

US Army Corps
of Engineers®
Europe District

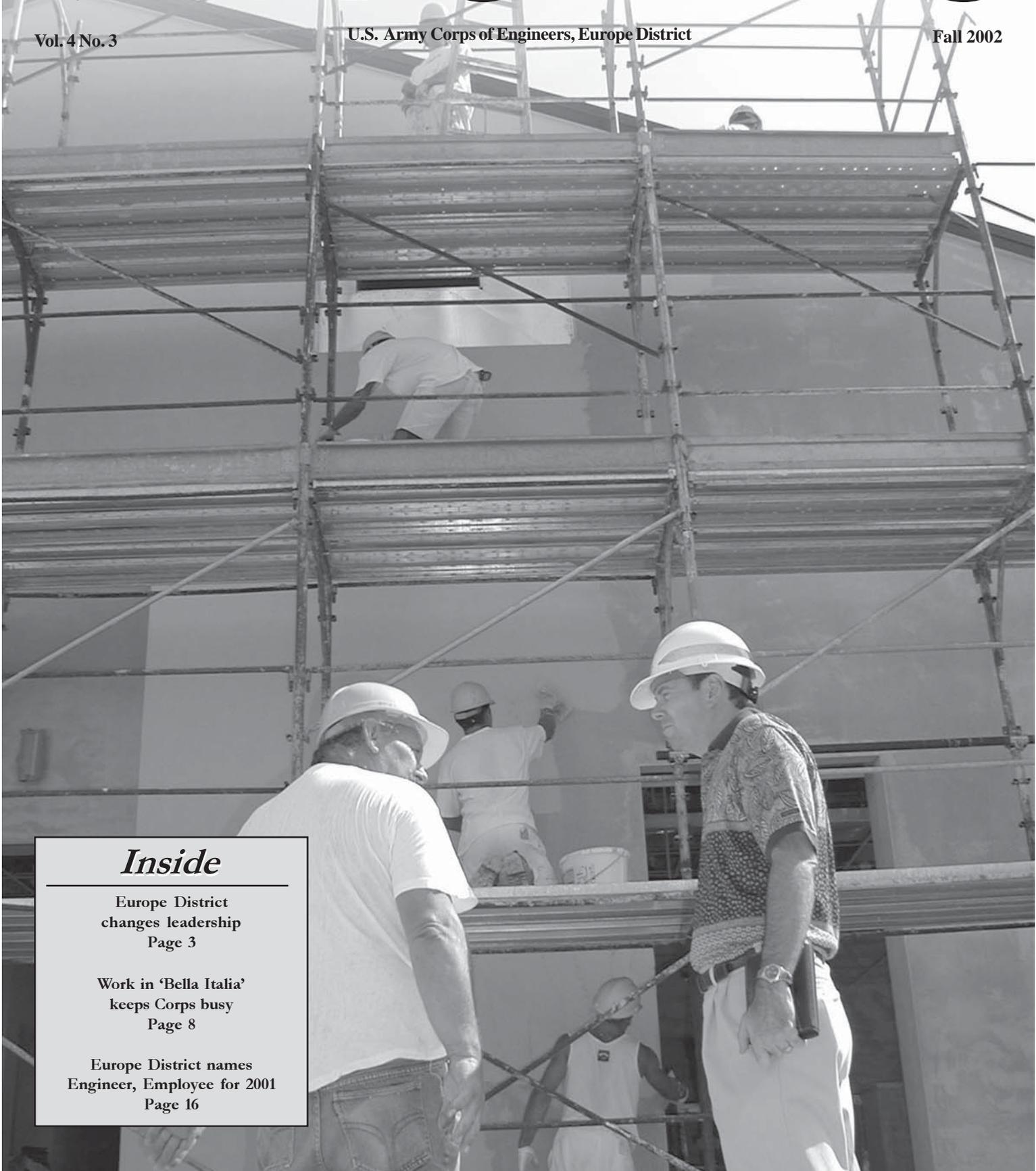
Engineering

I N E U R O P E

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Golden Rule gilds work environment

By Col. Lee A. Staab

It is approaching three months since I was privileged to take command of Europe District. Since that time, I have been able to meet many of you — District employees, our *Bauamt* and Directorate of Public Works partners, and customers. But there are many I've yet to meet as I travel to see first hand the breadth and diversity of this great district. I look forward to meeting you and your families as well.

I have been impressed with the people who have chosen to serve the nation and the Army by working for us.

Europe District people are doing great — from our project engineers in the field executing work to the highest standard, to our folks in project management striving to find the best possible solutions to difficult choices. Together with our customers, you are coming up with better ideas. I will work hard to ensure Europe District is a place where those ideas can be nurtured and that Europe District will earn its rightful reputation as the best place to work in the Corps and in Europe — professionally and personally.

Sounds simple. It is and isn't. It requires a positive environment where we can all enjoy coming to work. It means applying the "Golden Rule" and valuing others as you want to be. Micromanagement is dead. Each of us has been hired because we have the ability to do the job. Supervisors are responsible for creating the environment, by providing the direction and resources, in which employees can do their best work.

That's no *Einbahnstrasse*, though. Subordinates must honestly relay the facts to maintain a productive dialog. Everyone that I have met is excited to be part of the solution to some of our challenges.

Thanks!

These will be years of change.

That is the environment we

live and work in. But

that is what makes coming

to work always interesting, and makes

most days enjoyable. I trust you will all do your part to help Europe District innovate to be fully successful in the years ahead. We owe it to our customers, we owe it to the nation, and we owe it to ourselves.

Keep doing great work. I look forward to meeting everyone and speaking with you very soon. Wanda and I thank you for welcoming us into the Europe District Family.

דומם דערל תבהאו

Behandle andere so, wie Du selbst von ihnen behandelt werden möchtest

SIZE NASIL DAVRANILMASINI ISTIYORSANIZ BASKALARINA DA OYLE DAVRANINIZ

Do unto others as you would have them do unto you

Regola Aurea ☞ Golden Rule

Engineering in Europe

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On the Cover ...

Adriano Di Gleria (left) updates Brian Dykes, project engineer, on the exterior paint job of Caserma Ederle's addition to the Child Development Center in Vicenza, Italy.

Change of Command



Col. Lee A. Staab holds the Europe District Colors across from outgoing commander Col. Michael R. Pelkey during the July 24 ceremony. Brig. Gen. M. Stephen Rhoades, North Atlantic Division Commander, at left, officiated. Lloyd Caldwell, Deputy District Engineer, also participated.

photo by Byron S. Kimbrough

By Brian Temple

Col. Lee A. Staab took command of the U.S. Army Corps of Engineers, Europe District from Col. Michael R. Pelkey, July 24 in Wiesbaden, Germany.

Approximately 240 guests gathered at the Wiesbaden Army Airfield to witness the exchange of the colors.

Staab, who recently served as the Executive Officer, Assistant Secretary of the Army (Installations and Environment), said he and his family are privileged to work with the Europe District team.

