

US Army Corps
of Engineers®
Europe District

Engineering in Europe

Vol. 4 No. 1

U.S. Army Corps of Engineers, Europe District

Winter 2002

Civilians Train to Deploy During Exercise

By *Brian H. Temple*

U.S. Army Corps of Engineers Europe District ratcheted up its war fighting readiness during an exercise in January by placing a team of civilians through pre-deployment and contingency scenario training in Wiesbaden, Germany.

Europe District selected 10 engineers and real estate specialists to form a specialized Infrastructure Assessment Team (IAT) designed to deploy in support of other Corps of Engineers and Army elements.

With an increase in the operations tempo within the Army, January's Victory Focus exercise was an opportune time to train.

"We tested this procedure for preparing civilians for deployment in the last Warfighter exercise," said Simon Rosa Jr., chief of operations for Europe District's Plans, Security and Operations Division. "Now we took that procedure and implemented it. ... The end result will be a civilian who's ready to deploy when we need him."

Michele Sung, a project engineer on the construction team for the Wiesbaden Project Office and a member of the IAT, said the exercise helped members understand what demands they will have to meet. Having a team in the first place is also a much better way to do business, she said.

"When an emergency arises, or some sort of deployment situation, there is a trained staff they (Europe District) can select from," Sung said.



Photo by Tracy Takamine

Shawn Pelowitz (left), a project manager for the International Engineering Center, and Susan Bittick, a project manager for the Environmental Team, both of Europe District, train on a secure tele-engineering system during Victory Focus, Jan. 26 in Wiesbaden, Germany. Pelowitz and Bittick are part of the District's Infrastructure Assessment Team, a team of civilian engineers and real estate specialists who can deploy to provide contingency assistance.

Rosa and his staff trained the IAT on the use of an encrypted communications system used for teleconferencing, as well as for sending photos and data to engineers in the field.

There was more to learn than the equipment, however. Rosa and crew also needed to familiarize the team with pre-deployment issues from issuing Battle Dress Uniforms to getting personal finances in order.

See "Deploy" on Page 4

Inside

Garmisch Hotel's Bathrooms
Key For New Students
Page 3

Barracks Project Better With
Team Building
Page 6

Area Support Groups Get
Needed Help
Page 10

Israel Gets \$32 Million Infantry Base

By Grant Sattler

Work began Jan. 30 at the third major construction site for the Wye River Accords Military Facilities Relocation Program with a ceremony for the Northern Infantry Training Base, north of Hadera, Israel. The base construction is funded by the United States through the Fiscal Year 2000 Consolidated (Omnibus) Appropriations Act. The act provides appropriations to assist Israel with the implementation of the peace agreement signed Oct. 23, 1998, by building facilities for the relocation of Israeli troops from bases in the occupied territories.

Participating in the ceremony were U.S. Ambassador to Israel Dr. Daniel Kurtzer, Deputy Director General, Israeli Ministry of Defense Brig. Gen. (ret.) Kuti Mor; Maj. Gen. Gabi Ashkenazi, commanding general of Israel Defense Forces Northern Command; Brig. Gen. Eran Ophir, IDF's head of Technology and Logistics Branch; Mr. Abraham Haber, IDF chief, Construction Division; and Lt. Col. Pini Liberman, IDF's program manager for the Wye River Program. U.S. Army Corps of Engineers, North Atlantic Division was represented by its commander, Brig. Gen. Stephen Rhoades; Col. Michael Pelkey participated from Europe District and Col. Larry McCallister attended from the Israel Program Office where he is the district deputy engineer.

The \$32 million Northern Infantry Training Base project is being executed by the Israel Program Office's Northern Resident Office. Work there is expected to take 18 months.



Courtesy photo

Dr. Daniel Kurtzer, U.S. ambassador to Israel (center), signs the ceremonial scroll along with Lt. Col. Pini Liberman, Program Manager of the Wye River Accords for the Israel Defense Forces (right) at the Northern Infantry Training Base north of Hadera, Israel, Jan. 30. The signing of a scroll is an Israeli ceremony equivalent to a groundbreaking ceremony.

The Northern Infantry Training Base mirrors the Southern Infantry Training Base in the Negev desert near Beersheva, but has been adapted to the differing terrain. The southern base's construction began in the Spring of 2001, and is nearing the halfway mark.

The third major base under the Wye River program is the Nachshonim Storage Base, east of Tel Aviv. The 400-acre complex, begun in June 2001, will include more than 200 dry storage facilities for equipment and vehicles for a reserve division as well as maintenance and support staff facilities. The storage base is a three-year project.

Engineering in Europe

Engineering in Europe is an unofficial publication of the U.S. Army Corps of Engineers, Europe District, authorized under the provisions of AR360-1. 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 U.S. Army Corps of Engineers, Europe District. Circulation is 650. Articles, photographs, and other contributions are welcome and encouraged. The editor reserves the right to make editorial changes to all material submitted for publication. Letters to the editor are also encouraged. The deadline for submissions is the 1st of the month preceding 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) 49-611-816-2720 or DSN 336-2720. Written material may be electronically sent to the following e-mail address: grant.sattler@usace.army.mil. An electronic version of *Engineering in Europe* may be viewed on the Europe District Internet homepage at: <http://www.nau.usace.army.mil>

Commander: Col. Michael R. Pelkey
Deputy Commander: Lt. Col. Steven Tennant
Deputy District Engineer: Lloyd Caldwell
Public Affairs Chief: Grant Sattler
Editor/Layout: Brian H. Temple

Visit the Europe District Website at
<http://www.nau.usace.army.mil>

Thousands of Dollars Saved on Billets

Garmisch Residence Completed Ahead of Time, Under Budget

By Brian H. Temple

With a 13-month turn around on a billets renovation in Garmisch-Partenkirchen, Germany, the U.S. Army Corps of Engineers, Europe District, transformed three 1930s era buildings into a new student hotel. They finished the project under budget and on time.

Providing individual bathrooms and working under a tight construction time were the main focus of the \$5 million, 107-room project for the George C. Marshall European Center for Security Studies.

