

# Engineering IN EUROPE



New USAFE homes  
bigger, better

“Out with the old” concept brings  
almost \$500 million in upgrades

## Wiesbaden begins to rise

The Hessen capital bulks up  
in preparation for U.S. Army  
Europe headquarters’ move



US Army Corps  
of Engineers  
Europe District  
Vol. 2 Spring 2008

# From the Commander



## Communicating transparently can help us be the change we wish to see in this organization

With the seamless transition to NSPS and your continuing success in completing facilities for our customers, we have already embarked on quite a great year — I am proud of all of you! But we have a lot of work ahead of us.

Our Chief of Engineers, Lt. Gen. Robert L. Van Antwerp, at the beginning of his tenure last year, issued a list of six priorities and three tenets to ensure the Corps is aligned with the Army's strategic direction. These priorities and tenets form the basis of how the Chief plans to lead the Corps.

I think you'll find few surprises when reading them for the first time. But upon reviewing them again, there is one tenet in particular that stands out to me: "Communicate transparently." Transparency is all about openness, integrity, telling the whole story, and eliminating misunderstanding and ambiguity. It is about trust.

I ask you all to take personal ownership and responsibility for following through with this tenet in particular, principally in communicating clearly with our customers, partners, and stakeholders. But I also want to view this tenet as an opportunity to be honest with ourselves and not let professionalism filter out all our candor.

We consider ourselves a learning organization — one that continually seeks improvements and shares best practices both individually and organizationally. We also see ourselves as using consistent, efficient, and effective business processes to deliver products and services better, faster, cheaper, safer, and greener. This helps us live up to our creed to be One Team: Relevant, Ready, Responsive and Reliable.

But when we look toward the past, we must acknowledge years of avoidance. Seven years ago, the Corps initiated a new doctrine based on the concept of aligning business processes. Four years ago, the Corps implemented this in the form of P2.

We've all struggled to accept and incorporate this rather complex and sometimes difficult "change" to our routine. And no one is at fault. But the truth is, this change is happening. And, to be relevant and ready, we've got to step up to the plate and make this work.

So when we look toward the future, our collective attitude should be one of discipline. We have more projects than almost any other district, and we have a higher turnover rate than almost any other district. So this change will be especially hard on us. But we also have tremendous aptitude — and superb attitude. And by being honest with ourselves and understanding that we can, indeed, accept this change by fostering a culture of discipline, we can embrace P2 and set the standard for others to follow.

Already we've seen growth. Data quality in P2 has improved dramatically. In fact, we've recently gone from RED to AMBER rating in a key P2 metric after just a few weeks of concerted effort by our program and project managers. Our balanced scorecard dashboard gets greener all the time. And several hard working project managers, program analysts, and others have already set benchmarks to ensure P2 is helping us deliver quality projects on time and within budget.

But it's only by being honest with ourselves that we can continue this trend to be the change we want to see. By doing that, we can live up to our creed, follow through with the Chief's priorities and tenets, and set ourselves up for real success. I've seen us tackle more difficult tasks and I am know without any doubt that we have the smarts, dedication, and flexibility to make this happen. You all never cease to impress and amaze me. Let's help lead from the front on taking our organization from Good to Really Great. We can do it!

Essayons!

MARGARET W. BURCHAM

COL, EN

Commanding

### USACE Priorities:

- Support the War on Terror and expeditionary missions
- Enhance the quality of support to Soldiers, Civilians, Families and the public
- Complete transformation of the Theater Engineer Commands
- Effectively prepare for and respond to disasters
- Enable Gulf Coast Recovery
- Deliver military, civil works, research and development, and regulatory programs and projects.

### USACE Tenets:

- Communicate transparently
- Focus on your mission
- Team with industry.

