

Engineering IN EUROPE

Joint Task Force-East

Europe District employee
deploys to Romania to
turn concept into reality

Advancing AFRICOM

Europe District
planning team
helps nascent
command plan
new HQ



US Army Corps
of Engineers*
Europe District
Vol. 2 Spring 2007

From the Commander



By living the Army values, we can exceed customer expectations

As Soldiers and Civilians with the U.S. Army Corps of Engineers, we represent the face of the Army to our customers. We carry on the Army's proud heritage that honors our nation and guarantees the freedoms we enjoy today. That is a badge that each of you should be proud to wear.

But with that badge comes responsibility – the responsibility to live the Army's values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

In our line of work, we do that by being relevant, ready, responsive, and reliable. And we do it well. We are dedicated not only to ourselves and our organization, but, more importantly, we are dedicated to the customer. Let us continue this dedication.

The customer is every person who has ever used a Corps product or service. It is anyone who is using one today, who might use one in the future, or who knows someone else who might use a Corps product or service. Your customer is all the other people who depend on your work to make their work easier. Your customer is the guy in the next office. The guy next to you in line at the commissary. The guy driving in front of you.

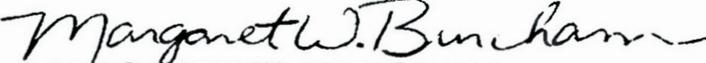
A customer – whether they be a warfighter, a family member, or a foreign national – is the most important person in our line of work. He is not dependent on us, we are dependent on him.

Customer care, therefore, is determining the needs of those customers, and moving the organization to meet those needs and expectations. Customer care is more than business development; it is a multidimensional approach to building long-term business relationships with customers.

In essence, it is not something that we aspire to *do*. It is something we aspire to *be*. Aristotle, the Greek Philosopher who lived around 350 B.C., observed that one acquires virtues that form good character by acting virtuously. He said, "We are what we repeatedly do ... excellence, then, is not an act, but a habit."

Let us, therefore, focus on being loyal, dutiful, respectful, and honorable. Let us show our selfless service, integrity, and personal courage in our work. Let us continue to impress the customers by being relevant, ready, responsive, and reliable.

I continue to be impressed with what you accomplish every day. Being customer-focused is not an easy task, but I am proud of the way you have taken on the challenge. Many of you even seek to increase your knowledge of the customers' businesses. Keep it up. By doing so you are living the manifestation of the Army values ... and exceeding customer expectations.


MARGARET W. BURCHAM
COL, EN
Commanding

U.S. Army Corps of Engineers

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On the Cover



Lt. Col. J. Michael Summers (right), area engineer for the District's Romania office, updates USAREUR Col. Kevin Beerman, project manager Mike Hogg, and District commander Col. Margaret Burcham. See story on page 8.

Cover photo by Justin Ward

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Advancing AFRICOM's Activation



Story by Justin Ward

Africa, the world's second-largest and second most-populous continent, is well known as the home of many exotic fauna that camouflage themselves into their surroundings. In a few years, the continent will also be home to other camouflaged types: members of the U.S. military's Africa Command, known as AFRICOM.



For decades the U.S. military has been strategically engaged in Africa, sending troops to reduce conflict, promote security and stability operations, and champion humanitarian and quality-of-life missions.

In early February 2007, the U.S. Department of Defense expanded that undertaking to allow for the establishment of a separate U.S. African Command (AFRICOM) to oversee military operations on the continent.

The new unified, combatant command, which will temporarily be housed in Stuttgart's Kelley

Barracks starting in October, will continue the military's achievements, but will also seek to integrate more interagency cooperation to better combat the challenges on the continent.

One organization the nascent command has relied upon to help them achieve those goals is the U.S. Army Corps of Engineers, Europe District.

The first step in this process of setting up a new command, said Paul Ramey, Europe District's master planner, is to assist AFRICOM to get the facilities it needs for its transition team to

operate.