Max Blumenfeld, a public affairs specialist for the center, said their current residence holds 83 students and has communal shower and toilet facilities at the end of each hallway.

“We have very high-level civilian and military officials attending our courses. We want to provide them a high level of education as well as appropriate quality of life conditions. Not having the individual bathrooms was our Achilles’ tendon, if you will, as far as our standards are concerned,” said Blumenfeld.

The center, an international institution promoting dialogue and understanding between high-level civilian and military students from America, Europe and Eurasia, wanted to increase the size of its student body while saving money and raising the living standards of its occupants.

Europe District was challenged to construct the quarters, composed of four buildings, in time to equip and furnish them for the May 2002

Engineering in Europe

Winter 2002



Photos by Brian H. Temple

(Above) Jonas Maciunas, a district project engineer in Garmisch-Partenkirchen, points out alterations that were made during the Marshall Center’s billets construction.



(Right) The main building contains the lobby for the \$5 million, 107-room student billets. The district completed the project under budget and ahead of schedule for the Marshall Center’s May 2002 class. Four buildings, in total, were renovated and rooms feature Local Area Network drops, computers, microwaves, and individual toilets.

arrival of the Senior Executive Seminar students from these respective continents, but center alumni would be arriving weeks earlier for an April conference. That meant the center needed three of the four buildings completed before the holidays. The fourth building was completed in January.

“We were all very worried because we had students

scheduled to come in, and if we didn’t get the billets done, there wasn’t going to be a place for these students,” said Army Maj. Steve Howell, the facilities engineer for the Marshall Center. “We were definitely under the gun to get this done.”

The center chose Europe District because of the scope of the project and their reliability, Howell said.

See “*Billets*” on page 5

District's Support Earns Army Europe Award

By Grant Sattler

Europe District's support to the 100th Area Support Group garnered Headquarters U.S. Army, Europe recognition with the DPW Installation Support Program of the Year Award for Fiscal Year 2001. Lt. Gen. Michael Dodson, USAREUR's deputy commanding general, presented the award Jan. 30 during the annual DPW conference held in Dresden, Germany.

The 100th ASG nominated Europe District for the award based on assistance the Corps provided through the year for Grafenwöhr Training Area, East Camp Grafenwöhr, South Camp Vilseck, and the Amberg and Regensburg Housing Areas.

The 100th ASG cited project management and execution, Efficient Basing-East, planning services, environmental, unexploded ordnance clearance, technical

assistance, engineering contractual support, and on-site assistance in the nomination.

The whole of Europe District shares in the award, said Col. Michael Pelkey, Europe District commander. "The district has provided support to the 100th ASG in a number of key areas, from project management, master planning, facility design and construction management, and environmental services.

"We have been able to improve the communication between the district and the 100th ASG DPW through the great work by Rusty Mizelle, our collocated Regional Program Manager," Pelkey said.

Mizelle, who represented Europe District in receiving the award, works full time at the ASG DPW office as an on-site link to the Corps. He said the award was the result of a team effort from throughout the district. "We

Deploy: Reservists help train IAT continued from page 1

Rosa flew in reservists from as far away as Japan and Hawaii to ensure the IAT's training had just the right amount of torque, and one reservist from Heidelberg played a dual role.

Kristopher Hurst, a customer advocate for Europe District to the 26th Area Support Group in Heidelberg, was activated on reserve duty for about two weeks along with the other reservists to help the IAT.

"Individually we (reservists) help them get prepared ... they have to get ready to move team equipment and to be ready to develop pre-deployment activities as a team," Hurst said.

The IAT had to learn the pre-deployment processes and they had to learn each other too. Training together during the exercise achieved another important mission for the team – synergy.

"The technical skills aren't the most important, it's more the normal human skills, about how you get along in that environment," Sung said. "What do you do to manage? How do you adapt when you don't have all of the proper tools?"

"I think its human nature when you're called upon during a state of emergency, all the differences naturally slip away, and people bond together for the common goal," she said. "You see that happening whenever there's a catastrophe somewhere. People who can't get along otherwise suddenly become very close."

Although the main focus was training the civilians on the IAT, Hurst was able to help other reservists as well. As an employee of the district himself, and a

reserve officer, he was able to help other reservists who did not have a working knowledge of the district.

"Things are happening fast and furious, and if you don't know who to go grab for the answer ... it can be very frustrating," Hurst said.

Rosa agreed, "We're turning and burning. We're hoppin' and poppin'."

Although some reservists may have an initial adjustment time, the players Rosa choose for his team know their roles.

"What the military guys do here is bridge between the Army guys and the civilian construction contracting team," said Maj. Eric Newman, a contractor with Environmental Science Corporation in Tokyo. "From our civilian experience and our military experience as reservists we can come in and we can fit that role."

Rosa says that bringing in reservists is financially advantageous as well.

"If these guys (reservists) didn't participate, we would fill those positions with civilians," Rosa said. "We have about 14 civilians participating now, counting the staff here in the ops center, costing us about \$100,000. You're talking about regular time, overtime, all of the encumbered TDY rates and costs."

Although the reservists saved Europe District thousands, Rosa said it is not about the dollars. He wants to get as many civilians trained as he can so they can better serve the Army Corps of Engineers.

"It's what everybody talks about. You have the reserve forces getting together with the civilian forces to support the active component. The schoolbook solution can happen," he said.



Photo by Brian H. Temple

Lt. Gen. Michael Dodson, USAREUR's deputy commanding general (left), presents the DPW Installation Support Program of the Year Award for Fiscal Year 2001 to Rusty Mizelle, a Regional Program Manager for Europe District, Jan. 30 during the annual DPW conference held in Dresden, Germany.

serve as an extension of [the DPW's] staff. Taking our strengths and weaknesses, and their strengths and weaknesses and putting it together, we do more combined than we ever could separately."

Mizelle said Gary LaCroix, Steve Martinez, Hiram Fernandez, Andy Shoulders, Dan Lefevre, Kim D'Arcy, Omar Chavez and Peter Zoeller were some of the key

people in Europe District's proactive and responsive support to the community.