# U.S. Army Corps of Engineers

## Contents

- 4** **New USAFE homes bigger, better**  
 "Out with the old" concept brings almost \$500 million in upgrades
- 8** **Wiesbaden begins to rise**  
 The Hessen capital bulks up in preparation for U.S. Army Europe headquarters move
- 12** **Chièvres undergoes building 'pop'**  
 Over \$35 million in construction and renovation growth modernizes air base
- 14** **P2 and you**  
 Getting to know this application suite can help boost the bottom line
- 18** **Reaching out to Africa**  
 Waxing Corps support brings new development, goodwill to the Dark Continent



*Engineering in Europe* is an unofficial publication of the U.S. Army Corps of Engineers, Europe District, authorized under the provisions of AR 360-1. The editorial views and opinions expressed are not necessarily those of the U.S. Army Corps of Engineers or the Department of the Army. *Engineering in Europe* is a command information publication of the U.S. Army Corps of Engineers, Europe District. Circulation is 800 copies. Articles, photographs, and other contributions are welcome. The editor reserves the right to make changes to all material submitted. The submission deadline is the 1st of the month preceding quarterly publication. Send submissions to: Editor, *Engineering in Europe*, U.S. Army Corps of Engineers, Europe District, CMR 410, Box 1, APO AE 09096. Details may be obtained from the PAO at (011) 49-611-816-2720 or DSN 336-2720. Material may be sent via e-mail to: justin.m.ward@usace.army.mil An electronic version of *Engineering in Europe* may be viewed on the Europe District Internet homepage at: www.nau.usace.army.mil

Commander:  
Col. Margaret W. Burcham

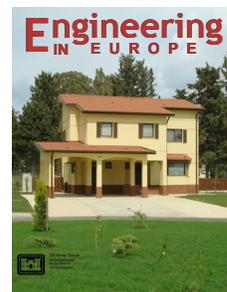
Deputy Commander:  
Lt. Col. Michael J. Farrell

Public Affairs Chief:  
Justin Ward (acting)

Editor:  
Justin Ward

Layout/Design:  
Evan Duncan

### On the Cover



One of 22 new homes at Incirlik Air Base's Eagle Housing complex in Southern Turkey stands ready to be occupied. By 2010, the U.S. Air Force will have replaced or improved 1,600 homes in Europe.

Cover photo by Orkun Dincer

## New USAFE homes bigger, better

*Story by Justin Ward*



Roaring backhoes and bulldozers in “Area 4” at Ramstein Air Base plow a path for new townhouses in the Kaiserslautern Military Community. Similar construction and renovation efforts as part of USAFE’s half-billion-dollar housing boom can be seen at U.S. Air Force bases throughout Europe.



Photo by Justin Ward



Photo by Justin Ward



Photo by Mark Nedzbala

**New homes at Ramstein (above) and Incirlik air bases will provide bigger living space, newer furnishings, and a higher quality of life for Airmen and their families.**

**T**his year, the last of the U.S. Air Force's 1950s-style stairwell apartments will be torn down around Europe, making way for the final phases of the DoD's largest family housing program on the continent in 60 years.

The biggest changes can be seen at those places deemed the most vital transportation hubs for getting supplies and fuel downrange — Incirlik Air Base in southern Turkey and Ramstein Air Base in Germany, the U.S. military's largest installation in Europe. And it's at these two Air Force installations that Army engineers have been toiling away for the past several years, ensuring their brothers in arms have the highest quality-of-life standards possible.

At Incirlik, Airmen and their families are already beginning to move into newly completed four-bedroom townhomes at the Eagle Housing complex — most between 1,600 and 1,800 square feet, but some as large as 2,000 square feet. Finishing touches on these homes include standards not yet seen on military installations, including granite countertops, two-car carports, and covered patios overlooking fenced-in yards.

Similar standards are being put into place

# SUPPORTING THE WARFIGHTER

at Ramstein and in the surrounding Kaiserslautern Military Community, with housing officials indicating that by 2010, 463 newer, larger homes will have replaced about 960 older, smaller ones — to the tune of \$210 million.

In total, more than 1,600 homes on Air Force bases throughout Europe will have been replaced or improved by 2010 — at a cost estimated at almost half a billion dollars.

“A lot of people seem to think that the military in Europe is disappearing, and certainly restructuring of the forces has affected other areas in Europe,” said Meghan Ramsey, project engineer, Ramstein resident office. “But here in the Kaiserslautern Military Community, things are just getting bigger ... [especially in] the area of operational capacity due to the downsizing of other military communities.”