"We're looking forward to working with you, working for you, and living among you during the next three years," he said to District employees, United States Army Europe (USAREUR) and *Bauamt* officials, and customers. "I pledge to continue providing

professional engineering support while building a strong relationship with you all."

Building relationships and providing quality service are cornerstones the District builds upon. Cultivating both while tackling new challenges will be a task for Staab, said Brig. Gen. M. Stephen Rhoades, Commander, North Atlantic Division.

"This is a great organization. Mike [Pelkey] has positioned this organization for success and you've got the flag of responsibility. You will continue ... to bring this organization to the next level of success. I have every confidence in you to be able to do that," Rhoades said.

Rhoades said Pelkey moved the District forward through some of the most difficult times it has seen in 40 years, and that the District is poised for Staab to continue its pattern of growth.

Europe District will be key in meeting the needs of the nation through deployments and future contingencies, Rhoades said, and Staab will hold the reins of the District as it moves toward protecting the interests of the free world.

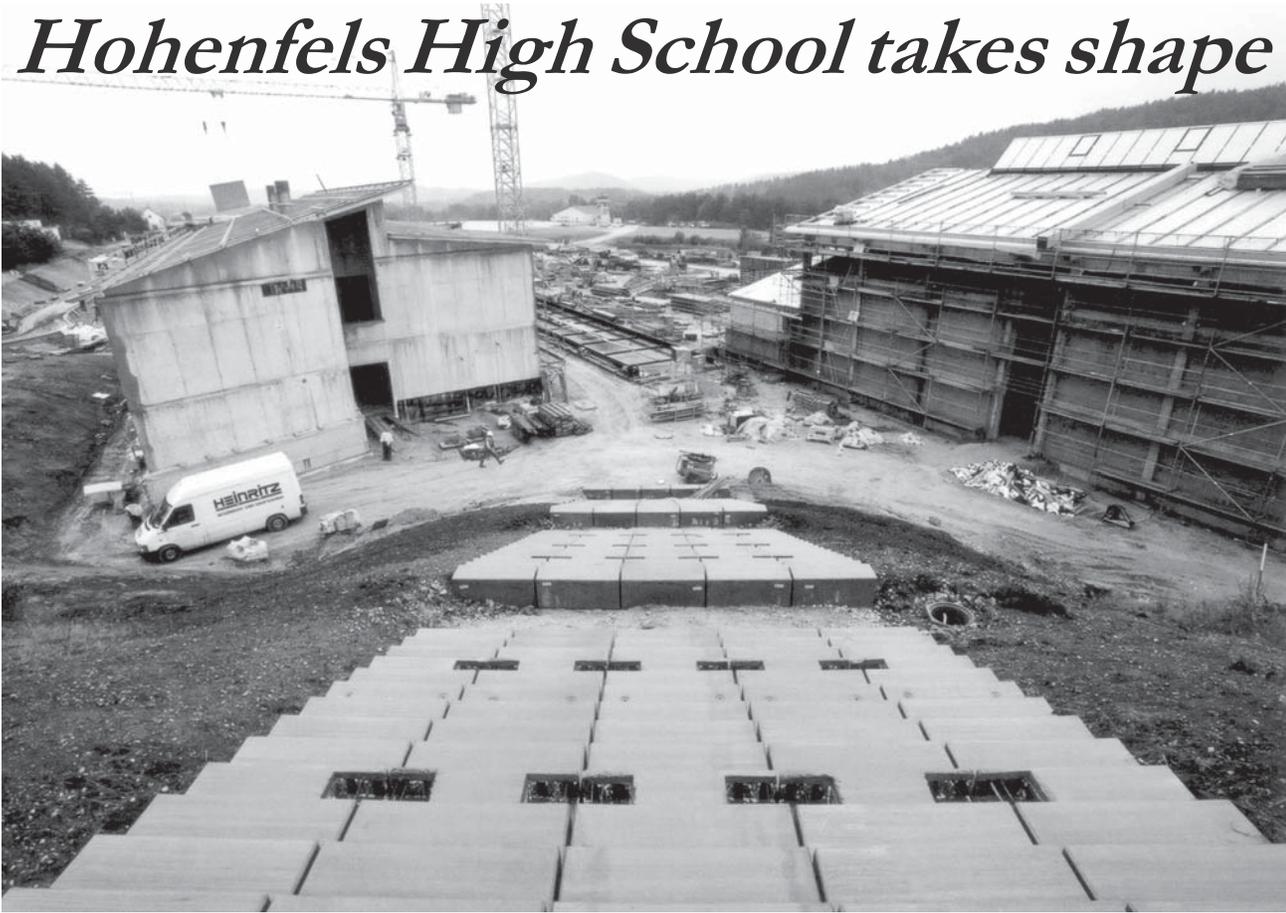
Rhoades said through the District's leadership and teamwork, Europe District has gone beyond Europe to a global reach.

Pelkey also recognized the team's accomplishments.

"You look across Europe and you look at all the installations and all the projects that have been accomplished in the last three years – it's mind-boggling," Pelkey said.

Pelkey ends his three-year tour to become the director of the Common Leader Training Directorate at the Maneuver Support Center, Fort Leonard Wood, Mo.

Hohenfels High School takes shape



Preformed steps from the sports field lead to the Hohenfels High School classrooms, left, and gymnasium, right. Completion for the \$12 million project is set for the 2003/2004 school year.

By Brian H. Temple

By now, most students have returned to their classrooms, met their teachers, and have trudged home with homework.

They've milked each second between class periods catching up with friends and mumbling their annual mantra of "Man, where did the summer go?"

Come Fall next year, however, Hohenfels High School students just might have more to talk about as they return to a new \$12 million facility.

The school, under construction for the 2003/2004 school year by Klebl, *Staatsliches Hochbauamt Regensburg* and the U.S. Army Corps of Engineers, Europe District, will hold just over 300

students and comes equipped with a gym and a track and field.

William Winslow, architect and facility manager for the Department of Defense Dependent Schools,

"... all of a sudden a new learning environment pops up."

William Winslow
DoDDS architect

said it is tons of work to open a new school, "but it is always fun because all of a sudden a new learning environment pops up. The faculty is excited, the kids are excited, at least you get a couple of

years of good education before everybody starts moaning again."

Winslow said the project is long overdue because students have attended classes in an improvised facility for nearly 10 years. Prior to the closure of the Nuremberg community in late 1993, area students attended the Nuremberg High School.

Winslow said Europe District and DoDDS put together a temporary high school in Hohenfels in '94 out of nothing in about seven months. Several buildings were converted, others were constructed, furniture was moved, and science labs from the Nuremberg school were "cannibalized" to get a facility together.

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Field Force Engineering sets up Marines for MEDCEUR 02 blast

By Grant Sattler

In Europe District's first "live fire" Field Force Engineering training deployment, a three-member team traveled to Estonia June 24-28 to conduct an assessment in support of U.S. Marine Corps participation in Rescuer/MEDCEUR 02. The CJCS exercise was conducted July 15 to 29 with the Baltic nations of Estonia, Latvia, and Lithuania.

