placement of the trailers to house different public facilities.

Ron Mott and his FEST colleagues from Europe stop to survey, document, and photograph a fraction of the destruction to the Mississippi Gulf Coast.



Photo by Maj. Thomas Asbery



Photo by Ron Mott

## SUPPORTING THE TROOPS

# WAR Supporting GAMES

Story by  
Andrew Stamer

Engineers recently went to Fort Irwin, Calif. to participate in a training exercise with one of the Army's new units of action.

The Forward Engineer Support Team, made up of engineers from Europe District and the U.S. Army Corps of Engineers' 249th Engineer Battalion "Prime Power", worked with Soldiers from the 4th Infantry Division's 3rd Brigade Combat Team at the National Training Center.

The purpose of the FEST was two fold – to show the 3rd BCT the Corps' capabilities in contingencies, and to conduct real life missions of the NTC's facilities.

FESTs are generally sent during the beginning of a contingency to augment a unit and set up Forward Operating Bases. Since these bases in Iraq and Afghanistan have been completed, the Corps is no longer sending FESTs. However, the Corps does have USACE Support Teams. These teams are set up in area and field offices, but still serve much of the same purpose as an ingrained part of the Gulf Region Division in Iraq and the Afghanistan Engineer District.

The purpose of these teams, composed primarily of civilian volunteers, is to support the troops and aid in reconstruction of these countries.

"We went (to NTC) with the intent to call ourselves a USACE Support Team, but we were operating like a FEST," said Capt. Lantz Timmsen, who was the FEST leader from the Europe District. The team had to adapt to the NTC's mission because "USACE Support Team"

is not a well-known phrase among Soldiers. However, the Soldiers from the 3rd BCT understood "FEST".

"We had to remind them that the structure would not be like this, but they would be able to call up offices (in Iraq) to do work in their areas," said Timmsen. This helped make the unit aware of the Corps' presence and how to use Corps' expertise to support the unit with its civil affairs, and other missions, when they head to Iraq in the December to January time frame.

In Iraq and Afghanistan, one to two person teams can be dispatched from the closest field offices to do assessments for deployed units.

At NTC, the FEST ran through the exercise to show how the Corps was value added as an augmentation to the unit.

"We'd run through scenarios and I'd have to go in with an interpreter and talk to the town engineer or the town mayor to do a SWEAT (sewage, water, electricity, academics and trash) assessment," he said of the towns at NTC, which are set up to be like Iraqi towns and staffed with Iraqis to add an extra element of realism.

"SWEAT is good because the engineers can provide simple means to improve the communities. Forward Operating Bases and towns are very close to each other and what they've found is that insurgents would move into these villages and attack and then move out again. By providing simple means to

improve communities, it creates a good rapport with the villagers so they help us and they don't allow insurgents to come into their villages and attack us," said Timmsen, who spent a year in Afghanistan before coming to Europe District.

Two civilians who also participated as part of the FEST, Fritz Ligday and Jonathan Carr, are both veterans of deployments. Carr deployed to Turkey when the military was building up near Iraq's northern border, and Ligday went into Iraq shortly after the end of major combat operations. As qualified Field Force Engineers, they have both been through a course which taught them how to use the latest technology for reachback to achieve success with their many, and varied, missions.

"In Iraq, the bridges over the Tigris and Euphrates were being driven over by M1 Abrams. Our job was to measure and assess if these

bridges could take the sustained use of the M1s and Bradleys going over them," said Ligday.

They used their reachback capabilities to assess this safety.

Reachback is an essential tool for engineers in a FEST, and they were able to use this capability to help with an overall drainage plan for Fort Irwin, said Timmsen.

This rotation was important because it was the first chance to see how a FEST would fit in with the new brigade combat team structure, said Ligday.

"What we were trying to do is to teach the unit what we can do for them in a contingency situation. But it also helps prepare them to know that we have some requirements like security and transportation," he said.

Many units don't know about these requirements at first, so this experience at NTC teaches the leadership about what the engineers will need when they go out on an assessment for the unit.

"We went to the NTC to help the guys prepare for deployment to Iraq. What they received were people who had experience from all different times during the war on terror," said Ligday.

The two Soldiers from the 249th Engineer Battalion also had experience in contingencies. "Prime Power" is the only active duty battalion in the U.S. Army Corps of Engineers.