Unlike the majority of recent military construction projects in Europe, the Air Force Family Housing program, administered in Germany and Turkey by the U.S. Army Corps of Engineers, is not directly related to upcoming troop movements or realignment efforts at all, said Mark Ruksc, housing construction project manager for the U.S. Air Force Center for Engineering and Environmental (AFCEE) Ramstein regional management office. On the contrary, the new digs are simply an effort to increase the quality of life for the warfighters and their families.

“Housing standards have changed over the years to where smaller, stairwell apartments are no longer adequate or provide enough rooms or luxuries in a modern day home,” said Ruksc. “The new houses are built to German standards, which are concrete cinderblock homes, built-in *schranks* rather than walk-in closets, tile floors, in-floor heating, and *rolladen* on doors and windows for privacy as

well as extra insulation. ... It's a higher quality of life for the Airmen.”

The catalyst for the program was a 2000 mandate from the Office of the Secretary of Defense to replace or repair

all inadequate military family housing with modern and refurbished residences, privatized or leased housing, or local community housing when appropriate within 10 years.

And the mandate's enactment meant not only bigger, but also better homes, said Ramsey.

“Because quality of life for the Airmen and Soldiers in Europe is a top priority, we wanted to ensure the quality of the housing was top-notch,” said Ramsey. “So the least we could do is provide them with the best housing possible, which allows them to go and do their jobs with one less thing to worry about.”

Mark Nedzbala, the Corps' Mediterranean Area engineer, said the new houses in Turkey are one of the more important quality-of-life additions for Incirlik Air Base.

“The airmen that will be assigned to move into the new homes greatly appreciate the opportunity to live in this new housing,” said Nedzbala. “Housing

is a major element affecting the airmen, and their families' quality of life — and it helps to retain airmen.”

This first phase of Eagle Housing, completed earlier this year, demolished 150 units originally built in the 1960s and constructed 22 new townhomes with larger kitchens, energy efficient heating and air conditioning, and dual electrical outlets. The second and third phases will deliver 34 and 44 more units, respectively, when completed in the next few months. They will also include new recreational area like running and biking trails, mini-golf and mini-soccer areas, herb gardens, gazebos, and playgrounds.