Mizelle also credited the Hohenfels Resident Office for assistance. "They're on the ground there full time and are integral to making our relationship with the community effective," he said.

Major areas cited in the award were management of the \$22 million military construction upgrade of Range 118 to a Multi-Purpose Range Complex, and technical advice for the development of a master construction schedule and its impact on facilities, moves and people for the Efficient Basing-East initiative.

Billets: Alterations, hidden surprises no cause for construction delay

continued from page 3

They needed an agency with the expertise and flexibility to meet the demands of a \$5 million project on time, especially with alterations being done to buildings built in the 1930s, he said.

"Every time you open a wall, something new is there. You've got to adjust to that. In a lot of ways it is easier to have nothing and to build a brand new building from the ground up," he said.

When workers originally knocked down walls they had to clean up PCBs (polychlorinated biphenyl) they found in the original paint. PCBs are a group of chemicals that contain individual compounds with varying harmful effects. They also found asbestos in the floor tiles. This caused them to push back the installation of the plumbing, as well as the electrical and local area network (LAN) lines.

Each room will have its own bathroom and shower, a computer, TV, VCR, refrigerator and a microwave, and outfitting the rooms with electric outlets and

with new plumbing was going to take a good amount of time.

Construction began in the fall of 2000, and it took good management to ensure that the work was completed on schedule.

"It looks nice. People are happy with it, and I'm happy with it."

**Jonas Maciunas
project engineer
Europe District**

Howell attributes the timely completion to the tact of one Europe District employee.

Jonas Maciunas, a project engineer for Europe District in Garmisch-Partenkirchen, worked with the *Bauamt*, the German agency that oversees construction, to keep the project moving and within budget.

"On the new billets, we came in under budget, which is very rare," said Howell. "Part of that is because of what Jonas has been doing the whole time; with making

sure that modifications that were requested were needed, and that the most affordable items were being used.

"If the modifications called for one thing, the contractors wanted to use the most expensive items possible, and Jonas was saying 'no, no, no, no' here are the same things, but at a much better price."

The center plans on doubling their student body by the fall of this year, but their main concern was the class arriving in May. Currently, if they hold consecutive courses, they have to house a second class in a private hotel, which costs the center money.

By placing at least one course in the new billets, the center will save hundreds of thousands of dollars annually, Howell said. The billets project came in about \$450,000 to \$500,000 under budget, and will pay for itself in a matter of 5-7 years, he added.

Even though "all the chips have not been counted yet" Maciunas said they did well financially.

"Money wise we did fine. We did fine with time," Maciunas said. "It looks nice. People are happy with it, and I'm happy with it."

Team Building Charette Benefits New Barracks

By Brian H. Temple

Getting two people to agree on something can be tough, but 10 times that number recently gathered in Chievres, Belgium, to come to an agreement on a \$13-million barracks project. Their four-day dialogue produced a proposal that could provide practical housing for the soldiers who will live there.

From U.S. Army Corps of Engineers, Europe District architects and project managers to the 80th Area Support Group commander and his Director of Public Works, the team met Feb. 19-22. Their mission was to incorporate the European One-Plus-One Barracks floor plan into a barracks design for the Chievres and Supreme Headquarters Allied Powers Europe (SHAPE) military.

"In order to get our thoughts together and get the Belgian flavor into the project, it was preferable to get everybody together," said Norma Renovales-Alvarez, Europe District's BENELUX Regional Program Manager.

Renovales-Alvarez said many of the people involved were not familiar with Belgian standards for construction, and fundamental differences from the European standard needed to be addressed. The electrical codes and the use of brick exteriors vary from the design guide for the barracks built in Germany.

The charette helped everyone, from Europe District's design staff to utilities, construction and project managers from the ASG, come to an agreement on initial architectural and aesthetic issues. It also helped them choose a site and prepare a preliminary design to forward to the Belgian Ministry of Defense.

Because the land on Chievres Air Base belongs to the Belgian government, the final project is routed through the Belgian Ministry of Defense, as well as local and regional authorities. The charette team had to prepare the preliminary design to include the needs and requirements of the customers and the installation, so they focused on the design-build concept.

The design-build method, which offers a single-contract approach, can streamline the entire process. By providing the contractor with a conceptual design, the building process can begin as the design is modified, and then finalized.

Renovales-Alvarez said the design phase can be lengthy and can take up to 24 months. The process is quicker with the same contractor working both the design and the construction.

Turn around time on this project supported using the charette process as well. The barracks were originally funded with fiscal year 2004 congressional dollars, but have been bumped up to 2003 funds. A quick turn around on the design process was needed.

The charette helped to get the ball rolling said

Christian Yaden, Project Manager, Heidelberg Projects Section for Europe District. The group validated the cost and functionality of the project and they also went out to locate the actual site.

"For the design forum itself, we have the technical in-house folks who did a great job to come up with this site. It was a site that we all felt pretty good about," said Yaden.

He said the team approach includes all of the decision makers, thus helping an organization to save time in making the decisions. Disagreements are part of the process, however, and frustrations are something that have to be dealt with.

"I think the thing that helped the most was it (charette) got a lot of issues cleared up in the beginning," said Baxter Lawrence, 80th Area Support Group architect. "I think the general frustration that we are all feeling, we were able to get it out up front and realize that there are just going to be certain limitations placed on the project."

Lawrence, who served as a liaison for the ASG, said that as an architect he may have alternate viewpoints and may not be in complete agreement with others when it comes to aesthetic issues. He agreed, however, that this project will benefit from the dialogue.

Yaden said getting people with different views involved is what the charette is all about.

"We tried to create an atmosphere where there are other people with other ideas and other needs," he said. Although people challenged each other's ideas during the process, this particular charette achieved the desired results Yaden added.

"At the end you come up with something that you can all live with, and people feel really good about themselves," he said.