"We were asked to look at six buildings in Estonia's Klooga Range," said Shawn Pelowitz, project manager and FFE team leader from Europe District's International Engineering Center. "[Marine Forces Europe] wanted to do explosives breaching training during the combined exercise, so we went to assess what the impacts would be environmentally and from a risk and life safety standpoint."

The Estonian Ministry of Defense offered exercise planners a collection of deserted, Soviet-era barracks and administrative buildings as training aids for USMC Reserve 2nd Platoon, Company A, 4th Combat Engineer Battalion, 4th Marine Division from Charleston, West Virginia, and their Estonian counterparts.

Major Jim Tuemler, the MARFOREUR engineer officer, said, "The buildings on the former Soviet armor range were mostly multi-story, block construction. Naturally, there were concerns with the stability of the structures and the risk of collapse when breaching charges were used to develop entry points through the block walls."

Pelowitz, who provided structural assessments, was joined by Europe District Environmental Engineer

Stephen Stouter and Suresh Kikkeri, an environmental specialist from Baltimore District.

"I called it a 'live fire' because it was a real mission where we had only 21 days to do it – to deploy, get there, get the work done and get back," Pelowitz said. The training gave FFE team

members familiarity with engineering in a field environment and in a foreign country.

Tuemler said IEC responded very quickly to the request. "Within an extraordinarily short period of time, Shawn responded that he could assist, that he had secured funding and was prepared to execute," he said. "Once coordination was completed with the host nation, he and his team set off, conducted the survey and provided a very detailed and professional report, including photographs, all within about 10 working days."

The IEC provided the MARFOREUR exercise planners with a risk assessment and environmental considerations that enhanced their training and allowed them to conduct it safely.

"We didn't tell them where to place their charges, but did tell them which types of walls were likely to collapse completely," Pelowitz explained. "We also recommended against having any personnel inside the buildings, like entering through the back, while they were blasting." When clearing a building in urban terrain warfare, troops might blast from room to room, but the condition of the concrete and masonry structures being used meant the training needed to be done on exterior walls from outside.

"The report was crucial to the development of the Operational Risk Management plan for the exercise and to the safe and successful execution of the mission by our Marines," Tuemler said.



photo by Shawn Pelowitz

Environmental Engineer Stephen Stouter points out the next building to be checked during a "live fire" exercise.

By Brian Temple

Immediately after 9/11, Ramstein Air Base gates closed on truckload after truckload of fill material needed to elevate the site before beginning the construction of the 86th Contingency Response Groups \$4.3 million Central Planning Facility.

But despite the critical initial delay, officials say they have pulled together to make up much lost time on the consolidated headquarters, intelligence watch, and alert force facility project that was originally scheduled for completion this October.

Capt. David Anason, Military Construction/NATO project manager for the United States Air Force Europe, said ground water levels posed a problem that the original design did not consider.

Fortunately, bids came back lower than Anason expected, so money was available to build the site up by three feet.

Anason said the Corps “did a great job in getting the modification put into the design,” especially because the modification had to be done quickly. There was a rush to bring in the amount of needed soil to stay on schedule, and it was at that point when the Sept. 11 attacks occurred.

“They [security police] shut us down. We couldn’t get the soil in. ... We had three to four hour delays each day on every truck,”



photos by Byron S. Kimbrough

Employees of Europe District and the Military Construction/NATO project manager for the United States Air Force Europe, inspect the 86th Contingency Response Group’s \$4.3 million Central Planning Facility site in July.

said Roby Roberts, project manager for the CPF.

Anason said, “This was right during the time when we wanted to bring in a whole bunch of dirt. That was the big delay that happened in the beginning.”

The contingency response group, part of the 86th Airlift Wing, consists of more than 40 different disciplines that work together to respond to contingencies. They currently coordinate actions from different locations, but the new facility will enable them to react more efficiently.

Col. Steven Weart, commander, 86th Contingency Response Group, said the group’s most recent deployment to Kyrgyzstan’s Manas International



Thomas Kies, right, project manager for the Central Planning Facility and Jörg Bischoff, LBB Construction representative attend a weekly construction meeting.

Airport involved weeks of planning, but if the planning timeline had to be “conducted in hours

instead of weeks, the new facility would have greatly aided our mission.

“The successes of this team are largely due to the ability to work closely together, interface effectively during planning, and communicate their part of the plan to other members. The facility is designed to allow this group planning effort while allowing small groups to meet and

plan as well," he said.

Like Weart, Roberts said teamwork is essential to success. Roberts said all the parties involved in the CPF project worked together to find a solution to the initial security delays.

He said his office worked with the security police, the *Bauamt*, the base civil engineering staff, and the contractor to solve the problem.

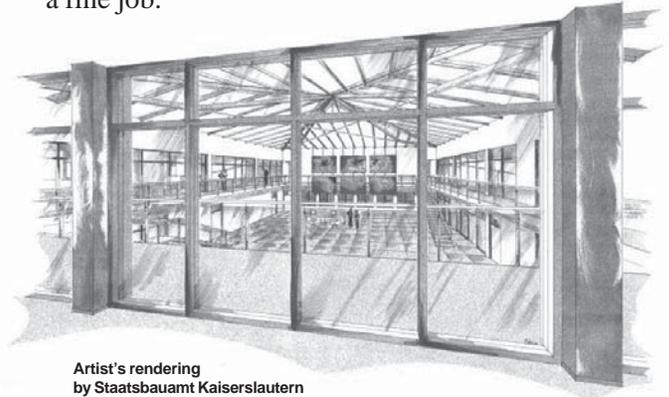
"The SPs opened another gate for us for a while. They wanted to have an escort for the trucks, but they finally settled for inspecting the trucks and then letting them through," Roberts said. "The guards were moving everything a little faster once the tensions died down."

Good weather and an efficient workforce on the site helps, Roberts added.

He said partnering with the *Bauamt*, LBB-Neiderlassung Kaiserslautern, and Peter Gross GmbH

& Co. has been "fantastic" and he attributes the increased production of the project to those relationships.

Although the project's completion date has slipped back six months to April 2003, Anason said, "I can't blame the Corps for any of this. I think they're doing a fine job."



Artist's rendering
by Staatsbauamt Kaiserslautern

Summer employees boost productivity

By Brian H. Temple
and Grant Sattler

Help came to Europe District this summer in assorted sizes.

High school students processed hundreds of administrative tasks at headquarters, engineering interns worked on design and coordinated projects with project management, and West Point engineer cadets helped in field offices and continued their education on military construction.

Summer hires

Jeremy Dumas, a 16-year-old student at Wiesbaden's General H.H. Arnold High School sorted mail, processed print jobs, and completed a telephone survey for the command.

The tasks may sound routine, but Dumas and more than a dozen other temporary employment hires filled a void that many full time employees feel from the fall through the spring. "I always have enough work to keep a part-time employee busy," said Christy Smith, managerial assistant for

Europe District's Information Management office. "We were definitely better off having him on our team this summer. I wish we could get a part-time student for the whole year."