Army and Air Force engineers are also gearing up to

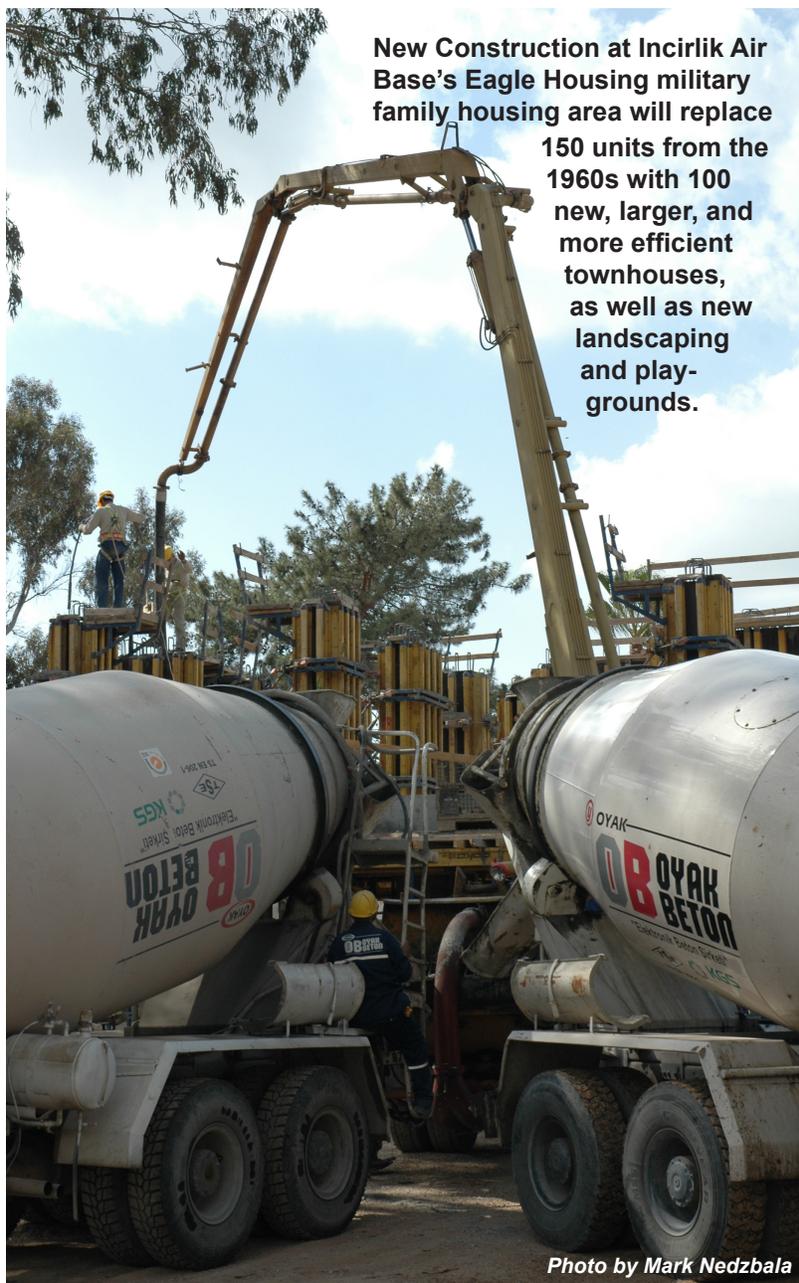




Photo by Mark Nedzbala



Photo by Justin Ward



Photo by Justin Ward

**Above: New military family housing units in the Kaiserslautern Military Community will include built-in *schranks*, tile floors, in-floor heating, and *rolladen* for privacy and extra insulation.**

**Left: Construction crews assemble a new townhouse as part of the Eagle Housing Phase II program at Incirlik Air Base in Turkey, which will deliver 24 new units to Airmen and their families.**

plan improvements and structural strengthening of the entire Phantom Housing and Falcon neighborhoods -- eight phases in all. Current plans are to modernize, renovate, and expand 515 duplex houses into three- and four-bedroom townhouses with larger living areas, fenced-in backyards, carports, new landscaping, and new amenities like fire detection systems and more storage areas. Engineers estimate completion of all phases by spring 2013.

"Managing the Phantom and Falcon construction projects provides a great opportunity to support the Air Force with the experience gained by the Resident Office staff during the Eagle Family Housing project," said Nedzbala.

In an e-mail to Nedzbala, Ellen King, AFCEE project manager for Spain and Turkey, said she was appreciative of the efforts the Corps has made at Incirlik. "Thank you to the professional team that is making this project a great success. The houses are beautiful both inside and out and will surely improve the quality-of-life for the future residents!"

***"The Corps of Engineers knows the processes and the regulations and it definitely facilitates success. I've been a satisfied customer."***

**-Mark Ruksc, AFCEE housing construction project manager**

The roadmap for all this new construction is the Air Force's Family Housing Master Plan, developed to integrate and prioritize traditional construction and renovation, with a measured approach to privatization.

So far, the tight partnership between the U.S. Army Corps of Engineers Europe District and AFCEE has led to strong progress on this plan, said Ruksc.

"Having a good relationship with the Corps of Engineers has actually eliminated many problems and stopped problems before they surprised us," said Ruksc.

The short lines of communication between AFCEE and the Corps' resident office on Ramstein Air Base have also helped smooth dialogues with the various local contractors performing the construction, Ruksc said.

"Working with the Corps of Engineers is definitely value-added, especially when we work with the host nation," said Ruksc. "The Corps of Engineers knows the processes and the regulations and it definitely facilitates success. I've been a satisfied customer."

# WIESBADEN BEGINS TO RISE

*Story by Evan Duncan*

SINCE GAINING ACCLAIM 60 YEARS AGO AS THE TRANSPORT HUB FOR THE BERLIN AIRLIFT, THE WIESBADEN MILITARY COMMUNITY HASN'T SEEN MUCH MILITARY CONSTRUCTION FUNDING. BUT IN A FEW YEARS' TIME, THIS COMMUNITY WILL BE THE MOST APPARENT MANIFESTATION OF U.S. ARMY RESTATIONING, WITH SEVERAL MAJOR PROJECTS PROGRAMMED DURING THE NEXT FIVE YEARS. AND IN SOME PLACES, THE DUST HAS ALREADY STARTED TO FLY.