Capt. Lantz Timmsen looks over notes taken during a Forward Engineer Support Team deployment to support troops readying to deploy to Iraq at the National Training Center and Fort Irwin, Calif.



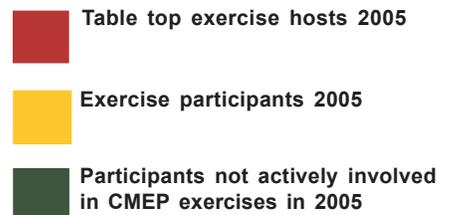
Photo by Fritz Ligday



# EMERGENCIES

Story by Andrew Stamer

## CMEP Participants from 1994 to 2005



Kazakhstan

This exercise helped with the standardization of activities of the responsible national authorities through the creation of a common base necessary to the management of emergencies, he said.

government to help provide the population better response to emergency situations.

"It is very good that NATO and the Corps of Engineers have well established systems. We hope that we will be integrated into this system and in the future we will make our own proposal," he said.

By getting all of these countries together, it helps everyone involved learn different techniques for emergency response. No system is perfect and it is a chance for everyone involved to learn.

And learning from each other is an important aspect of CMEP, said Maj. Chip Parker, team chief for CENTCOM's Central and South Asia Disaster Preparedness.

Attending the CMEP exercise in Kyrgyzstan is one way that CENTCOM can help its regional partners develop better interagency disaster management strategies, he said.

"One of the biggest benefits is the GIS (Geographic Information System) because it's a very applicable and valuable tool in mapping disasters and disaster response," he said.

A tool CENTCOM hopes to use in Afghanistan to prepare for the spring floods.

"Afghanistan had the need and let it be known and we looked to the Corps of Engineers because of their expertise," Parker said.

Parker said the CMEP program could also benefit the African nations within CENTCOM.

"East Africa has great potential," Parker said. "What the Corps of Engineers is doing through the CMEP program is helping CENTCOM's theater security cooperation."

Uzbekistan

**KYRGYZSTAN**

Tajikistan

The Central Asian States also collaborated this year during an exercise in Bishkek, Kyrgyzstan.

It was important to leaders in Kyrgyzstan to be chosen because each year they face natural calamities, said Bakir Tolchiev, the deputy minister of the Department of Ecology and Emergency Services.

"This year we have had four rain falls which entailed mud slides," he said, which displaced more than 20,000 people in some of the remote villages in the Tien Shan Mountains.

"The fact is today we have exercises sponsored by the Corps ... with one goal, the protection of people. At the present time you are involved with the aftermath of Katrina, but you decided to hold such an event in Central Asia, to help us with civil affairs," he said.

The mold that has been set up here will be the future for negotiations at the governmental level and be the basis for many Central Asian countries, Tolchiev said.

Tolchiev believes that this exercise, and similar follow up exercises, will equip the

Afghanistan

# Services Sustain

Story by Joan F. Kibler

**O**n Sept. 2, the Corps of Engineers marked another milestone in its 10-year history of providing contracted logistics services in the Balkans. Contract administration for the Balkans Support Contract shifted from the Defense Contract Management Agency – Southern Europe, to the Corps' Europe District. A formal transfer of authority ceremony was held at Camp Bondsteel, Kosovo.

DCMA has provided daily contract administration for logistics contracts awarded by the Transatlantic Programs Center since peacekeeping operations began in Bosnia-Herzegovina in December 1995. Three separate logistics contracts have been used to provide life support, transportation and maintenance services, and temporary construction of troop facilities.

But the organization's partnership with TAC



◀ **Contracted local national employees work on a Kosovo Forces vehicle at Camp Bondsteel. In the vehicle maintenance shop, they can perform routine maintenance as well as fix damaged vehicles. This is just one of the many services offered in the Balkans Support Contract.**

# Soldiers

began well before operations in the Balkans. In August 1992, the Transatlantic Division (which preceded TAC) awarded the first Logistics Civil Augmentation Program contract, and DCMA was tapped to provide on-the-ground contract oversight for any military contingency operation. The first LOGCAP contract supported several contingencies, including the 20,000 troops that deployed to implement the Dayton Peace Accord that halted the four-year Balkans conflict.