To do this, the Corps worked with U.S. European Command (EUCOM) headquarters – from which AFRICOM is inheriting most of its jurisdiction – and the U.S. Army's Installation Management Command-Europe (IMCOM-E) to set up a planning conference known as a charrette.

"What we were really looking for is a third party that could assess the needs of AFRICOM, the capabilities of the garrison, and put forth some ideas on how AFRICOM can be accommodated on Kelley barracks," said Allen Rasper,



Robert Stewart, Installation Management Command-Europe representative, and Deane Shephard, Stuttgart Directorate of Public Works employee, discuss plans for the AFRICOM transition team's temporary move to Stuttgart's Kelley Barracks during the AFRICOM planning charrette in early April.

Photo by Justin Ward

engineering division chief for IMCOM-E. "[A charrette] brings all the stakeholders together in a collaborative fashion and the appropriate vetting occurs to produce a fairly mature and credible product."

Usually charrettes are done for existing organizations; however, in this case, the still-amorphous AFRICOM presented some challenges.

"This particular charrette has been very, very difficult," said Ramey, who was in Kelley Barracks in early April to administer the planning meeting. "Normally with a charrette we say, OK, what's your population and they hand us a sheet," Ramey said. "In this case, it was a good over-a-week process to get there."

Through relying on the skills of a diverse set of participants, including planners from the local DPW, IMCOM-E, and CHM2Hill, as well as AFRICOM subject matter experts, the District was able to overcome those challenges.

In fact, at the charrette's outbrief April 20, though, Ramey said he was glad to see all the pieces come together. "I think we successfully helped the command identify the short- and long-term requirements for stationing its headquarters in Stuttgart, and I feel confident that our team's proposal will make for a successful transition."

For Pentagon planners, Kelley Barracks was an attractive temporary headquarters site because of its proximity to the U.S. European Command headquarters, located in neighboring Patch Barracks, as well as its handy access to the nearby Stuttgart International Airport and Army airfield.

For the District, which has been tasked with supporting the construction missions of the new African command, the headquarters brings with it more than just design opportunities.

Soon, the District will begin assisting the command by helping it develop project approval documents, structural analyses, force protection requirements, and requests for proposals for design-build packages.

"The District's engagement to support AFRICOM in Stuttgart and on the African continent will greatly assist the U.S. military with their strategic goals," said Lalit Wadhwa, the District's programs branch chief. "The increase in attention the continent of Africa will be getting strategically, diplomatically, and economically will mean a lot more engagement from almost every sector of our District."

Already the District has seen action there. "We've sent numerous teams to Africa for various missions," said Stoll, the District's Central Europe Area Office deputy area engineer. "International Engineering has

performed most of the work to date, but they have relied on help from members of environmental, construction, and engineering design.”

Tania Smith, branch chief and program manager in the District’s environmental office, led one such mission to conduct environmental baseline surveys, which give both a snapshot of the present environmental conditions and serve as a record for post-deployment environmental actions.

“There is a lot of work ahead of us,” said Smith, whose most recent trip was to the landlocked African country of Niger.

“The countries in Africa are growing as key players on the global scene and we have an opportunity to promote positive relationships with them. The military assistance we’re providing will help all parties become more operationally effective, capable, and secure,” Smith said.

Defense Secretary Robert M. Gates announced the mission of the new unified AFRICOM to be similar

“The District’s engagement to support AFRICOM in Stuttgart will greatly assist the U.S. military with their strategic goals.”

-Lalit Wadhwa, Europe District programs branch chief

in scope to traditional combatant commands, focusing on what’s called kinetic or combat operations. However, many believe the body of AFRICOM’s business will be non-kinetic, such as supervising international security cooperation and aiding local governments and militaries with humanitarian assistance and disaster relief efforts.