Photo by Brian H. Temple

Baxter Lawrence, 80th Area Support Group architect (left), and Norma Renovales-Alvarez, Europe District's BENELUX Regional Program Manager, discuss the exterior design options for a Chievres Air Base barracks project.

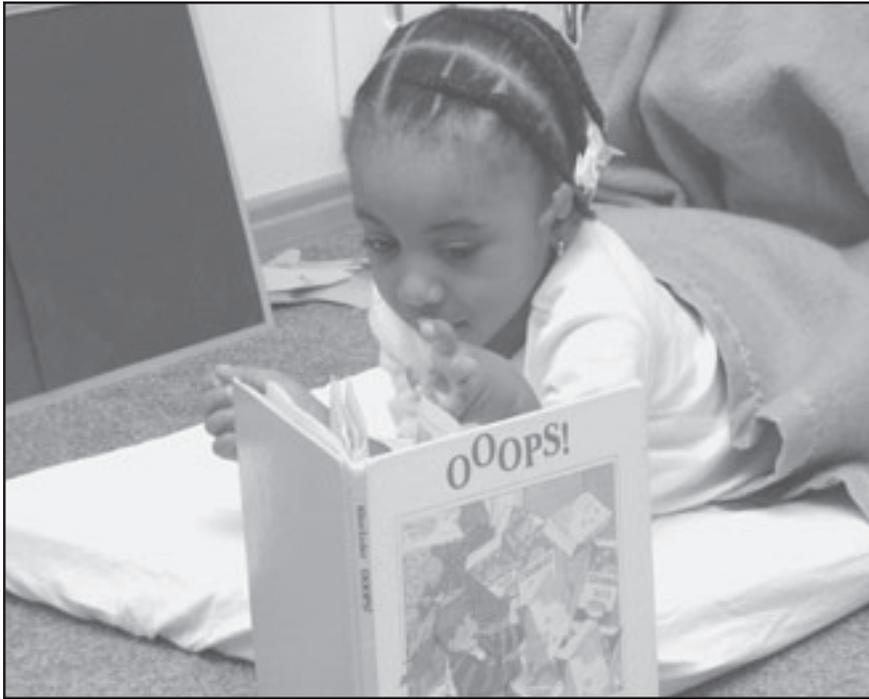


Photo by Paul D. Nelson

Shatoria Sandlain enjoys a book before settling down for a nap at the Wiesbaden Army Airfield child development center. The 422 square meter center located on the airfield, is one of two in a \$1.25 million project in the community. The center opened Feb. 5 with a ribbon cutting ceremony.

Quality of Life Better With New Childrens' Center

By Grant Sattler

Feb. 5 was a Crayola® Red letter day for tots in the Wiesbaden military community.

A grand opening ceremony held for the Wiesbaden Army Airfield Child Development Center annex celebrated the fact that the community now has all new or renovated facilities for its youngest members.

“What a great story,” said Lt. Col. Dennis Slagter, 221st Base Support Battalion commander. “It’s neat to see a plan come together and a huge benefit for the entire community.”

See “Center” on page 11

Wall Cracks Cause Real World Action at Exercise

By Grant Sattler

In the middle of the recent V Corps Victory Focus exercise, Europe District and the Engineer Research and Development Center responded to a “real world” call for assistance without missing a beat.

Cracks appearing in the interior and exterior of a building at Camp Able Sentry in Macedonia caused concern about its structural integrity, prompting a request from the Directorate of Public Works there for an assessment.

Maj. Kurt Floyd sent his request about noon Jan. 24 to USAREUR Office of the Deputy Chief of Staff, Engineering’s Col. John Durkin. Durkin is Chief of Engineering Operations.

The colonel passed the request to the Corps of Engineers via Europe District’s liaison officer Maj. Ernie Edgar, who was in

Grafenwöhr for the exercise. “I forwarded the message to Europe District’s EOC to get our engineering folks working on it, but there were transmission difficulties to Wiesbaden,” Edgar said. “After discussing the situation via telephone with the EOC, we decided to send the file to ERDC.”

ERDC’s Geotechnical and Structures Laboratory in Vicksburg, Miss., received the request Friday morning. Within a few hours, engineers there had reviewed the data and photographs and asked for more detailed information. It was now about 6 p.m. Central European Time, Jan. 25, and Edgar sent the request for more information to Camp Able Sentry.

“Major Floyd got right on it and by 2200 or so, he had sent me all the requested data,” Edgar said.

Within minutes, he sent the detailed information and more photographs to ERDC (about 4 p.m. Mississippi time).

“The ERDC folks had been willing to work late that night and Saturday to provide a quick turnaround, but the data they received helped resolve enough questions that they were able to provide us and Camp Able Sentry with a workable solution by close of business Friday their time,” Edgar said.

Edgar sent Camp Able Sentry the answer that evacuation of Building 3 was not necessary at the start of his morning shift Saturday.

“It was a real team effort that proved both Field Force Engineering and the Corps’ reachback capabilities work,” Edgar said.

Scenes around



Photo by Brian H. Temple

(Above) Whitney Cheek, daughter of Shirley Cheek, a personnel assistant with the District, concentrates before performing a pirouette during her dance solo to Yolanda Adam's "I Have a Dream," Jan. 17 at the district's celebration of Dr. Martin Luther King Jr.'s birthday. Cheek joined others at the Amelia Earhart Playhouse in Wiesbaden, Germany, to celebrate this year's theme of "Remember! Celebrate! Act! ... A Day On, Not a Day Off."



Photo by Grant Sattler

(Above) Members of the Heidelberg Military Community applaud Project Engineer Bettina Reinhard during Col. Pelkey's remarks at the grand opening of the Heidelberg Bowling and Entertainment Center on Patrick Henry Village, Feb. 28.



(Right) Breaking ground on Feb. 19 for the new American Forces Headquarters, Bldg. 23, Coleman Barracks, Mannheim, Germany. AFN Commander Lt. Col. Michael Edrington, Maj. Angela Lungu, 293d Base Support Battalion Commander, and USAREUR Deputy Chief of Staff, Personnel and Logistics Lt. Col. Pelkey, Commander, Europe District.