A tall construction crane stands against a sky with soft, golden clouds from a sunset or sunrise. The crane is silhouetted against the lighter sky, and its lattice structure is clearly visible. The overall mood is one of active construction and progress.

*“Placing the Soldiers  
in nice new quarters  
could be the difference in  
retaining their services.”*

**-Michael Dennis  
Construction control  
representative**

**Cranes hover above the site of the \$31 million lodge in Wiesbaden’s Hainerberg neighborhood. The new 164-room lodge, slated to accept its first guests next fall, is one of first big-ticket projects that will prepare the Wiesbaden military community for the influx of 7th Army warfighters and families.**

**W**iesbaden has a “build it and they will come” attitude. And it shows.

A morning drive through the city’s military family housing areas showcases as many backhoes and trucks hauling cement to nearby construction sites as minivans and buses hauling children to nearby schools. In almost every direction, the skyline is littered with cranes. And people are starting to notice.

One of the biggest areas of growth in this enduring community in the last few years has been the military family housing areas, which have undergone continuous renovations to bring about a better standard of living for the warfighter and their families, U.S. Army Corps of Engineers officials say. In that time, the almost abandoned Aukamm military family housing area has again sprung

to life, receiving about \$93 million in whole neighborhood renovations, including modernized living spaces, new playgrounds, and more parking areas. Nearby, the Hainerberg military family housing area has seen similar revitalization, including new streets, utilities, and larger living spaces — not to mention the new ultra-modern hotel, which has seen more growth spurts than the highschoolers across the street. The 164-room, \$31 million lodge is expected to open in fall 2009. The rooms in the fan-shaped building will not only replace those left behind in the American Arms Hotel, but exceed them in size and comfort. Each room has a private bathroom and kitchenette included to offer more accommodations to guests.

But the renovated housing is critical to retaining Soldiers, said Michael Dennis, Europe District senior construction control representative for the renovations.

“Placing the Soldiers in nice new quarters could be the difference in retaining their services,” he said. “And the

# SUPPORTING THE WARFIGHTER

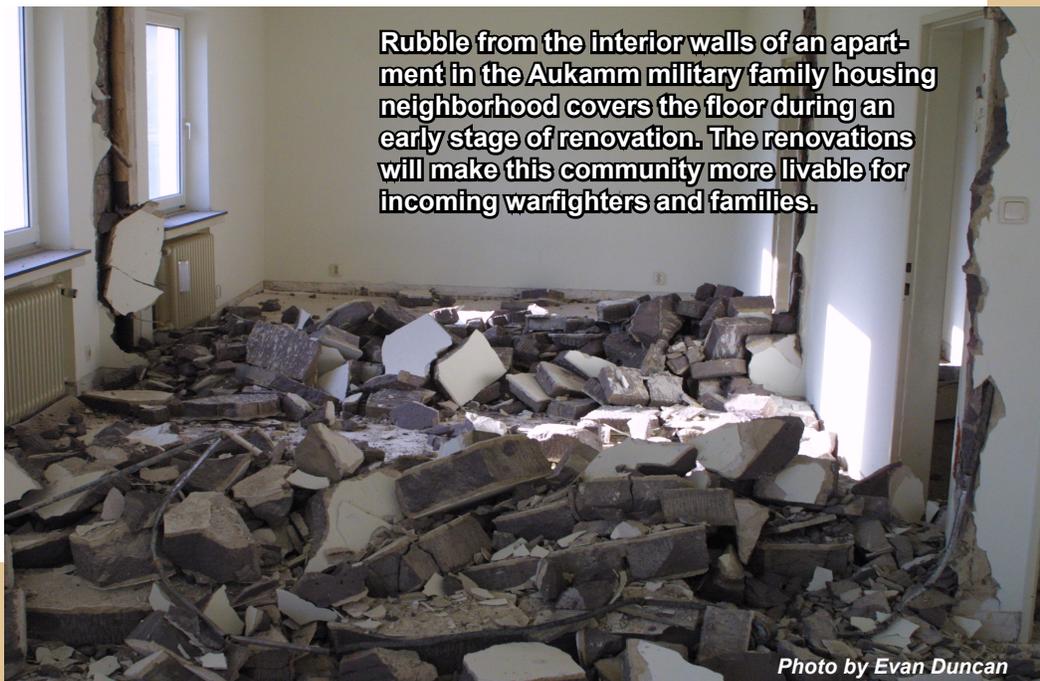


amenities they've added here are really nice," he said.