Already, the continent has seen more motion from the U.S. military in the form of the recently executed Operation Enduring Freedom–Trans Sahara effort, which has brought to Africa several military-to-military engagements and

exercises designed to strengthen the ability of regional governments to police the large expanses of remote terrain in the Trans-Sahara.

Consequently, the District has seen a boost recently in the number of exercise construction projects on the continent, including current projects in Gabon, Mali, Niger, and Senegal.

“Although the exercise-related facilities in Africa have been small-ticket items, they bring with them significant opportunities, not only for us, but also for many groups within those countries,” said Regina Jugeta-Vetter, program manager for exercise-related construction.

All told, the District’s exercise-related projects in Africa, which include both construction and renovation, barely exceed \$1 million. However, for the local contractors who work on these sites, as well as the local militaries that ultimately train there, the benefits are immeasurable, Jugeta-Vetter said.



Already, Europe District has helped manage the construction of facilities on the African continent, including this noncommissioned officer married housing complex on the host nation base camp in Arlit, Niger.

In support of the U.S. military's Joint Task Force–East initiative, the U.S. Army Corps of Engineers, Europe District, has sent several employees to Romania to start construction – and start building relationships.

Joint Task Force-East: FROM CONCEPT TO REALITY

Story and photos
by Justin Ward

Acting resident engineer on MK Air Base, Europe District's Pete Corona deployed to southeastern Romania for three months to support the contracting and management efforts of the \$5 million Temporary Forward Operating Site.



“Cu plăcere, Cu plăcere, Cu plăcere.”

With his eyes gazing downward and his hand rhythmically rubbing his temples, Pete Corona privately and almost disturbingly repeats these words to himself, memorizing them as if for a test.

Romanian for “You’re welcome,” this phrase will come in handy for Corona, a U.S. Army Corps of Engineers, Europe District, employee who since early May has tirelessly worked 12- to 14-hour days on the Mihail Kogalniceanu (MK) Air Base in southeastern Romania as the acting resident engineer.

Corona’s job there is to manage USAREUR’s \$5 million Temporary Forward Operating Site (TFOS) contract, which seeks to build a provisional command and control headquarters for at least 1,000 rotational troops



Col. Margaret Burcham, U.S. Army Corps of Engineers, Europe District, commander, speaks with Lt. Cmdr. Adrian Vasile, Romanian Air Forces MK Air Base commander, about the Corps' ongoing projects on site.

by mid August.

And by learning a little of the host-nation language as well as trying to understand the culture and customs, Corona is building strong relationships with the local contractors, thereby helping to ensure successful contract completion.

"I speak Spanish and I can understand a lot of Italian – and Romanian is very, very similar," said Corona. "So I can communicate with the workers, I can communicate with the supervisors ... and they can understand me. That's good for building relationships."

Corona, normally a construction representative at the District's Vicenza, Italy, office, volunteered to deploy to this joint-use installation for three months to assist the area engineer on site in administering this and several other contracts.

The TFOS contract is part of the U.S. military's Joint Task Force-East (JTF-E) initiative to strengthen relationships and build new partners among Eastern European nations.

In total, the JTF-E headquarters will consist of about 100 personnel who will oversee rotations of U.S. Army brigade-sized units and U.S. Air Force Weapons Training Deployments. This joint capable headquarters located at the MK Airbase will coordinate training opportunities for two forward operating sites – one at the adjacent 34th Brigade Base and another in the vicinity of the Novo Selo Training Area in Bulgaria.

Corona's assistance in taking the TFOS share of the work, said the area engineer, has been invaluable.

"Since his arrival here in Romania, [Pete] has stepped up to the TFOS plate, adroitly managing all project issues," said area engineer Lt. Col. J. Michael Summers. "No matter what has been pitched to us, Pete continuously hits home runs."

Summers and Corona were the Corps' first engineers on the ground at the MK Air Base, arriving not too long after the Romanian Parliament ratified the Presence Agreement, which provides JTF-East with access to Romanian training facilities.