(Below) Lalit Wadhwa, acting chief of the Installation Management District, gives a tour of the new American Forces Headquarters construction site. The groundbreaking ceremony was held at Coleman Barracks in Mannheim, Germany.



(Above) Brig. Gen. M. Stephen Rhoades pins the insignia of a Major General on Lt. Col. Larry D. McCallister during his promotion at AMC Kurtzer's home in Israel, Feb. 1.

ound the District...

American Forces Network
enheim, are (left to right)
Gen. Dee Ann McWilliams,
Installation Management,
DPW, and Col. Michael

ion Support Team for the
s Network Headquarters
y took place on Feb. 19 on



Photo by Brian H. Temple



Courtesy Photo

es (left) and Dr. Lynn
ister with his eagle
bassador Daniel C.



Photo by Brian H. Temple



Photo by Grant Sattler

(Above) This group is eager to see what their parents are doing at work on Groundhog Shadow Day, Feb. 1 at Europe District headquarters in Wiesbaden, Germany. Gary Dissette, audit manager for Europe District (right), instructs the group on the how they will conduct their day.

Customer Teams Help Clients During Turnovers

By Grant Sattler

U.S. Army Corps of Engineers, Europe District's Environmental Team is putting its emphasis back on customers with customer-focused teams. The new arrangement brings several advantages to the environmental program, including better continuity for customers, a broader range of project management skills, improved knowledge of customers' programs, and better acquisition planning.

Customer-focused teams with three or more project management members for each of the seven Area Support Groups, the Balkans, and Headquarters U.S. Army, Europe, will enable Europe District to better execute work after a difficult period of personnel turnover.

Differing from most Stateside environmental programs that involve big-ticket remediation or Base Realignment and Closure projects, in Fiscal Year '01 Europe District's \$30 million environmental program involved more than 300 projects ranging from studies to design, to small construction projects.

"Most of our projects are extremely small, but they can be very important to our customers," Loran Baxter, chief of the Environmental Team explained. "Managing the small projects can take just as much effort as the large ones."

With fewer than two-thirds of the authorized positions filled, it was proving too much to keep close tabs on.

When Baxter arrived in Wiesbaden, Germany, Aug. 5, he found hardworking people working inefficiently because of outmoded organization, long-term personnel shortfalls, and the often random assignment of work. Baxter lent his ear to people at the district, listened to customers and their frustrations, and started picking up on trends.

"We had lost people without replacements, there had been a big gap in hiring, and as a result there developed a lot of frustration with the Corps on the part of our customers," Baxter said. "You're at an ASG and there's this project manager that shows up, but that's the only time you've ever seen them. They're only doing one project with you—what do they really know about your needs? They may know a lot about one of the other ASGs, but the only reason they got your project was because somebody had a

"...we're out there to support them [customers] where we can best support them. I think through real teamwork and communication we can do that."



Loran Baxter
Chief, Environmental Team

perception that they had more capacity to handle another project."

He set his focus on recruitment and reorganization to be more effective and more responsive. He asked, "How do we provide continuity to our customers?" The answer: customer-focused teams.

Project managers, drawn from a diversified group of engineers, chemists, geologists, biologists, and other environmental professionals, are assigned either primary, secondary or tertiary responsibility on a particular team. Teams include a mix of both Department of Army Civilians and Local National employees. Team composition is based on the program needs of the ASG; however, the goal is to have at least one Local National on each team to improve continuity and to provide insight into working effectively overseas.

"Our goal is a team working together, communicating, and focused on the needs of a particular customer," Baxter said. "They'll know what the issues are and what we need to do together as a team in order to support the customer. And when we lose people, the team will pick up those projects with continuity that we've never had before."

As the district continues to fill its vacancies, most project managers will serve on only one or two teams, Baxter said.

Europe District's Environmental Team is initiating partnering efforts with its ASG and BSB customers to increase understanding, facilitate better teamwork, leverage capabilities, and improve execution.

"When you understand how another organization functions, what their needs and concerns are, a lot of times it doesn't take that much of a shift in how you're doing something to be responsive to what their needs are," Baxter said. "I've received good feedback [from customers saying] that the Corps was listening."

Contracting Division's Monika Franklin Dies at 51

Monika Franklin died Feb. 25 at the Universitätsklinik in Frankfurt, Germany, at the age of 51. She died of undetermined complications after falling ill at work on Feb. 11.

Franklin was born in Eckartshausen, Germany, on Oct. 22, 1950 as the eldest of six children.

Franklin married a U.S. soldier in 1976 and moved to the United States, but later returned to Frankfurt where she started her career with the U.S. Army Corps of Engineers.

As a dependent wife, she accompanied her husband to South Korea, and after many years away

from her home country, returned in 1986 to work for the district.

On Feb. 3, 2002 she completed 20 years of service.

For the last year she worked as a supervisory contract administrator for the Host Nation Branch, Contracting Division.

Her death came as a shock, not only to her family but also to her friends and coworkers.

Franklin had a reputation as being highly respected, meticulous and knowledgeable in her profession.

She leaves a husband, two daughters, a son, as well as a grandson, parents, brothers and a sister.

Center: two centers needed, quicker funding improves schedule

continued from page 7

He told those attending that the newest facility, Building 1501, and its sister facility, opened the same week in the Hainerberg Housing Area, were real plusses for the continued high quality of child care in the community.

Construction began Aug. 6 on the two single-story centers. The 422 square meter airfield CDC Annex has two toddler rooms designed for up to a dozen children and two pre-school rooms for 20. Hainerberg's 384 square meter CDC Annex is configured differently, with two infant rooms for up to eight, one toddler room with a capacity of 14, and a pre-school room for 20.

Europe District managed the construction of the \$1.25 million project that adds to available spaces in the main airfield CDC renovated separately last summer by the 221st BSB Directorate of Public Works.