To Dumas, it was an opportunity to make good money and meet people.

Dumas said he especially liked the larger paycheck he received versus those other teenagers earned while working with the United States Army Europe. Dumas said the Corps' program pays almost three dollars more than USAREUR summer hires received.

Picking up new skills and networking with new people will bring Dumas back next year, he said, although a paycheck does come with a compromise. "I don't like waking up early," he said.

Interns

Two students from Baltimore's Morgan State University, and one from the University of Kansas arrived with years of higher

education, and the Project Management section provided them with experience.

Three students, part of the Advancing Minority Interests in Engineering (AMIE), honed their skills over the summer and some plan to later serve with the U.S. Army Corps of Engineers.

One student, Israel Miller, worked for the Wiesbaden Project office and took the lead on the Wiesbaden Army Airfield's new \$800,000 fitness center. "I took it from 60 percent to a final design and I think that's pretty good. We now have a date for a bid opening and a date for the start of construction. It was pretty successful," he said.

Heading back to complete his senior year he said he was impressed with being given a project of almost a million dollars.

Miller said he hopes to return to Europe District next year, but on the full time payroll.

Cynthia Turenne, also from Morgan State University, worked for the TUSEG Program

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I T A L Y

Bella Italia

By Brian Temple

Europe District's engineers in Italy perform a difficult juggling act. From job order contracts with four-digit price tags to hundreds of thousands of dollars in Multiple Award Task Order Contract work, engineers try to balance a multitude of projects and their time to please their customers.

The Navy remains the proponent for MILCON construction throughout Italy, so the Corps aims to provide services to the DPWs for O&M funded construction projects. The JOC and MATOC contracts serve as additional "tools in the customer's toolbox" to get the work done.

With offices in the Colli Berici wine region, at the base of the eastern end of the Dolomite Mountains, and west on the Tuscan coastline, Europe District employees persevere to improve their communities and to cultivate them into an integral part of "Bella Italia."

Vicenza

By January, the completion of a yearlong influx of approximately 1,000 new soldiers and family members to Vicenza should be complete.

With one base, Caserma Ederle, already servicing the U.S. Southern European Task Force (Airborne) and the 22nd Area Support Group, facilities and infrastructure needed improvement to accommodate a new second battalion of 173D Airborne Brigade troops.

From sewage system replacement and facility renovations to a Child Development Center annex, Europe District's Vicenza team persists to help ensure the post is ready for its new arrivals.

Brian Dykes, project engineer, pulls out an inch-thick book titled "Unified Facilities Criteria, Child Development Centers," and explains the design-

build process with the four-room addition to the CDC.

Dykes said the book dictates requirements on everything – from allotted space for the entryway down to what materials the builder can choose. But working through the various echelons to get decisions can take time, said Dykes, who coordinates changes with the user and Directorate of Public Works up to the United States Army Europe level.

"There are hundreds of things in there ... the furniture, the distances, and volumes of air," Dykes said. And in some cases the customer "flat out wants the 'Cadillac' of what is in the requirements."

Dykes said he has searched to find local materials, but that the requirements do not necessarily take Italian materials into consideration. He said the basis of the layout of the 315 square meter, four-room addition was taken from a floor plan developed for a CDC in Germany and adapted by the customer for local requirements. Local materials such as Italian marble window sills, clay tile roof, and stucco walls, will be used.

"It is similar to what they have in Germany with an Italian twist," he said.

Dykes, who was previously the project manager for the CDC project at Florida's MacDill AFB, said the requirements are tight because the structure has to meet U.S. federal requirements to obtain certification as a child care center. He also knows the customer is passionate about having the best product for the children.

"The fact that the customers are pretty demanding and want what they want, you just have to understand that and do it," he said.

The annex will alleviate the waiting list for care, said Ann Webber, director of Caserma Ederle's Child Development Center, but its main purpose will be to accommodate the arrival of more children. The CDC currently uses



photos by Brian Temple

Workers paint the exterior of the Child Development Center addition on Caserma Ederle in Vicenza.

two rooms in the School Age Services building next door, but if the numbers of arriving children are minimal, Webber can place them all under one roof.

“Everybody has adjusted really well to the construction,” Webber said. “The construction crew has been really safety minded as far as the children. ... The project manager has been wonderful. He checks in to make sure that we don’t have any problems.”

“We have a high demand for hourly care, and we will now be able to fulfill those needs too. Right now we do have to turn away some children. Everyone desiring childcare will have a place for their children,” she said.

Aviano

Vicenza Resident Engineer Larry Riles said the Corps team throughout Italy is composed of project engineers essentially working as “field project managers.”

With a majority of their work accomplished through Job Order Contracts, individuals do everything from scoping and costing out a project, to conducting final inspections.

“Several of these guys have never done this work before, but they’ve caught on real fast,” Riles said. “I don’t know how it happened, whether it’s luck, providence or something else ... I’ve got top-notch people.”

Two of these “top-notch” employees are former Air Force Base Civil Engineer employees working in the Aviano community. From repaving a parking lot for a \$6 million contingency dormitory renovation they completed in 1999, to the oversight of Department of Defense award-winning build-to-lease housing projects, these two saw \$2.5 million in projects this past fiscal year.

Moon said that as the Navy has the lead on Military Construction in Italy, the Corps tends to get the smaller projects which are accomplished by JOC and

MATOC contracts. However, their list of customers is large, he said.

The Corps has done work for the Air Mobility Command on a renovated passenger terminal, and the Medical Command on a dental clinic. The Medical Command has just asked the Corps to do a project at their Medical Clinic as well, Moon said.

“We’ve also done work on behalf of the Navy for the Air Force.

We’ve demolished buildings, ripped out utilities, and opened the site so it’s clean and they can come in and construct the building.”

Moon recently added the Army to his list of customers. In September, Company B, 5th Battalion, 158th Aviation Regiment will get a helipad for their Blackhawk helicopters. The \$140,000 project will coincide with the Navy’s six-



Quality of life projects are a large part of Europe District’s successes. Here in Aviano, the Corps team installed lights and planted trees throughout the sports complex for sports enthusiasts and fans to enjoy.

week replacement of the runway.

With a “cradle-to-grave” approach on construction projects, Moon said the process is the same whether he completes a \$30,000 job or a \$500,000 job. He said this summer’s arrival of Cheryl Drak, a Contracting Officer in Vicenza, will improve the contracting function for their office.

Tony Frank, who has been in the office since 1998, will complete the oversight of a multi-million dollar project in January – a five-year project involving 530 housing units in Italy’s first build-to-lease housing.

“The Corps was involved during the design process, and [the Base Civil Engineers] booked us and we stayed on board for the floor review and the QC (quality control),” Frank said.

The housing units, each with its own design, are in 19 locations within 30 minutes of base, he said. The final six contractors were each given a portion of units to build, the largest contractor with 205, down to 24 for the smallest. There are approximately 30 units left to be completed by October and 20 by January, Frank said.