Working together with



District project manager for JTF-East, Mike Hogg, speaks to area officer Lt. Col. J. Michael Summers and District commander Col. Margaret Burcham, about two recently completed projects on site.

engineers like Lourdes Leyva-Colon and Maj. Rusty Mizelle from USAREUR's Chief of Staff of Engineering office, they have overcome many challenges, including design, administration, and host-nation complications.

However, through them all, Summers and Corona said they are proud to be the Corps' first boots on the ground, building the multinational partnerships that will better prepare the site for future coalition operations.

"We're the first ones here in Romania," said Corona. "I like important missions I guess you could say. Making a difference."

Throughout the last five years, the U.S. military has repeatedly been invited to the constellation of military installations in the area for training exercises. During that time, the U.S. Air Force has contributed hundreds of thousands of dollars for facility and infrastructure improvements on the installations, including a new aircraft apron, hangar, and fire station.

To minimize construction redundancies, the ongoing and upcoming refurbishment to the installations, including the construction of expeditionary billeting, unit operations, maintenance support, and recreation facilities, capitalizes on those previous investments.

"The office where we work is actually undergoing a renovation now," said Corona of Building D49, a previously empty two-story administrative building in the center of the small, grassy military facility. "When we deploy

to set up a site, there's usually not much. But now with our communications set up, our facilities are good to go."

Mike Hogg, the District's Wiesbaden-based project manager, said the strategy is to use what facilities are currently usable or conveniently renovated. "We're focusing on both renovations and construction, as this will help ensure we operate



Modernized by U.S. military engineers in 2003, the main drag of the joint-use MK Air Base is aptly called George Washington Blvd.



Harvested U.S. Army temporary billeting containers recently arrived on the Temporary Forward Operating Site (TFOS) in MK Air Base in southeastern Romania. The setting up of this area, the hub of the TFOS, is the focus of work for Europe District engineers like Pete Corona.

efficiently and economically, while still providing the Coalition forces excellent training facilities."

The construction and renovation of these facilities will also present great business opportunities for the local Romanian community, said the commander of the base, Romanian Lt. Cmdr. Adrian Vasile.

"You can really see the cooperation between the U.S. and Romania before the program even starts," said Vasile.

Corona agreed that the relationships he's formed with the contractors and construction personnel are promising. "The welcoming of Americans here is unsurpassed," Corona said. "Anywhere I go, downtown, even the workers that are here have a good impression of us. ... This is a very important mission and I wouldn't mind coming back."

Vasile said he also sees a



promising future for Romanian-American relations.

"I would like to describe my relationship with the Corps of Engineers here as more than a relationship," said Vasile. "It's a friendship."

Europe District's Pete Corona, acting resident engineer on MK Air Base, climbs the tower overlooking the Temporary Forward Operating Site to get a good overview of ongoing construction operations.



Door to the Corps

Schweinfurt project engineer opens doors for local DPW

*Story and photos
by Justin Ward*



Cha-ching! An unexpected \$6.4 million dumped into the bankroll of the U.S. Army Garrison Schweinfurt's Department of Public Works office late last fall, surprising almost everyone.

The pre-holiday jingle resounded in the ears of Tim Snyder, the new public works director there who was just getting settled in when the funds arrived.

Money had been tight recently, Snyder said, and he wasn't expecting much coming forth for the tentatively scheduled "Installations as Flagships" renovations, which seek

to continually improve and standardize installations across the Army. He knew this late-year windfall would go a long way.

"We were never expecting that much," Snyder said. But he said he knew exactly how to use the money: Barracks first; everything else second.

"The priority was barracks because that's the first thing the Soldier sees when he comes back," Snyder said. "To us, that was important."

In August 2006, Soldiers from the 1st Infantry Division's 2nd Combat Brigade Team deployed from Schweinfurt for a one-

year tour supporting Operation Iraqi Freedom. Snyder knew that the empty barracks rooms of these deployed Soldiers would be the perfect contender for the renovations. And he knew they would appreciate the barracks' facelift.