Deborah Duncan, deputy for programs and project management, represented TAC at the ceremony. She thanked DCMA personnel for their contributions, and she expressed appreciation to the audience for their dedication to the Balkans peacekeeping mission. In addition to DCMA and Corps representatives, also

attending were Task Force Falcon personnel and Kellogg Brown & Root Services employees.

"DCMA is a valued member of the Balkans support team," Duncan said. "DCMA has a reputation for excellence in contract management services, and its people are

agile and focused on customer success."

DCMA has served as the liaison between the Army's area

support teams in Bosnia and Kosovo, U.S. Army Europe headquarters in Heidelberg, Germany, Kellogg Brown & Root Services, and TAC headquarters. DCMA's Contingency Contract Administration Services teams had administrative contracting officers, quality assurance, property and fuels specialists.

Because of the changing nature of the Balkans mission

**"I am pleased to accept this responsibility and to carry on the great tradition of support to our Soldiers stationed in the Balkans."**



# SUPPORTING CONTINGENCIES

and the demanding contingency contract administration responsibilities elsewhere in the world, DCMA will no longer be able to provide services in Bosnia and Kosovo.

Considering Europe District's extensive experience supporting USAREUR, assuming this mission was a natural fit. In addition, the district has provided engineer support since the beginning of operations in the Balkans. And, in recent years, Europe District was called upon to provide directorate of public works and environmental support in this region.

"I am pleased to accept this responsibility," said Col. Margaret W. Burcham, Europe District commander, "and to carry on the great tradition of support to our Soldiers stationed in the Balkans."

Burcham thanked Col. Timothy D. Dixon, commander of DCMA – Southern Europe, and Maj. Vernon Jameson, chief of Contingency Plans and Operations for DCMA – Southern Europe, for their "superb guidance, support, and availability to make this transition a success."

In preparation for the transfer of contract administration responsibilities, DCMA and the district have been working closely for several months to plan the transition and to create and

fill positions in the Balkans and at the district headquarters in Wiesbaden, Germany.

During meetings in early August with TAC, the district outlined its organizational structure for supporting the Balkans mission.

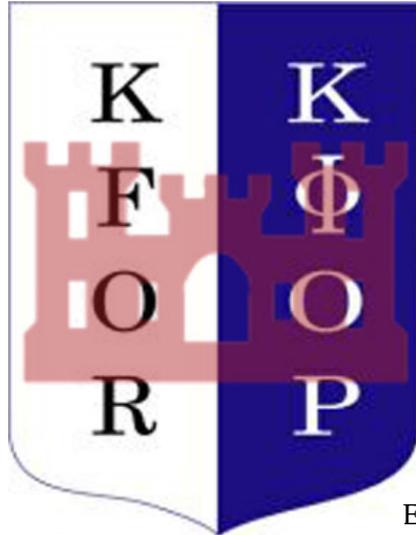
In the Balkans, Europe District has 12 positions: administrative contracting officers, quality assurance representatives, and administrative support personnel.

"Our downrange people have been doing a 'left seat/right seat' ride with the DCMA team members to fully learn their job duties," said Bill Mills,

Europe District's chief of

Contracting. "Left seat/right seat" refers to the new person working side-by-side with those familiar with the job responsibilities to learn them completely.

The "left seat/right seat" concept was used to train the Europe District team to provide the same level of services provided by DCMA to ensure a seamless transition for the contract administration functions. Also, to help with continuity, six host nation employees who had worked for DCMA have been hired by the district to continue their quality assurance and administrative functions in Bosnia and Kosovo.



◀ A contractor pounds nails into a crate to ready it for shipment.

In addition, DCMA – Southern Europe is collocated with Europe District, and Burcham said this team “will remain as a source of consultation and support.”

While DCMA is no longer involved in daily contract administration in the Balkans, DCMA remains a vital part of the government team that oversees the Balkans Support Contract. DCMA provides a corporate administrative contracting officer at the contractor’s headquarters to review, approve, and monitor the management and cost systems that the contractor must have in place to perform cost reimbursement contracts for the government. These systems include accounting, purchasing, billing, property, and estimating.

In her closing comments during the transfer of authority ceremony, Duncan said, “I am confident that the team is ready to meet Soldiers’ needs in the Balkans. Together, we will continue the tradition of ‘Soldier support through teamwork’ to ensure that our forces have the necessary logistics services they need to perform the vital peacekeeping mission.”