In Aukamm alone, 23 new multifamily housing and duplex buildings are currently under renovation, bringing the six-year total to 113 buildings — or about 500 actual units. Many have been “right-sized” from three smaller apartments into two larger ones, to accommodate the growing military family.

“You have to take care of the families first before you start building larger projects,” Dennis said, “like the bowling alleys and hotel complexes.”

But there are projects even larger than an \$8.3 million bowling alley or \$31 million hotel. Heidelberg-based U.S. Army Europe (USAREUR) and the U.S. Army V Corps command headquarters will merge to form “7th



Rubble from the interior walls of an apartment in the Aukamm military family housing neighborhood covers the floor during an early stage of renovation. The renovations will make this community more livable for incoming warfighters and families.

Photo by Evan Duncan



**Michael Dennis, Europe District senior construction control representative for the existing U.S. Army military family housing renovations in Wiesbaden, explains the scope of effort to construction crew members March 18, 2008.**

*Photo by Justin Ward*

Army Headquarters” and move to Wiesbaden within four years.

Smaller units, such as the 5<sup>th</sup> Signal Command from Mannheim, and the 66<sup>th</sup> Military Intelligence Group from Darmstadt, will also move to Wiesbaden. Upcoming military construction and renovation projects on the garrison in support of these moves include a network warfare center, a consolidated intelligence center, and a 1,280-person Command and Control facility, the largest single construction

project the Army has ever seen in Wiesbaden.

Also expected are significant improvements to the existing commissary and PX facilities as well as an upcoming housing program, which seeks to flank the south side of the airfield – where farmers’ fields currently lie – with 326 new dwelling units.

Pre-construction plans for these projects include the rerouting of traffic

for truck access, storage, parking, and pedestrian routes; the surveying of groundwater, soil, and native species; the clearing of unexploded ordnance; and a complete upgrade of the water, sewer, electrical, heating, and telecommunications infrastructure (including running new lines to the proposed construction sites).

Officials estimate these projects bring the military and U.S. civilian population in Wiesbaden to about 6,600.

Appropriately, the first move of the U.S. Army Corps of Engineers – the construction agent for the program – was to start planning.

Currently, the Corps is developing a land-use plan for new and renovated commissary and PX facilities as well as several other plans for the Wiesbaden garrison, including a master plan, a stationing plan, and an integrated strategic sustainability plan.

Europe District project manager Hiram Fernandez said the first priority is the 7<sup>th</sup> Army Command and Control facility.

To integrate these moves, the Corps has banded with the U.S. Army Garrison Wiesbaden’s Directorate of Public Works and the local German government’s construction management firms to propose a Transformation Stationing Management Office, where representatives from each group would be co-located in a single building.

The co-location – a proven project paradigm for the Corps – will shorten channels of communication among construction parties and deliver products quicker to the customer.

Transformation planners expect that by 2013 Wiesbaden will have completed its transformation from a stagnant post that saw its heyday exactly 60 years ago when it served as the transport hub for the Berlin Airlift to the U.S. Army’s European hub.

Their continual meetings with German city administration officials are stated to have gone well, with officials viewing the growth “very positively.”



**Playgrounds outside a renovated apartment complex in the Aukamm military family housing neighborhood are just part of the “whole neighborhood revitalization” efforts underway in the Wiesbaden community, including new landscaping, sidewalks, and parking areas.**

*Photo by Evan Duncan*

## Chièvres undergoes building 'pop'

Story and photos by Justin Ward

Over \$35 million in construction and renovation in the last year is quickly turning Chièvres Air Base into one of the most modern military facilities in Europe.