"We have 30 percent of the combat forces in Europe and they work very, very hard at what they do. We knew they'd be excited to come back to a clean, fixed, and renovated room," Snyder said.

The challenge, though, was time.

Current estimates had the Soldiers arriving back on the garrison in

less than six months. Not much time to execute \$6.4 million of renovations, Snyder said.

"When you get the money you say, 'That's great! Now we can do something for the Soldiers.' Then in comes the panic of thinking 'How am I going to get this done in six months' time?'"

First, Snyder saw what he could do in-house and through normal job order contracts. For the rest, he said, he went to the U.S. Army Corps of Engineers, Europe District.

The Corps has a good reputation in the garrison, he said. "I know they have a staff they can surge to if needed. So I was confident they could help me out."

Snyder contacted Reggie Hall, the Europe District's project engineer at Schweinfurt, to ask how much the Corps could take on.

"We have a system set up where we can react to things rapidly," Hall said. "So in two days' time, I had requested assistance, I had received all the MIPRS (Military Interdepartmental Purchase Requests), and I had scheduled a site visit through each barracks with the contractor and with our guys at [District] headquarters."

In essence, Hall served as the "Door to the Corps," providing



Tim Snyder, Schweinfurt Department of Public Works chief, works just down the hall from the District's Schweinfurt project engineer Reggie Hall, making it easy to communicate.



Reggie Hall, the District's project engineer at Schweinfurt, has been working at the garrison for about five years, working closely with the customer and the contractors to ensure tight budgets and timelines are successfully met.

easy access to the entire range of Corps' capabilities and showing off what full-spectrum services the organization can provide.

The first thing on the list, said Hall, was a renovation of the barracks, including a complete cleaning of the barracks; a fresh coat of paint; the replacement of any outlets, ceiling tiles, and plumbing; and the full inspection of windows, doors, and locks.

"We wanted to make sure the Soldiers could roll right into the rooms, already completed, and put their stuff up," Hall said.

After the barracks, Hall said the next step was to renovate the battalion and company headquarters buildings, followed by the motor pools.

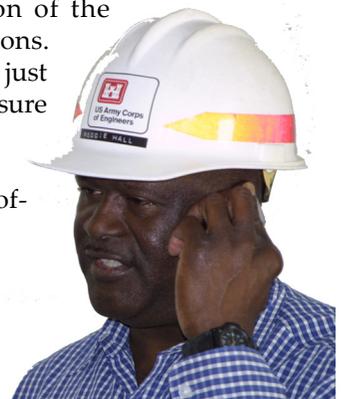
These facilities were important, Snyder said, because the Soldiers spend most of their

working time here. "The goal was to have [these facilities] clean, functional, and ready," Hall said.

The "Installations as Flagships" program has been endorsed by Army Chief of Staff Gen. George Casey, who recently tasked the Army with stepping up the quality-of-life levels on installations to be commensurate with the sacrifices today's Soldiers are making. By doing so, the Army will ensure it has standard levels of excellence from which to project power across the globe.

"Soldiers deserve the same care and respect that they demonstrate every day," Hall said who has been continually overseeing the planning and execution of the renovations.

"We are just making sure they get those quality-of-life facilities that let them do their jobs."





SPANGDAHLEM 2015 TRANSFORMING TO MEET 21ST CENTURY CHALLENGES

Although no one knew it at the time, the 1999 decision to close the U.S. Air Force's historic Rhein-Main Air Base in 2005 led to a new way of thinking for the engineers and planners at Spangdahlem Air Base. Today, that thought process is the installation's manifest destiny.

*Story and photos
by Justin Ward*

In December 2005, the U.S. Air Force handed over Rhein-Main Air Base to the German government as an effort to both "draw down" and "centralize" their European operations.