"With the re-stationing from Bad Kreuznach more CDC space was needed as quickly as possible for infants and toddlers," said Europe District Deputy Commander Lt. Col. Stephen Tennant. He said that expediting the schedule and funding with Fiscal Year '01 dollars under OMA funding constraints, soliciting both projects in one package, and using innovative technologies were keys to success.

104th Area Support Group Commander Col. George Latham described the project as a great team effort between the 221st BSB, the ASG, the Corps of Engineers and the community.

Children from the CDC sang "A Grand Old Flag" with trumpet accompaniment by 1st Sgt. Marcy Larson before the ceremonial cutting of the ribbon.

After the ceremony, the children began enjoying their activities in the new facility. But even as they picked up their crayons, architects and engineers were drawing up plans for construction of a new central WAAF CDC with an expected opening in January 2004.



Photo by Brian H. Temple

Cake Anyone?

Tim Conley, of AMEC (left), and Lloyd Caldwell, deputy district engineer for Europe District, celebrate "Engineer Week" on Feb. 21 at the district in Wiesbaden, Germany. Caldwell joined members from the Rhein-Main Post chapter of the Society of American Military Engineers (SAME) to discuss partnering, teamwork and how to conduct business efficiently.

Gupta Lands North Atlantic Division Award By Making House Calls

Through diagnosis and “preventive medicine,” one district engineer by the name of “DC” earns the Construction Management Excellence Award for 2001

By Grant Sattler

When word came that North Atlantic Division had selected Dharam C. Gupta as the winner of the Construction Management Excellence award for 2001, odds were he would not be in the office to get it.

That’s because “DC”, as he is known by his colleagues, still makes house calls.

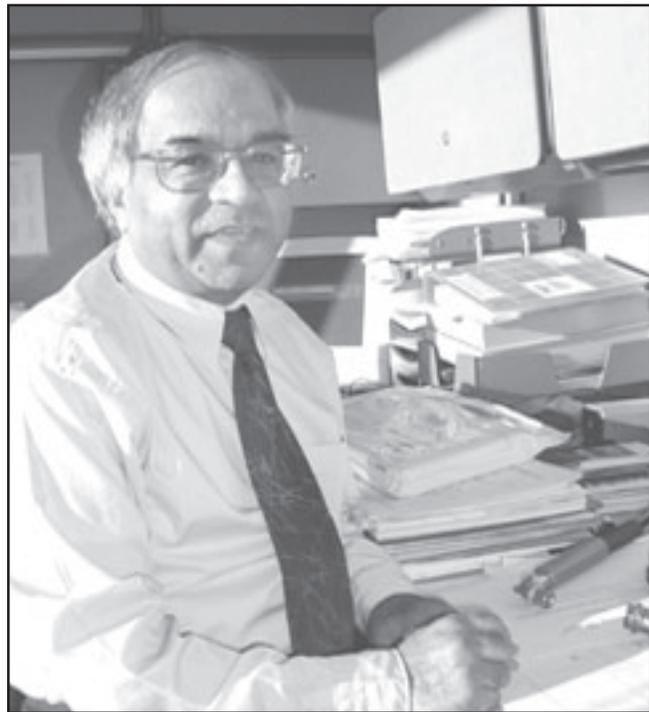
“I am 60 percent of the time on the road,” said the principle mechanical engineer in Europe District’s Construction Team. “I’m like a doctor for the patients. The field calls me when they have a problem.”

Diagnosing building ventilation, plumbing, heating and air conditioning, and all other mechanical system problems and practicing “preventive medicine” by examining mechanical system designs before construction begins has been Gupta’s lifelong vocation.

“The job is not a ‘fixed’ job where you come in eight hours and then go home,” Gupta said of his work with the Corps. “What keeps the job interesting for me is that it’s never boring because you have every day a different problem. That perhaps is one of the things that’s kept me so long.”

Gupta left his native India in 1963 and worked in West Germany until August of 1965. His association with engineering for the U.S. Forces in Europe, however, began largely by chance.

After three months of touring East and West Germany in a ’52 VW bug, he wound up in Frankfurt am Main, looking for work before he headed off for a



job prospect in Canada. There he answered an advertisement for a local national mechanical engineer position with the U.S. Army Engineer Element, which later became U.S. Army Engineer Command, the forerunner of the U.S. Army Corps of Engineers Europe Division. He was hired on, and Gupta’s energy and dedication to the task were rewarded with several quick promotions that kept him from leaving for Canada. “People appreciated hard work,” he said. “They were very helpful and fair.”

Although the division-level award is for his work during the last year, it recognizes his expertise developed over the years. Gupta has left his mark on every new construction or major renovation project accomplished by the Corps of Engineers by ensuring quality mechanical systems went into barracks, warehouses, maintenance facilities, administrative buildings, family housing, hotels, hospitals, commissaries, post exchanges and hangars all across Europe.

He has done so first by being Europe District’s design reviewer for the construction point of view (BCOE review) for mechanical systems before contract award.



After contract award, he checks all submittals before the contractor starts work. Once construction begins, Gupta helps with construction problems that may come about because site conditions differ, design errors or omissions, or users request changes during construction. He reviews modifications and helps in negotiations of modifications. And he fully tests all mechanical systems before a facility is accepted. "I go with the contractor and with the project engineer and check the mechanical systems and tell them what's right and what's not done properly," he said.

Personal Highlights

Gupta considers some of the personal highlights his involvement with building the all new Garlstedt Kaserne between Bremen and Bremerhaven from 1976-1981, and working with complex hospital projects and self-contained war fighting facilities with overpressure protection, like the Central Security Control Facility nearing completion at Incirlik Air Base, Turkey.

He also recalls with pride overcoming a myriad of technical challenges during the renovation of buildings for the establishment of U.S. Consulates in the Baltic States and the former Soviet Republics of Georgia, Armenia, Azerbaijan and Kazakhstan.

Gupta, recognized in the award narrative for his "great technical knowledge and versatility," has kept abreast of mechanical systems improvements and maintained mastery of updated governing standards. Mechanical systems he deals with include heating, ventilation, air conditioning, refrigeration and kitchen equipment, plumbing, sprinkler

systems, compressed air, medical gas, petroleum, oil and lubricants distribution, diesel engines, lifts and Energy Monitoring Control Systems (EMCS). Just take heating, for example, where he has taken U.S. Forces facilities in Europe from "boilers going from coal to oil, and then from oil to district heat."