Since being dubbed an enduring installation recently, this sleepy air base 37 miles south of Brussels is starting to wake up to the sound of cranes and backhoes bringing in truckloads of military construction and renovation dollars.

The sudden growth may be considered more of a building pop than a building boom when compared to hotspots like Grafenwoehr and Wiesbaden, but for this small air base, which military officials say was overlooked for years as simply a support post to house a NATO-frequented runway, it's epic.

In the past year on this air base, the U.S. Army Corps of Engineers has had projects ranging from a new dog kennel floor and small security upgrades to a \$17 million Army lodge — the biggest project ever seen on this base.

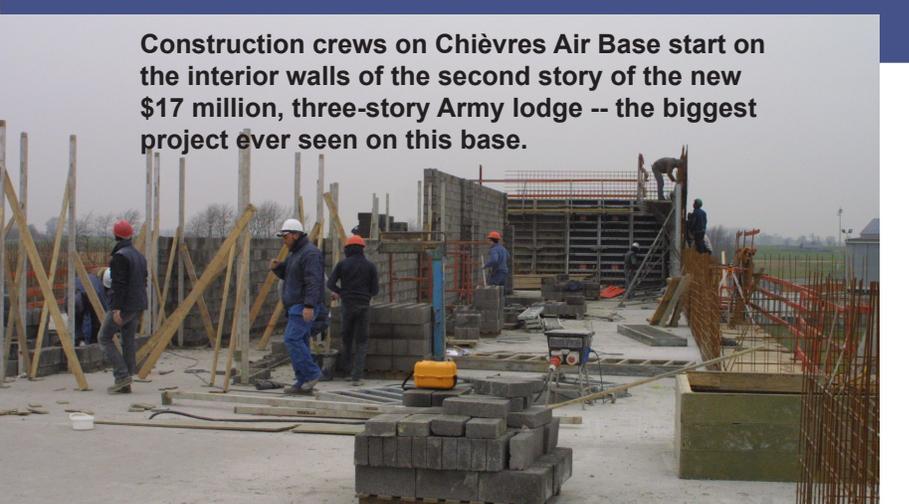
Completed most recently was a \$710,000 credit union. Europe District's regional program manager Fritz Kroesen said the 3,000-square-foot bank may have been small financially, but was perhaps one of the most significant quality-of-life enhancers in recent memory because it represents the first flash of the future.

"This is more than a bank," Kroesen said. "For American Soldiers, Civilians and the Families stationed here, this credit union is part of a new and well-designed customer plaza, including the AAFES store, a car wash and a new commissary. When complete, this plaza will help simplify life for those in the area by having consolidated some of the services needed by them, which in turn helps save everyone a little time and gas money. We at the Corps of Engineers are proud to be part of the garrison's efforts to improve quality of life."

Alfred Johnson, Andrews Federal Credit Union vice president for overseas operations, was one of the first "customers" to the credit union after it opened and had only positive words about its on-time and on-budget



Construction crews on Chièvres Air Base start on the interior walls of the second story of the new \$17 million, three-story Army lodge -- the biggest project ever seen on this base.



construction.

"I've been involved in the construction of about three actual branches ... and of all of those partnerships we've been involved in, this has been, by far, the best. From day one ... the Corps of Engineers, from their headquarters in Wiesbaden to their staff here in Chièvres, has been unbelievable. Professional and very conscientious about the service to the community and the service members."

In addition to being a significant quality-of-life enhancer, the bank project was more of a challenge because of other pressures. The building had to be done on time.

"We had to push the credit union from 0 percent design to 100 percent construction between February and December or else we were going to put the commissary job in grave jeopardy," said Kroesen, referring to the funding for the upcoming \$14.8 million commissary project that the Defense Commissary Agency (DeCA) said could have been transferred to another project if a spot wasn't available for Chièvres construction.

"The commissary job ... had to be awarded prior to the fiscal year change or else we would have lost the money [from] DeCA," Kroesen added. "So that was the pressure we were under to get it awarded. So we did. We succeeded. ... They rallied and it's a very nice job."