Continued on page 10

The scope of the project was vast and diverse Frank said, and he wishes he could have seen the units completed earlier. “I feel very responsible,” Frank said. “I would have liked to have finished these last year, but problems with a contractor delayed the process. We lost a year, but I’m going to see it through.”

Being a local has helped Frank keep the contractors on their toes, too. He knows the language and the cultural nuances, and both aspects have served him well, he said. Official oversight of the project is retained by the Base Civil Engineers, so it was a challenge for Frank to tweak the construction process.

“You’ve got to understand their character and you have to be able to bring them in to see your point,” he said.

The relationships Frank has built with the customer and contractors have led them all to receiving collective kudos. Both the San Quirino Housing Units and the Valleloncello Housing Units won Department of Defense level awards for their design.

Wayne Gifford, Deputy Base Civil Engineer for the 31st Civil Engineering Squadron said, “They are part of the CE (civil engineering) family and I think we get along excellently. Without question we will continue to use these guys. We appreciate what the Corps brings to the plate and their willingness to work with us. It helps.”

Camp Darby

About 15 minutes south of the Leaning Tower of Pisa, nestled among the coastal pine trees, you’ll find Europe District’s southernmost Italian office - Camp Darby. With only two sizeable streets on post, and a storage depot nearby, the overall community is small, but the workload is large.

With contracts such as a \$243,000 soil and water remediation project, the \$588,000 renovation of

Morale, Welfare and Recreation’s American beach facilities, the \$1 million repair of the Health Clinic HVAC system, the \$1.2 million replacement of the potable water distribution system, the Housing Total Maintenance contract, the DoDDS Facilities Maintenance Contract, JOC and MATOCs, the three-person team jumps into just about anything.

Eric Fino, a project engineer who arrived six months ago, agrees with Riles, resident engineer in the Vicenza Office, that the Camp Darby team operates like a group of “field project managers.”

“I come from a small district, Albuquerque, where we were one man deep on everything, kind of like we are here. So I’m used to doing a lot of things that people in other districts aren’t used to,”

he said.

With a majority of his workload coming from job order contracts and MATOC, Fino said his office doesn’t have the big contracting or engineering operations that some project offices have.

With customers at the Directorate of Public Works, the medical clinic, the schools, commissary, the housing office, and Morale, Welfare and Recreation, one learns to take on responsibilities such as project management, project engineering, contracting, writing project specifications, and even completing designs, Fino said.

“I like doing this, it’s good,” he said. “Personally, I’d rather get involved with the whole thing, than just getting a little portion. Give it all to me - that way I’m responsible for all of it.”

And, getting involved with a project, especially in a new discipline, can open one’s eyes as well.

Project Engineer Harry Kronley has been with the



Elvi Milan, contractor with Lena Luciano SRL, staples end caps on rain gutters at Sedrano Housing. Thirty units will be open by October.

office since March of 1998. One contract he has been overseeing is the replacement of four underground gasoline and diesel storage tanks, and the related soil and water reclamation system exceeding \$700,000.

When Kronley arrived he initiated a contract intended to filter out gasoline that leaked from underground tanks into both soil and water on post. He had to learn about soil vapor extraction as well as groundwater treatment through a stripping tower. Breaking through both the Italian and U.S. environmental regulatory red tape and dealing with the Italian environmental agencies was a challenge.

(Right) Carbon elements are removed from a water filtration system near a former Directorate of Logistic's gas station at Camp Darby, Italy. This filtration system is part of a \$243,000 water and soil remediation project involving the DOL station. Another method of filtration is being used nearby at the AAFES gas station on post.



photos by Brian Temple

“It’s a new arena for me,” Kronley said. “I had not done water or soil remediation until I started here with the Corps. It is interesting because it’s something the Corps is heavily involved in, but I’ve had to learn a lot of things the hard way.”

Being far from Europe District headquarters in Wiesbaden, Kronley felt somewhat isolated, but he said he has been able to work closely with Fred Brown, project manager for the Environmental Team.

Although the Corps has conducted environmental studies in Italy in the past, this was their first major environmental project in country, according to Kronley. “We’ve had problems with permits and

problems with Italian laws that we were not familiar with,” he said.

Taking on projects with a steep learning curve, along with demanding schedules, while learning to accept differences in work cultures is a challenge the three in the office have experienced.

“You have to learn to be patient,” said Matthew “Macky” Catania, construction representative. The workmanship varies with each subcontractor and the schedule fluctuates, he said. We are used to stateside schedules and regulations, but things in Italy are different. “The Italians work at their own pace. The people are very friendly and the jobs I’ve worked on, they’ve tried their best,” he said.



(Left) Harry Kronley, project engineer (right), talks to Sando Filippi, partner with Construziono Filippi, Renzo & Figli S.n.c about the filtration system’s progress.

Hohenfels airfield control tower rises

By Brian Temple

The reinforced concrete walls may look dull, but try to tell the Hohenfels controllers that their new airfield tower is not “structurally creative,” and they will tell you they cannot wait to move in, regardless of how it looks.

The U.S. Army Corps of Engineers, Europe District, *Staatliches Hochbauamt Regensburg*, and Mickan construction are building an \$877,000 airfield control tower in Hohenfels, Germany. The new facility is scheduled to open in May 2003, and will replace the half-century-old tower currently in use.

Chief Warrant Officer Frank Boswell, the 282d Base Support Battalion airfield commander, said the present tower was condemned in 1995. Engineering officials then issued a “live load,” an allowance of how much weight the tower could safely support. That limitation has kept flight controllers from expanding their operations.

Two Combat Maneuver Training Center aviation units and a permanent Medical Evacuation (MEDVAC) crew currently use the airfield, as well as NATO and U.S. transient aircraft. With new avionics equipment and plans to host unmanned aerial vehicles (UAV), Boswell said they need a larger, up-to-date tower. The new tower will have office space for 14 people, as well as seven controllers in the 38-square-meter cabin, he said. The UAV unit accompanying the aircraft operates from remote sites, but Boswell said the tower could accommodate some of their staff if needed.

Boswell said the new tower will certainly be better than what he has now.

The last tower was probably built by troop construction, he said. “It was kind of a hasty project, but the tower lasted 47 years.”

Although construction of the new facility may seem straightforward, it could have had the makings of a proverbial “Tower of Babel,” at

least for the project engineer.

Rosanna Alcantara, project engineer for the five-story project equipped with a conference room and kitchen, moved to Germany in June from Washington D.C. and said the language barrier has been an adjustment. She is not accustomed to managing projects accomplished by the indirect process under the international agreement known as ABG 75.

“The challenging thing is that my contractor doesn’t speak English, and I haven’t learned German yet,” Alcantara said. “I meet with the *Bauamt* representative, and he speaks English. I’ll go to the meetings; he’ll speak in German and relate the highlights to me. I’ll ask him questions that I specifically want to know so we can communicate that way.”