But the GS-13 awardee's expertise with things mechanical is not all that makes him a top employee. Over the years, Gupta has earned a reputation for superior communication skill with customers, contractors and *Bauamt* counterparts.

*"I'm like a doctor
for the patients.
The field calls
me when they
have a problem."*

**Dharam C. Gupta
mechanical engineer
Europe District**

Fluency in the German language, one of five he speaks, coupled his technical ability have made him a tremendous asset to the Corps. While Panjabi is his mother tongue, he learned Urdu, the national language of Pakistan, while attending primary school there. After moving to India, he also learned Hindi, the national language, and English.

Gupta earned his bachelors degree in Mechanical Engineering in 1961 from Benaras Hindu University in India. After graduation, he began working for TELCO, India, a truck

manufacturing concern in collaboration with Mercedes Benz. It was there he received managerial training. It was also through TELCO he found opportunity to seek employment in West Germany in 1963.

In 1969 he married Dr. Bhagya L. Gupta. The blessing of two sons to the union, and the fact that he like working at the Corps, kept him on in the 1970s even though he received some enticing job offers. "I can say that I've been fortunate to work with people who are very kind, very friendly," he said. "I've never had a bad boss."

In other milestones, Gupta earned a master's degree in Business Administration from Boston University in 1971 and in 1987 was granted American citizenship.

On Family

Gupta's not ready to hang up his tool belt just yet. The job is as fun as ever and although he does not want to appear to brag on his children, his sons are still achieving the educational goals their parents encouraged.

"I've learned from my hard life that you can lose everything... house, car, money... but if you're in good health and your mind is okay and you have an education, nobody can take it from you," he said.

The man who makes house calls will keep working until his sons, the eldest a medical doctor now studying Neurology at Harvard and the younger working toward a doctorate in Neurobiology at Weizmann Institute of Science in Tel Aviv, are established.

"They haven't started earning anything yet. Just costing," Gupta quipped. "I hope they can get out quickly and start working so I can retire."

Running for a Better World

District engineer exercises heart and mind to help people around the world

By David Ruderman

104th Area Support Group Public Affairs Office

An American engineer working in Germany races in a marathon in the rain drenched Swiss Alps to buy camels for impoverished cattle herders in drought stricken Tanzania. Is this the global village or what?

"I guess I grew up as a kid who was playing lots of sports," said John Wutzer, a Mechanical Design Engineer for the Housing Design Team with Europe District. Running led to distance running and that led him into triathlons, he said. "I kind of did everything I could do with just physically challenging myself. That's when I started looking out for more to do."

His Sept. 1 marathon up the 13,000-foot Jungfrau provided plenty of challenge. Starting at Interlaken where conditions were cloudy and cool, 3,600 runners took off to the strains of a Swiss marching band and booming fireworks for a 42.2-kilometer (26.2-mile) trek up the mountain. After covering 10 kilometers across the valley bottom, runners hit the incline, as much as 30 degrees in places, which would take them up 5,000 feet to temperatures that hovered around freezing.

Wutzer's four-hour, 40-minute battle with the mountain and his own endurance netted \$2,161 to the coffers of Global Partners For Development, a non-profit agency based in Santa Rosa, Calif., that supports humanitarian development projects in Africa. Wutzer got involved with GPF in 1996 when he came across an advertisement titled "Run to make a difference" in a runner's magazine and decided to find out more about it.

Off to Africa

"I wanted to experience different cultures and just something totally exotic and unique," he said. As a result Wutzer ran a marathon in Tanzania and toured Uganda and Kenya under GPF's auspices. He has continued giving something back to the global village ever since.



Courtesy Photo

John Wutzer, a mechanical design engineer for Europe District, keeps a steady pace along the 42.2-kilometer (26.2 mile) run up the 13,000-foot Jungfrau in Switzerland. Approximately 3,600 runners tried to tackle the run which reaches up to 5,000 feet and has an incline of up to 30 degrees. Wutzer's four-hour, 40-minute battle with the mountain and his own endurance netted \$2,161 to the coffers of Global Partners For Development, a non-profit agency based in Santa Rosa, Calif., that supports humanitarian development projects in Africa.

"Every year I've done something different. One year I couldn't run because I had to have back surgery so I just organized a fund-raiser. Three years ago I did a 10-mile swim. That's how I chose to start to do my annual fund-raiser with Global Partners. It's a lot of work, but there are too many rewards to be had. It's been a whole new experience every time I do it," he said.

The camel project has been under way since the mid-'90s, making Kenyan camels available to Masai herders of Tanzania. "Up to six years ago there were no camels in Tanzania, and now there are families of them," said Wutzer. "They produce a significant amount of milk, even more than a cow. It's sub-Saharan Africa, on the east side. It's the region of the world that has the largest percentage of poverty."

GPFDF's support is aimed at making communities self-sufficient, said Wutzer. "Once a community or village is able to purchase them then they can raise them and breed them." The total cost of purchasing a camel in Kenya and making it available to Masai herders is about \$800.

Since 1994 the GPFDF has worked with the Heifer Project International to introduce over 160 camels, up to a dozen females and a male in each of 13 villages, and trained the villagers to raise, care for and employ them. GPFDF has been joined by Dutch and Japanese organizations which provide funding.

The Masai, traditionally cattle herders, have suffered malnutrition, impoverishment and marginalization through the introduction of western practices in both colonial and post-colonial periods, according to GPFDF officials.

The camel project aims to increase the nutritional and income levels of Masai families by providing an environmentally sound alternative to cattle, sheep and goats for milk, meat, draft animals and long-distance transportation.