The closure of the principal aerial port for all U.S. forces in Europe led to a transfer of the existent cargo and passenger service missions to both Ramstein Air Base and Spangdahlem Air Base.

The change was big for Ramstein. But it was huge for Spangdahlem, necessitating the purchase of an extra 125 acres called the "Northwest Expansion," the approval of about \$175 million in construction projects, and the significant overhaul of the runways and taxiways, which meant the relatively teeny A-10 Warthogs and F-16 Vipers would have to make room for the "heavies," – the C-5 Galaxies or C-17 Globemaster III's.

That sudden expansion embodied the now-famous term "transformation" and implored engineers like Udo Stürmer, the engineering flight chief, 52nd Civil Engineering Squadron at Spangdahlem, to rethink the future of the rural installation. What was the transformation plan for Spangdahlem anyway?

"We started by looking at what functions we were getting and what expansions we were executing," said Stürmer, who was already deep into planning for the transition from the draw down of nearby Bitburg Air Base. "This led us to thinking more and more about the future."

Today Stürmer is grinding away at executing the plan that arose from that time period, which entails consolidating all existing mission elements from the Air Force's Bitburg, Oberweis, and Sülz annexes into a single

location: Spangdahlem.

That plan is called Spangdahlem 2015.

"We were bringing over to Spangdahlem the Bitburg clinic and the housing units," Stürmer said. "And then we thought, hey, why should we have to rely on an annex that was closed in 1994? Why can't we just move everything here?"

Spangdahlem 2015 calls for about \$230 million of consolidation projects including new schools; a new clinic; a new fitness center; a new BX/Commissary; and a new housing area.

"There's a lot of projects involved in Spangdahlem 2015 and many of which I'm sure we'll be a part of," said Lou Reagan, Europe District resident engineer at Spangdahlem.

The largest Spangdahlem 2015 project currently being executed by the District is the housing project, said Reagan.

The \$75 million housing project was initiated both as a response

to the closures of Air Force installations throughout Europe and as a reaction to the Pentagon's housing improvement requirements, which required the replacement of the existing 1950s-style stairwell housing units.

"The units were not meeting the standards," Stürmer said, "So we needed to have new units."

The housing project is broken down into three phases, said Reagan. Although the third phase is still tentative, the first two phases are already underway, ultimately bringing in a total of 139 units, 132 of which will be duplexes.

Reagan and his team at Spangdahlem are in the middle of managing the placement of infrastructure for the first phase of units, including laying down new heating lines, electrical lines, water lines, telecom lines, and cable lines.

"It's been a challenge because we continue to discover areas of old, existing infrastructure that



Spangdahlem 2015 Funding Strategy				
MILCON				
Priority	Project	Year	Source	Cost
1	Housing Phase 1 & 2 (Funded)	2007	APP	\$75M
2	NW Infrastructure	2007	PKK	\$7M
3	Medical Clinic	2008	MED	\$30M
4	Fitness Center	2008	APP	\$26M
5	BX/Commissary (DeCA/AAFES)	2008	NAF	\$30M
6	High School	2010	APP	\$18M
7	Child Development Center	2011	APP	\$11M
8	Expand Elementary School	2012	APP	\$20M
Restoration & Modernization				
Priority	Project	Year	Source	Cost
1	Airman Leadership School	2008	APP	\$1M
2	Education Center	2010	APP	\$50K
3	Renovate Post Office	2008	APP	\$2M
4	Renovate Chapel Annex	2008	APP	\$2M
5	Relocate Contracting Squadron	2009	APP	\$2M
6	Relocate WIC & Red Cross	2010	APP	\$50K
7	Relocate AFN	2011	APP	\$2M
8	Expand Library	2011	APP	\$1M
9	Relocate AAFES Admin	2011	NAF	\$300K
10	Relocate Community Bank	2011	User	\$TBD
11	Relocate Outdoor Recreation	2011	NAF	\$500K
12	Relocate Teen Center	2013	APP	\$500K

Spangdahlem Engineering Flight Chief Udo Stürmer exhibits a Spangdahlem 2015 display.

we didn't know existed," said Reagan "So we have to pull a lot of old, abandoned utilities out and put new utilities in for the new configuration."