With a German-English dictionary in hand and having enrolled in beginning German, Alcantara has taken steps to keep the project going. She maintains good relations with the contractor and the *Bauamt* representatives, and she said she gets outstanding support from her office colleague, Hans Hirschmann. Hirschmann, a native of the area, originally had responsibility for the project, but turned it over to Alcantara in order to work on other large jobs such as the Hohenfels High School. He has continued helping Alcantara through the process, however.

This teamwork has apparently worked, too.

Boswell said everything his team brought up that needed to be addressed, Alcantara worked into the planning and construction. “We are more than pleased with them,” Boswell said.



photo by Byron S. Kimbrough

The Hohenfels airfield will have a new vantage point with the May 2003 completion of this \$877,000 control tower.

Chief makes Mideast visit

By Grant Sattler

Chief of the U.S. Army Corps of Engineers Lt. Gen. Robert Flowers visited Corps projects in Israel July 23 and 24.

The USACE Israel Program Office, belonging to North Atlantic Division's Europe District, is constructing military facilities being built on Israeli territory to house Israel Defense Forces troops and equipment relocated from installations in the West Bank. The \$228 million construction program is a result of the 1998 Wye River Memorandum agreement between the Palestinian Authority and the Government of Israel.

During his quick trip, Flowers visited the U.S. Ambassador to Israel, the Defense Attaché, and Israeli Ministry of Defense officials, and made site visits to the Southern Infantry Training Base in the Negev desert region, the Israel Program Office in Herzliya and the 320-acre Nachshonim Storage Base east of Tel Aviv.

"The Chief's focus while he was here was on the people," said Deputy District Engineer for the Israel Program Lt. Col. John Rovero. "He wanted to know what our personal concerns are."

The compressed visit, shoehorned between a tour of Corps work in Egypt and scheduled Congressional testimony on the Hill, meant the opportunity to have a town hall meeting with the Corps of Engineers' senior leader was even more appreciated by the fewer than 20 Corps employees in Israel. "His visit did a lot to raise the morale here," Rovero said. "It's great to know folks outside of Israel care."

IPO Resident Program Manager Mike Iarosis said the Chief's priorities were "... Corps folks, stakeholders, and projects, in that order."

Flowers saw the progress being made on the Southern Infantry Training Base, one of two Israeli-designed training bases being built under the program.

Now close to 70 percent completion, the southern base, like its site-adapted sister Northern Infantry



Courtesy photo

Central Base Office Engineer Mike Roach explains the layout of the Nachshonim Storage Base to visiting Lt. Gen. Robert Flowers.

Training Base just starting construction, includes firing and maneuver ranges and the full spectrum of support facilities, from classrooms and barracks to dining halls and a gymnasium. Work on the southern base project has been slowing over the past four months, however, due to the inability of the contractor to hire third-

country national (TCN) workers with the skills needed for finish work, Iarosis said.

The TCN issue was one topic of discussion with U.S. Ambassador Daniel Kurtzer, Rovero said, however no change to the Israeli foreign labor policy is expected soon.

"It will remain an issue," Rovero said. "We just have to continue to make sure the Israeli MOD is aware that the long-

term result will be longer project durations and more cost."

Other topics included Corps support to the American Embassy Community, overall security, and possible areas where Corps expertise could benefit the Government of Israel in the future, such as management of water resources, Iarosis said.

Before departing the next morning, Flowers visited the \$125 million Nachshonim Storage Base. Designed for long-term storage and maintenance of Israel Defense Forces combat equipment and vehicles, the site will allow reserve units to reposition from other areas within Israel and the West Bank. The base's 205 structures are laid out at varied elevations on a pie-wedge pattern around a central logistics area housing equipment maintenance, administrative and life support facilities for a 500-person cadre.

"General Flowers said he felt it was very important to make this trip," Iarosis said. "We were very impressed that he went well out of his way to visit us, even if it was only for 23 hours."

"The Chief's focus ... was on the people."

Lt. Col. John Rovero
Deputy District Engineer, IPO

Fisher House II on fast track

By Brian Temple

Fisher House II, the second “home away from home” housing families of servicemembers obtaining care at Germany’s Landstuhl Regional Army Medical Center, will open in December, one Europe District official said.

Bernie Rodriguez, project manager for Europe District, said in August that the project is 45 percent complete and on track for the scheduled December ribbon cutting.

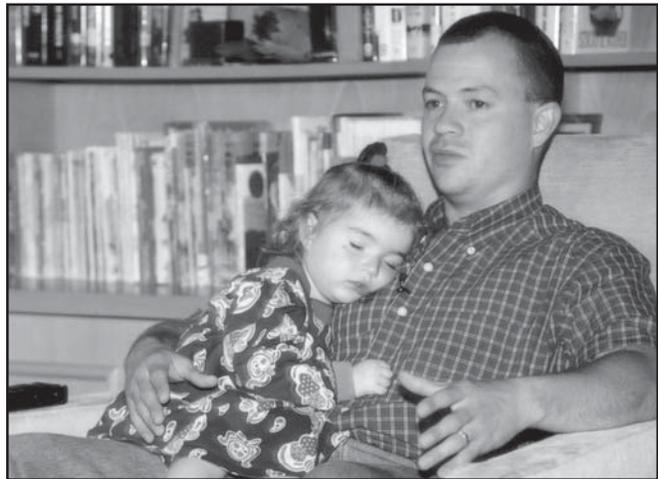
The new \$1.5 million price tag includes preparation of the lot, the construction, and features a 7,900-square-foot, two-story home capable of housing 11 families. It also has six handicapped-accessible family suites, five standard suites, and a children’s playroom.

“We call it a house and a half,” said James Weiskopf, spokesperson for the Fisher House Foundation, Inc. The house is larger than the standard 5,600-square-foot homes the foundation builds. This is the 31st house for the foundation and the second in Europe.

Rodriguez said the construction schedule has been a challenge because the usual construction duration has been compressed. “Our aim is to expeditiously deliver a unique product that is well recognized and has become essential to the well being of military families during times of duress,” he said.

Construction of Fisher House II is a direct result of the events of Sept. 11 and the deployment of troops to Afghanistan, Weiskopf said. “The most important thing for us is to open up the house as soon as possible.”

Arnold Fisher, the chairman of the foundation, heard there was a need for more space to house families related to servicemembers injured during Operation



Kaitlin Ellibee, 2, quietly naps on dad’s lap. Staff Sgt. Don Ellibee, a 1st Armored Division soldier from Hanau, is staying at the current Fisher House with his family.

Enduring Freedom and he acted immediately, Weiskopf said.

There had already been a groundbreaking for another house in Hawaii, but the project was put on hold to put “all of our efforts into this one first,” he added.

Sue Johnson, assistant manager at Landstuhl’s first Fisher House, said they have a 97 percent occupancy rate and there is a continual demand for rooms. She said the first house hosted 35 families who had servicemembers wounded in OEF.

Johnson said they take referrals from all sources: U.S. servicemembers and their families, embassy personnel, as well as occasional foreign forces serving in conjunction with a U.S. mission.

Family members staying there do not take the emotional bonds they develop with other residents for granted.