Whereas Masai cattle produce a couple of liters of milk daily, camels typically produce eight to 12. Camels have soft pads on their feet so they cause less soil erosion than hooved cattle do, and they thrive on bushes and shrubs, primarily the thorns of the acacia tree, which other animals cannot graze. Cattle tend to eat grass down to nothing, especially during times of drought that have hurt East Africa painfully in recent years.

Seeing his efforts make a difference in the lives of the Masai has been satisfying, said Wutzer. "I had many, many great experiences in Africa, but the overwhelming highlight was visiting the villages and meeting the African people we support," he said. His initial desire to see the world and his skills as an engineer have led him to other exotic parts of the planet too.

After running the Jungfrau Wutzer traveled farther east with Engineering Ministries International. A nonprofit organization based in Colorado Springs, Colo., EMI concentrates on the design of schools, medical facilities and churches by organizing the donated talents of engineers, architects and surveyors. Wutzer traveled with them to India for 17 days in September and October, touring the country and working for a week with a design team in the southern city of Bangalore. "We did a whole design project down there," he said. The group spent a week working on the design for a library and cafeteria/social hall for a school being constructed by a local church.

World Traveler

Wutzer's mechanical design engineering skills for Army Family Housing and his expertise in such areas as heating, plumbing, ventilation, fire protection and demolition came in handy. "It lends itself well to the design in India," he said. "I was working with some very qualified people, and younger people at that, people in their mid-'20s," he said.

"I'm one of those people; I want to be right out there and be right in it," said Wutzer. "India and its people are a kaleidoscope of colors, cultures, beauty, exotic food, reckless drivers, unfortunate poverty and a staggering number of religions and languages. It's stray cows in the downtown city streets, humankind at its most amazing and a circus-like atmosphere that seemed practically normal to the locals. I went to help them, and they reminded me of how much opportunity we have here in our first-world life," he said.

"My trip has reaffirmed my belief that persistent hunger and extreme poverty are unacceptable in our world today." When email and jet planes make communication and travel swifter than anytime in history, global action can be accomplished when people exercise the will, said Wutzer. "Travel to places such as India and Africa can take a lot of planning — taking care of the medical inoculations against typhoid and hepatitis. It gets easier each time, but the benefit to be reaped from traveling to such exotic places is incomparable."

Anyone interested in getting involved with or supporting Global Partners For Development or Engineering Ministries International can get started by clicking into their websites at <http://gpdf.org> and <http://www.emiusa.org> respectively.

On the horizon

Once the Indian school project is complete, Wutzer does not plan to slow down. He is looking at ways to be more involved with humanitarian work, and he is eyeing the United States Agency for International Development (USAID).

USAID is akin to the Peace Corps, and is an independent federal agency. They support long-term, equitable economic growth in developing countries by supporting agricultural development, trade, global health and democracy, he said. They also assist these nations in becoming more "self-sufficient," and this attracts Wutzer.

"It's not a definite at the moment, but it would be a great way to contribute my engineering skills to the developing world on a more regular basis," Wutzer said.

Editor's note: Brian Temple contributed "On the horizon"

District Program Gives Customers Thier "Kicks"

By Grant Sattler

Nobody likes paperwork. Engineers are no exception, especially on small projects where dotting i's and crossing t's can take more time than the actual work. But Europe District's Community Indirect Contract Support (CICS) program, or "kicks," handles the mundane and lets builders build.

CICS is designed for customers who want to use their in-house capabilities to manage maintenance, repair and minor new construction projects. Under the CICS program, Europe District provides contracting and program support for Area Support Groups or Base Support Battalions that want to manage indirect contracts themselves with the Federal Republic of Germany through a *Staatsbauamt* or *Staatliche Hochbauamt* under the international agreement known as ABG 75.

Peter Zoeller, from Europe District's Project Management Branch, said CICS gives an ASG or DPW Director of Public Works another option for indirect contracts. "They provide the project management and oversight, we provide program guidance, maintain the funds and pay the bills," he explained. For its role, Europe District charges a fee for the service.

First begun in Fiscal Year '96, the program has repeatedly proven popular with DPWs in Germany that have more robust engineering staffs, such as the 26th, 98th, 100th and 104th ASGs. DPWs need a qualified contracting officer representative and alternate, a structural engineer for any projects that involve structural changes, a certified asbestos inspector if the project includes asbestos abatement, and other DPW personnel with the technical qualifications needed for the complexity of the project.

DPWs may go to other contracting organizations for assistance with Indirect Contracts, however, Zoeller said Europe District is often the best choice. "We provide engineering-oriented program guidance, specific to the needs of DPW," he said. "A procurement organization may not have that expertise."

To initiate a CICS project with Europe District, the customer first identifies the project requirements and then provides the project approval document. After technical, administrative and financial review, Europe District initiates a contract with the servicing *Staatsbauamt* or *Staatliche Hochbauamt* after coordinating design completion, construction period, and secondary services with the customer.

"We maintain contract and financial records, review and process contract modifications as required, including findings of facts, other contract record actions, control funds, and pay invoices," Zoeller said. EUD services also include monitoring unliquidated obligations, contract closeout support and joint quarterly Line Item Reviews with the *Staatsbauamt* or *Staatliche Hochbauamt*. But CICS isn't just cradle to grave.

If an Indirect Contract project already under way gets to be too big a headache, customers may request turn over for Europe District management at any point. "A decision on acceptance will be made on a case by case basis," Zoeller said. "And a project can easily transfer from CICS to a full service, if needed."

Using Europe District also brings a full range of support in the area of technical problems, extraordinary coordination, construction inspection, disputes, claims, etc. "If they run into a problem, say environmental concerns or asbestos for example, we're just a phone call away," Zoeller said.

For questions call Zoeller at 336-2580 or email peter.zoeller@usace.army.mil



Hold it now ... steady ...

Louisa Pruitt (foreground), art teacher at H.H. Arnold High School in Wiesbaden, and Christel Santos, a volunteer at the Römer Arts and Crafts Center, hang multi-media art works completed by Pruitt's art students in the district building's lobby, March 14. Oil paintings, water colors, photography and other works are featured in exhibits about every five weeks. Historical documents and photographs will also be featured.