Editor's Note: Joan Kibler is the public affairs officer for the Corps' Transatlantic Programs Center in Winchester, Va. Photos by Andrew Stamer.

▲ Dining facility staff at the North Dining Facility serve personnel at Camp Bondsteel with Mongolian Grill specialties.

▼ Contractors haul supplies at the camp.



## NEXT BIG THING

Story and photos by  
Kathy Jordan

When ground was broken on Sept. 16, the Grafenwöhr community came one step closer to having the largest Army shopping center in Europe.

The Grafenwöhr Shopping Complex's construction is being managed by the Europe District, making a joint venture between the Army and Air Force Exchange Service Europe and the Defense Commissary Agency Europe become a reality.

AAFES and DeCA have joined so they will be able to readily serve the Soldiers, civilians, retirees and family members that will be located in the area.

This facility will be "bigger and better in every way," said Michael Dowling, director of the Defense Commissary Agency Europe. This addition will triple the operation that is currently seen.

Jack Morris, senior vice president of the Army and Air Force Exchange Service Europe added, "We'll all look forward to watching the mall ... take shape."

The new Post Exchange will be 40 percent larger than the Würzburg store, which was formerly the largest in Europe.

The sheer size of this facility will make it stand alone. It is also the first joint DeCA-AAFES

initiative to be certified gold with the Sustainable Project Rating Tool, or "SPiRiT," for ecological design, operation, and refurbishment of buildings and infrastructure.

"The SPiRiT program provides guidelines ... in preserving our environment and improving facility life-cycle management through the application of sound energy and environmental conservation principles," said Col. Margaret Burcham, commander of the Europe District.

Environmentally responsible practices were integrated into the project design at its conception. Using the U.S. Army Corps of Engineers, Europe District, as the design agent, DeCA and AAFES established sustainable design objectives at project definition and assured that these objectives were met.

This is also the first time a DeCA facility has attained a gold rating, which was achieved by establishing goals and objectives for environmentally friendly design early on in the planning stages, and, in turn, strictly adhering to these goals throughout the design of the project.

While the SPiRiT program offers the facility the chance to be ecologically friendly, the facility will also aid the quality of life to those who serve this community.

### Grafenwöhr Shopping Complex





- ◀ A sheepfoot roller is used to compact fill material mixed with cement in the area of the future commissary to bring the area up to the correct elevation before placing a layer of crushed rock and then the concrete floor slab.

Patrons will also be able to enjoy their favorite concessions on the installation as part of the 190,000-square-foot complex, complete with fast-food favorites, 11 other concessions, and the expanded commissary.

This facility is set to open in the spring of 2007, and is one of the many projects falling under the Efficient Basing – Grafenwöhr program, which is expanding the area to accommodate a brigade combat team.

As Grafenwöhr continues to grow and become one of the largest military communities in Europe, it will set the standard for service members, Department of Defense civilians and their families overseas, said Col. Brian Boyle, 100th Area Support Group commander. And this facility is just one of the amenities that will make it that way.

“The new facility will be another piece in the Efficient Basing– Grafenwöhr puzzle and a big step forward in preparing our community for the arrival of 3,500 additional Soldiers and their 5,000 family members, who are scheduled to be here by the end of 2008,” Boyle said.

Matt Mennona, AAFES general manager for Grafenwöhr, Vilseck and Hohenfels, also spoke of future customers.

“Today as we turn dirt and move into the 21st century. Our patrons will be able to enjoy the state-of-the-art facility that they so richly deserve,” Mennona said. “Keep watching. I can’t wait to see the concrete being poured.”

The Europe District awarded a \$34,804,000 contract to create such a facility.

The German construction agent in Grafenwöhr will administer and manage the project. Technical support will come from AAFES headquarters in Dallas, Texas; the DeCA design-and-construction division at Lackland Air Force Base in San Antonio, Texas; and the European offices both in Germany, at Mainz-Kastell and Kapaun Air Base, respectively.

**The main construction tower crane sits in the center of the area where the commissary will be built. Two machines are used to drill and install foundation piles for both the PX and the commissary.**

Editor’s Note: Kathy Jordan is on the Training Times staff, USAG Grafenwöhr. Andrew Stamer contributed to this article.