Reagan said he is working with the contractors to take a proactive approach to handling the infrastructure problems, including identifying the lines before they are "found" and developing plans to coordinate their removal.

Because of this proactive stance, Reagan said the contractor is,

"from all views, slightly ahead of schedule. They are actually very responsive and are moving out pretty sharply."

To accomplish the housing project as well as the Spangdahlem 2015 program successfully, Reagan and Stürmer are agreed that they will need to continue thinking holistically about the base and its future requirements.

They are also agreed that they will need continued support from all parties involved. Thankfully, Reagan said, things are in good shape.

"I'm very happy and I feel very blessed that we have the partners that we do," Reagan said of the base and of the state-owned estate and construction management companies called LBBs. "They're actively coming to me and telling me about the projects. I can go over there anytime. ... It's a great partnership and I can honestly say that the relationship we have with the LBB here [speaks to] our success."



A recent rendering shows the seven single-family housing units currently being built at Spangdahlem Air Base as part of the Spangdahlem 2015 program. The units will be senior officer quarters.

GRAFENWÖHR

Drawing ATTENTION

“We’ve met every milestone we set out to make, including the ones we didn’t think we’d achieve. We’re working hard to ensure success”

-Ed Argueta, Efficient Basing-Grafenwöhr program manager



Since 2001, the construction program at Grafenwöhr has earned a reputation for success. It’s now also earned a following.

*Story and photos
by Justin Ward*

The swooping cranes and beeping backhoes that pepper the landscape of any modern construction site don’t usually draw many camera-wielding spectators. But don’t tell that to the engineers working on the U.S. Army’s \$700 million Efficient

Basing-Grafenwöhr (EB-G) construction program. In early May, several U.S. Army Corps of Engineers', Europe District, project managers who work on this northern Bavarian post displayed the progress of their hard work to about a dozen high-level delegates from various ministries in Israel.

The alluring attraction for the curious Israeli visitors was the routine business of the engineers here – a dynamic and successfully managed program which has been celebrated as an enviable paradigm for all future large-scale construction projects in Europe.

The focus of EB-G is simple: to capitalize on the efficiencies involved in consolidating a command-and-control headquarters and six battalion-sized elements onto one installation, thereby maximizing readiness, operation control, force protection, and quality of life.

The implementation of EB-G, though, is intense, involving everything from erecting new headquarters buildings, barracks, and motorpools, to laying down new roads, utilities, and telecommunication infrastructure, to engineering new quality-of-life facilities like a physical fitness center, dining facility, and a recreation area around a small lake located on the main garrison.

The Israeli visitors were there to conduct an interim progress review for the ongoing engineering efforts the Corps is overseeing in Israel. This was their second tour of the American installation in as many years.

“Along with the formal briefings that we give, we normally try to work in a site tour and show off the things that the Corps is doing in Germany for our forces to give the Israelis some idea of the

types of construction projects we work on,” said Bob Kreienheder, area engineer in the District’s Israel area office, who helped host the tour. “I think what they’re interested in today are the processes, figuring out what works and why.”

First on the tour one bright morning in early May was a new garrison-administered

housing complex on the installation called Netzaberg Village, for which the Corps is managing several quality-of-life facilities.

“What we’re seeing now is the MILCON Island,” said Walt Bogdanow, the Corps’ area engineer for the Southern Germany area office, and the host for this tour. “It’s a plot



While touring the Grafenwöhr installation, Israeli visitors gather outside the famous water tower, a half-timbered structure completed in 1910. The tour’s purpose was to show the visitors the progress of the EB-G program, which seeks to build up the installation while retaining traditional architectural styles.