“There is a bond because everybody ... here has somebody who is being cared for,” said Staff Sgt. Don Ellibee, a 1st Armored Division soldier from Hanau, whose daughter was born nine weeks prematurely.

He said he and his wife built relationships with several occupants who had family members wounded in Afghanistan. “They held a Purple Heart ceremony, and my wife attended. I know the family members were thankful for those who did come,” Ellibee said.

Rodriguez has seen this in action having observed the day-to-day functions of Landstuhl’s first Fisher House.

“This second house will further the service provided to the community and will continue to support the quality of life of our military,” he said.



photos by Byron S. Kimbrough

The \$1.5 million Fisher House II, located at the Landstuhl Regional Army Medical Center, has adhered to a fast track timeline and is scheduled to open in December.

High School halfway to finish

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Hans Hirschmann, a project engineer for the new school, said he helped convert the former elementary school into a middle school and a high school, but DoDDS had wanted to build a bona fide high school for years.

The original budget allotted \$16 million, Winslow said, but over the past seven years 25 percent had been chiseled away. Winslow said the final product will not suffer, however. "I'm of the opinion that this is one of the better designed facilities that we have seen in a long, long time. There is a lot of attention to detail, good choices of materials, and good layout," he said.

"It's finally coming out of the ground. It is the old story of feast or famine. It took us seven and a half years to get it designed and to get it to the point where we are now," Winslow said. And that "point" is halfway to completion, on schedule and on budget.

According to Hirschmann, this past winter was relatively mild for Hohenfels and rainfall was at a minimum. That helped the contractor stay on schedule.

Additions and changes usually raise a project's costs, but this one has equaled itself out, Hirschmann said, mostly because of proposals made by the contractor.

Winslow agrees. He said Klebl is one of the best contractors he has worked with in 20 years. "If they want to modify something, or they want to offer a change in materials, it is amazing, but in most instances, it is a better solution than what was designed, and it has so far wound up costing the same or less," Winslow said.

With some cooperation from Mother Nature and through the communication of the Hohenfels team, Winslow is pleased. "I can't think of a negative experience we've had with them [EUD] out there, and the same can be said for this particular project," he said.



photo by Byron S. Kimbrough

I HOPE THOSE WEREN'T THE BURGERS

Steven Daniels, Morale, Welfare, and Recreation program manager with the Project Management Branch, helps his daughter, Micah, 7, extinguish a fire at Europe District's summer picnic July 12. The Biebrich Volunteer Fire Department participated in the day's events with fire safety exhibits.

PROFILE

Europe District

David Braidich Engineer of the Year

By Brian Temple

“If someone did you a favor – something big, something you couldn’t do on your own – and, instead of paying it back you paid it forward to three people ... and each day, everyone in turn paid it forward to three more people, in two weeks that comes to 4,782,969 people.” – excerpt from Warner Brother’s *Pay it Forward*.

David Braidich was awarded Europe District’s 2001 Engineer of the Year honors during June’s commander’s call in Wiesbaden for doing just that – paying it forward. He volunteered more than 200 hours of his time to help design and build a Ukrainian orphanage, and developed clerical tools to save fellow engineers time and money.

“If it wasn’t for my experience in doing engineering work with the government, I certainly wouldn’t have what I need to go out and share these talents with others ... to me it’s a natural thing. I’d like to give something back because God has blessed me,” Braidich said.

Braidich, who has been a barracks designer for almost two years at Europe District, has shared his blessings with others via Engineering Ministries International, a Christian volunteer group based in Colorado.

“I can give to other people and help others, especially orphans in Ukraine,” he said. “They think they’re worthless, so for somebody to come over there and do something for them, it really picks them up. It fills them up and they may think, ‘Hey, maybe I’m worth something.’ Maybe somewhere down the road these kids may bring their life together instead of going down the wrong road and into the streets.”

Braidich spent two weeks in October 2001 at a project site near Forcee, Ukraine, to conduct a preliminary survey for what would be a new village for the 150 orphans. He

analyzed the infrastructure, utilities and local resources in order to incorporate them into his work. He designed the gas, water and heating blueprints for the village, which was composed of 15 homes, a school, shops, warehouses, a conference center, and a church.

Braidich previously worked for NASA in his hometown of Cleveland, and said he has augmented his skills working with the District.

“It is definitely a challenge over here ... but you can get experience over here that you cannot get anywhere else. One of the big differences is that I get to see how the Germans do things – and they’re good. There is a lot to be learned from the German way of doing business,” he said.



photos by Byron S. Kimbrough

David Braidich measures the size of a domestic hot water generator at Kelley Barracks in Darmstadt.

Renovation is the most intricate type of construction, Braidich said, and retrofitting existing ventilation, heating, and plumbing designs into a “cookie cutter” barracks design is difficult. Changes are made to each project, Braidich said, and it is challenging to keep up with the technicalities of each one. To tackle the job he decided to improve an archaic spreadsheet to help him with his day-to-day work.

He spent hours, both in and out of the office, updating and tweaking a spreadsheet into a tool that could help save time. “It does our heating calculations, ventilation calculations; it can size piping and it’s used for a lot of the repetitious tasks that we go through when we are doing the design.”

Braidich said he likes things to be systematic. He is more comfortable if he can clearly see what steps have been taken on a project. Initially designed for his use, he

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made modifications to the spread sheet so others in barracks and housing design could take advantage of it.

“We have so many projects that it really can get difficult retracing your steps, and I did this so it would create a clear document for each job so anybody could go back and see exactly what all the definitions were for a given job,” he said. “You cut down on errors and omissions. I purposely put it together so that everybody could use something a bit more user-friendly.”

Braidich said that he enjoys helping others. He enjoys the team he works with and they have helped

him with challenges over the past. “The team I work with directly is really good. Our way of working as a team certainly reflects well on us as individuals. They’re certainly a pleasure to work with.”

Braidich earned the top honors as Engineer of the Year by sharing his talents and “paying it forward.” But his award, in a sense, pays him back too – he received a \$1,000 reward. He has been without a car since his arrival, and he hopes to put it toward the purchase of a new car, perhaps the Jeep he has been eyeing.

Cheryl Buzard Employee of the Year

Selection as Europe District’s 13th Employee of the Year was a pleasant surprise for Housing Manager Cheryl Buzard.

“I was shocked. I get paid to do this job,” Buzard said on being named for the honor for 2001. “I’m really, really grateful ... that somebody feels this way about me.”

Buzard said she appreciates the kudos, but the hoopla is not necessary, as she is simply “doing her job.” Make that doing it very well.

Buzard said she cares for her job, her team, and her clientele, and that makes the job enjoyable. It has not been easy, though. When she arrived almost three years ago, Buzard found multiple challenges. She had no historical files, no tenant files, and no schedule for apartment upgrades. A transformation was needed, and she started the process with a desk, computer, and an empty file cabinet.

Through creating individual tenant files, summaries, and reports, Buzard made an administrative cornerstone on which to build. This enabled her to create a budget, make projections, and develop a schedule for renovations and maintenance. Balcony renovations were one of her first projects.