# Ensuring Quality & Safety

Story and Photos by  
Andrew Stamer

**T**he Hard Hat of the Year, the North Atlantic Division's top award for quality, recently went to Europe District's Peggy McBride.

McBride, a construction quality assurance program manager, received the award for 2004 because of the many efforts and programs she has helped implement within the district during her tenure.

There were many reasons for her nomination, said Fritz Kroesen, regional program manager. McBride and Kroesen worked together to steer one construction project back in the right direction.

"Since that salvage operation, I observed her growth in areas of Europe District's operations where improvements were sorely needed, such as Q/A training, and safety training, for the folks in the far flung reaches of our district," said Kroesen.

"In addition to her vast knowledge and

experience in Q/A, she is also an expert in construction safety," said David Stanton, the Europe District occupational health and safety manager. Stanton recently deployed to Mississippi as the Task Force Hope Recovery Field Office safety manager leaving McBride partly in charge of the safety office while he's deployed.

Stanton added that McBride was a natural choice because of "her desire to learn more of the safety management side of my job."

Over the years she has done quite a bit of traveling within the district's footprint for a very important reason – to make sure contractors are living up to the Corps' standards of safety and quality.

"We travel to our area offices and projects on a regular basis, working as an effective team in looking at not just safety and quality, but the overall construction program," said Stanton.

McBride practically started a refresher Q/A



◀ Peggy McBride, construction quality assurance program manager for the Europe District, questions Andreas Meyer, the contractor's quality control manager about a gap between a window and the wall. This type of question and answering is how quality assurance representatives learn about projects and where there might be deficiencies that need to be corrected.

training program for Corps' personnel in the field single-handedly, said Kroesen. And, she started a construction quality control and safety training program for contractors throughout the Europe District's reach.

"All these areas needed drastic measures in order to set the yardstick for success up where it ought to be, and Peggy not only started these efforts, but served to be the active participant in effectively carrying out the program," Kroesen said.

Being awarded the Hard Hat of the Year is the culmination of efforts that started out with visits to Israel and Turkey to get the standards where they needed to be.

In Israel this sort of training paid big dividends; not only because it improved the overall safety of the job site and quality of work being performed, but also because the contractor won an award because of the increased performance. The Yoseftal Prize, which is given every three years to recognize the highest safety standards on a construction site by the Israel Ministry of Labor and the Israel Safety Institute couldn't have been achieved on this site had it not been for McBride's involvement with making safety better.

These programs, and attention to detail from field visits from safety and quality assurance representatives, seem to be paying off because this year the district has also seen fewer accidents than in previous years.

"One reason I got it is because we have so many good people out in the field doing Q/A who are continuously

willing to learn," said McBride of the team members she works with.

These quality assurance representatives are important because they communicate with the Bauamt (the German government construction agent), the contractors, and the customer.

"Q/As are the first faces people see so they need to be professional and knowledgeable," McBride said. "They're the first line on the ground so they need to make a good impression.

The Q/A representatives also keep their eyes open because "they're safety's eyes in the field," she said.

What started in Turkey and in Israel has also been brought to other places and McBride said she travels anywhere the district is doing business.

"Anytime I can help anyone in the field, it's a good thing," she said, whether it is Corps' personnel or teaching contractors the standards the Corps expects.

McBride also found herself working on a team with other Europe District employees to get essential testing equipment to the field offices. They



▲ Peggy McBride talks with the contractor about removing cords from a flight of steps or closing that portion of the steps for safety reasons.

identified what equipment was needed so those doing quality assurance could meet quality assurance standards. Some of the things the team came up with to put in these field kits were: a camera, tape measure, hygrometer and temperature gauge, though it is full of many other useful items as well.

McBride believes that equipping people with tools, or the training to do their jobs, will yield a quality product in the end.

"It's important to train because quality is one of the Corps' core competencies," she said.

# Home for Helos ...



Robert Sommer, with Europe District's Southern Israel Program Office (left), talks with Michael Goldstein, Israeli Ministry of Defense (center) and Ofer Pachima, MW Zander Construction, during a visit to a new Blackhawk hangar for the Israeli Air Force on Hazerim Air Base. Sommer, and others, are managing a contract with approximately 20 projects for the Israeli Air Force with a price tag of \$44 million from their office near Be'er Sheva.