SUPPORTING THE WARFIGHTER

of land in the middle of these housing units where we have four projects – the school, the childcare center, the youth activity center, and then the chapel.”

Ears perked. Heads turned. Cameras clicked.

“The child care and youth activities centers are immediately adjacent to the schools,” said Bogdanow. “So when the school is out the kids can go to their respective areas. Small children go to childcare. The older children, from 10-16, go to the youth center.”

Much like the pace of construction in EB-G, the District’s engineering and construction efforts in Israel are also moving along quickly.

Many of the projects in Israel began in 1999 with the signing of the Wye River Memorandum between the Palestinian Authority and Israel. Since then, many of Wye River projects have concluded, however many more large and accelerated projects are taking their place, keeping District employees there as busy as ever.

One Israeli confirmed the state of transition in his home country, and added that, much like the U.S. troops in Europe, the Israeli Ministry of Defense is currently planning a sizeable restationing of their own troops.

“We are going to move ... a lot of units in the Army south to the desert and we have to build now camps,” said Levi Golan, head of the Israeli Ministry of Defense’s department of construction. “So we came here to see. And we saw a lot of things that can help us in the future to decide how to solve problems.”

“... We came here to see. And we saw a lot of things that can help us in the future to decide how to solve problems.”

-Levi Golan, Israeli Ministry of Defense chief of construction

Although Israel’s restationing is much smaller than the current rebasing plan for U.S. troops in Europe, it is similarly proportioned, said Golan. So by understanding the concepts and challenges behind the successful business practices of EB-G,

the Israeli Ministry of Defense is better able to plan its transition approach in engaging the Corps.

EB-G program manager, Ed Argueta, said he’s “incredibly proud” to be able to host the Israeli partners at the installation. “In my opinion, EB-G is one of the most well thought-out installation development plans. And having visitors come here to check us out sort of validates that.”

The EB-G consolidation efforts are coming along smoothly, Argueta said, and will lower transportation costs, eliminate large swaths of land from the government’s inventory, and reduce USAREUR’s operating costs significantly.

“We’ve met every milestone we’ve set out to meet,

MILCON Island

up close:

Cost: \$104 million

Estimated completion: Occupancy in summer 2008

Construction: Elementary and middle schools, childcare center, youth activity center, chapel, ball fields, and utilities/infrastructure networks.

Renovation: None

including the ones we didn't think we'd achieve," said Argueta. "We're working hard to ensure success."

One of the tenets that makes EB-G so successful, Argueta said, is collocation.

By locating the engineers and the construction representatives together with host-nation and customer representatives, Argueta said, communication is eased, which facilitates improved understanding of the time, scope, and cost requirements. "It shortens the channels of communication and, in the end, it helps the warfighter get quality-of-life initiatives faster and cheaper."

When complete in 2011, the EB-G initiative will have built a better understanding of the possibilities of adhering to constraining time, scope, and cost requirements, as well as helped set the stage for a successful restructure of the U.S. Army's forces in Europe, thereby making the Army more relevant and ready.

And maybe it will have garnered the attention of other star-struck visitors who keenly recognize the progress of construction for its validated distinction.



Israeli visitors tour the Grafenwöhr physical fitness center to get an idea of the size and scope of the facilities on the post. The Israeli Ministry of Defense is currently planning a similarly-scoped program for their forces.

Main garrison

up close:

Cost: Over \$600 million

Estimated completion: Most projects by summer 2009

Construction: New barracks, vehicle maintenance shops, BDE and BN HQs, infrastructure networks, PX, commissary, parking, landscaping, and more

Renovation: BDE HQs, BN HQs, dining facility, barracks, wash rack, post offices, landscaping, and community support facilities

Moon over Graf



As evening sets at Grafenwöhr, the rising moon shines light on a tower crane, a common sight on the installation since 2001, when the Efficient-Basing Grafenwöhr program began.