“I always try to throw quality of life improvements into the budget,” she said. “We put *Rolladens* into all

the units. And extra washer and dryers went into each facility so tenants can have their own.” Many suggestions come from the community council, a group which Buzard credits with guiding her quality-of-life improvements for the 54 units in the Finther Landstrasse housing area in Mainz-Gonsenheim. Dialogue and teamwork are a big part of Buzard’s success, but she has a track record as well.

When she was a GS-5 housing clerk at Fort A.P. Hill, Va., her peers nominated her for the Federal Women’s Program Employee of the Year award. She won locally and eventually took top honors in the Military District of Washington.

Pointing to a picture on her file cabinet of her A.P. Hill colleagues, the Jeannette, Penn. native reminisced about the people that have supported her over the years, but she focused on her current team made up of District Deputy Commander Lt. Col. Stephen Tennant, Sabine McGreevy, Acting Chief of Logistics Management Ruth Bailey, and former LM Chief Karen McKenna, the Total Maintenance Contract team, and the community council. “I could never



Cheryl Buzard, left, and Sabine McGreevy collect housing water quality samples for testing.

do this job without them. I wouldn’t even want to,” she said. “I’m grateful to be leading this team. It’s truly a team effort.”

Buzard said her team has helped her reach many of her work goals, but their support has indirectly helped her with her personal life as well. And, in this case, a \$1,000 award that came with the honor comes at a good time.

Buzard and her husband, David, who works for the Installation Support Branch, Planning Section, are adopting 21-month-old Sarah Evelyn Qiong, a Chinese child. Qiong means “a wonderful future” which began with the two-year process the Buzards have navigated to make it happen. The money will help, she said.

“[Adoption] is a very expensive endeavor,” Buzard said. “One of my coworkers here who has a couple of children said, ‘just open your wallet.’”

Summer hires find experience biggest payoff

Continued from page 7

Management office and learned a valuable lesson – a project manager needs to be a “people person.”

Turenne came here to apply her education and obtain more experience, but, as a self-described introvert, learned that design is more to her liking. She said she will pursue that avenue when she returns to school.

She already got a taste of design work while here in Europe, however, planning a playground for Europe District’s Finther Landstrasse housing.

“I had a say as to what I wanted in a playground and how I wanted it,” she said, but the children had their say as well. “I didn’t want to design a playground that the children wouldn’t like. I interviewed the children, and I asked them what they wanted. They got what they wanted in their playground, so they should be happy.”

Turenne said it was time well spent with the district, and she is planning on returning next May. “Hopefully I can come back out here and be at the ribbon cutting ceremony and I can see my playground.”

Danielle Brooks, whose passion is also for design, came over from the University of Kansas and worked with Wiesbaden’s Program Management office. She coordinated various aspects of barracks construction, family housing, and Morale, Welfare and Recreation projects, but she also took time to indulge in her zeal for travel.

As an architecture student she recently studied the Italian Renaissance and Italian architecture, and a trip to Florence was significant. “You go there and you see all these buildings that you see in books and it’s like, ‘Man, I just studied this!’”

She sites Rome as “an architect’s dream” and she hopes to visit the historic city next summer when she attends school in the Tuscan town of Siena.

Although she took every opportunity to travel and to discover new languages and cultures, she learned a key lesson in the office as well.

“Even as an architect, only 10 percent of your job is design,” Brooks said. “Ninety percent is getting things together, getting money together, and getting your customers what they should have. There are many elements that make a design happen.”

Cadets

Two West Point seniors recently chose a trip to Europe as the topic of choice for their “what I did this summer” essays.



Samantha Vete helps consolidate files during the move to new space for Europe District’s Human Resources Office at district headquarters in Wiesbaden, Germany. Vete and other summer hires proved to be a pivotal part of the work force throughout the organization.



photos by Byron S. Kimbrough

Jeremy Dumas helps run the Information Management Division’s in-house print shop at Europe District Headquarters. Dumas was one of more than a dozen essential student hires this summer.

Cadet Senior Heather Langdon and Cadet Senior Michelle Vargo spent part of their summers visiting U.S. Army Corps of Engineers, Europe District, as part of the Army Individual Academic Development program.

After a brief visit to Wiesbaden for an overview of the headquarter's teams and divisions, they went out to the action.

Langdon spent two weeks with the Baumholder Resident Office. There she visited ongoing barracks and housing projects where she saw work in progress from demolition to pre-final inspection. Majoring in civil engineering, Langdon said the experience will be especially valuable next year as she takes a course in construction management.

"It was also a good way to learn about options for the future, whether in the military or as a civilian," she said. "... there is a lot of diversity in the Corps of Engineers. I had no idea that they have architects."

Across Germany from the Baumholder area, Cadet Vargo visited the Hohenfels Resident Office. There she found Europe District's support to the military mission was something different from the USACE briefings at West Point which highlighted Civil Works.

"It's really different...over here it's all about troops. They're trying to re-do barracks, they're planning for down range," Vargo said.

She found it especially different because most work in Europe is

conducted through the indirect process.

"Unless you speak German, you can't be involved because the meetings at the *Bauamt* are conducted in German," she said. "It's important to see how they did get over the language barrier."

Vargo also had a look into how everything works, she said. "I didn't know how it progresses from design and the process."

She learned how German and U.S. regulations are applied and how German and U.S. engineers manage projects.

Like Langdon, Vargo said she learned from visiting various work sites and seeing the timelines and planning considerations.



WEST POINT GRADS PRIMED FOR CORPS

2nd Lt. Christopher Bowen spent about seven weeks this summer with the Kaiserslautern field office learning the ropes from a project engineer's point of view. Bowen said he received a good glimpse of what construction is like beyond combat engineering. 2nd Lt. Kyle Clay, another graduate, spent time in Stuttgart.



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*Endangered Whooping Crane
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*Planting a tree within
Mississippi Delta*

*Listening to the public at
Lake Hartwell drought meeting*



*Alligator as found
in Everglades*

*Corps labs support research and
development in Far East District*

1 Strive to achieve Environmental Sustainability. An environment maintained in a healthy, diverse, and sustainable condition is necessary to support life.

2 Recognize the interdependence of life and the physical environment. Proactively consider environmental consequences of Corps programs and act accordingly in all appropriate circumstances.

3 Seek balance and synergy among human development activities and natural systems by designing economic and environmental solutions that support and reinforce one another.

4 Continue to accept corporate responsibility and accountability under the law for activities and decisions under our control that impact human health and welfare and the continued viability of natural systems.

5 Seek ways and means to assess and mitigate cumulative impacts to the environment; bring systems approaches to the full life cycle of our processes and work.

6 Build and share an integrated scientific, economic and social knowledge base that supports a greater understanding of the environment and impacts of our work.

7 Respect the views of individuals and groups interested in Corps activities; listen to them actively, and learn from their perspective in the search to find innovative win-win solutions to the Nation's problems that also protect and enhance the environment.