Currently, demolition of the old credit union to make room for the new commissary is on schedule, said Julio Ochoa, project engineer. Once finished in early fall 2008, the new grocery store — expected to be 50 percent larger than the current facility and include bigger produce and



**Fritz Kroesen**

deli sections — will complete the new customer plaza intended to make errand-running easier for the community, Ochoa added.

Kroesen conceded that outsiders saw little hope in his juggling of schedules. "He [Johnson] didn't think we were going to pull it off — for a number of reasons," Kroesen said. "And he was just thrilled to pieces that we actually did."

The largest Corps-managed project on base, the three-story, 96-room Army lodge, expected to be complete in spring 2009, will be bigger and more secure than the existing commercially-leased facility, the Hotel Le

Maisières.

It will also be located in a spot that better meets the needs of Soldiers and Families PCS'ing to and from U.S. Army Garrison Benelux and Chièvres Air Base.

David Ah Quin, the Corps' construction representative on site, said the facility will be equipped with family suites with kitchenettes, a lounge and breakfast area, long-term guest rooms, accommodations for the handicapped, and a laundry room on each of the three floors.

Although development for the cast-in-place concrete structure is on budget and on schedule, engineers say they're most proud to help build a community of excellence that will allow the warfighters to focus on their critical missions.

"This community, much like our military, is transforming," Kroesen said. "And by building this lodge we at the Corps of Engineers are helping set the stage both for combat readiness and for the future of the Armed Forces in Europe."



**Above: Colorful brochures advertise Andrews Federal Credit Union programs while a patron is assisted in the newest branch of the bank in Chièvres, Belgium. The Corps of Engineers' timely completion of this facility helped this air base receive funding for a new commissary, slated to arrive in fall 2008.**

**Left: Alfred Johnson, Andrews Federal Credit Union vice president for overseas operations, stands in the newest branch in Europe during one of its first days in operation.**

# P2 and you

**To some the name P2 means nothing. To others, the mere mention conjures up strong emotions. But regardless of your past experience with P2, if you work for the U.S. Army Corps of Engineers or are a member of a project delivery team, P2 is something you'll have to get to know.**

*Story by Justin Ward*

**T**he Corps' business is project delivery. And the process it uses to deliver those projects is called the Project Management Business Process (PMBP). P2 is the primary Automated Information System (AIS) used to ensure that process is followed when initiating or tracking the progress of those projects.

Engineer regulation ER5-1-11 states that, as public servants, Corps employees must represent public interests as best as possible using established business processes and information systems. For the Corps of Engineers, that means following the PMBP philosophy and tracking progress with P2.

But for many districts, changing the culture has been difficult.

## **In the beginning**

Originally, P2 was set up to integrate and unify under

one portal the existing ways project delivery teams initiated and tracked projects. This would allow project and program information to be shared seamlessly by the Corps and its stakeholders. This would allow for collaboration over space and time.

The fundamental idea behind unifying various legacy information systems into a single technological platform transparent to all Corps stakeholders was a no-brainer, said Sam Zakhem, PMBP program manager responsible for overseeing the integrated information system.

The new streamlined suite of commercial-off-the-shelf applications, it was argued, would create a flexible, virtual organization bigger than any one district or division that could rely on experience and talent, not just geography and hierarchy. Plus, it would provide a one-time data entry system that would make reporting a byproduct of day-to-day business while simultaneously standardizing agreed-upon business processes that match the Corps'

technological capabilities with its aspiration to be the premiere public engineering organization.

But many obstacles stood in the way of implementing P2, PMBP officials admitted, including identifying solid and universal business needs, selling the system to the chain of command, and sitting through endless planning meetings that discussed promising metrics and harsh realities.

This thorny trail was then followed by a mountain of end-user concerns about implementation, usability, and adoption, especially when the legacy information systems seemed to work just fine.

But the enticements were too great to ignore; since the various test releases starting in 2001, said Zakhem, the tool proved itself.

"It is a good tool," Zakhem said, "And it does work, given the right leadership and the discipline to use it. [But] it requires tremendous amounts of discipline."

**The theory behind it**

Since P2's initial launch in 2001, significant improvements in usability and operations have

made for an even more integrated way to create transparent, documentable, and updatable cost and time schedules, officials say.

However, many end-users argue it's

not enough.

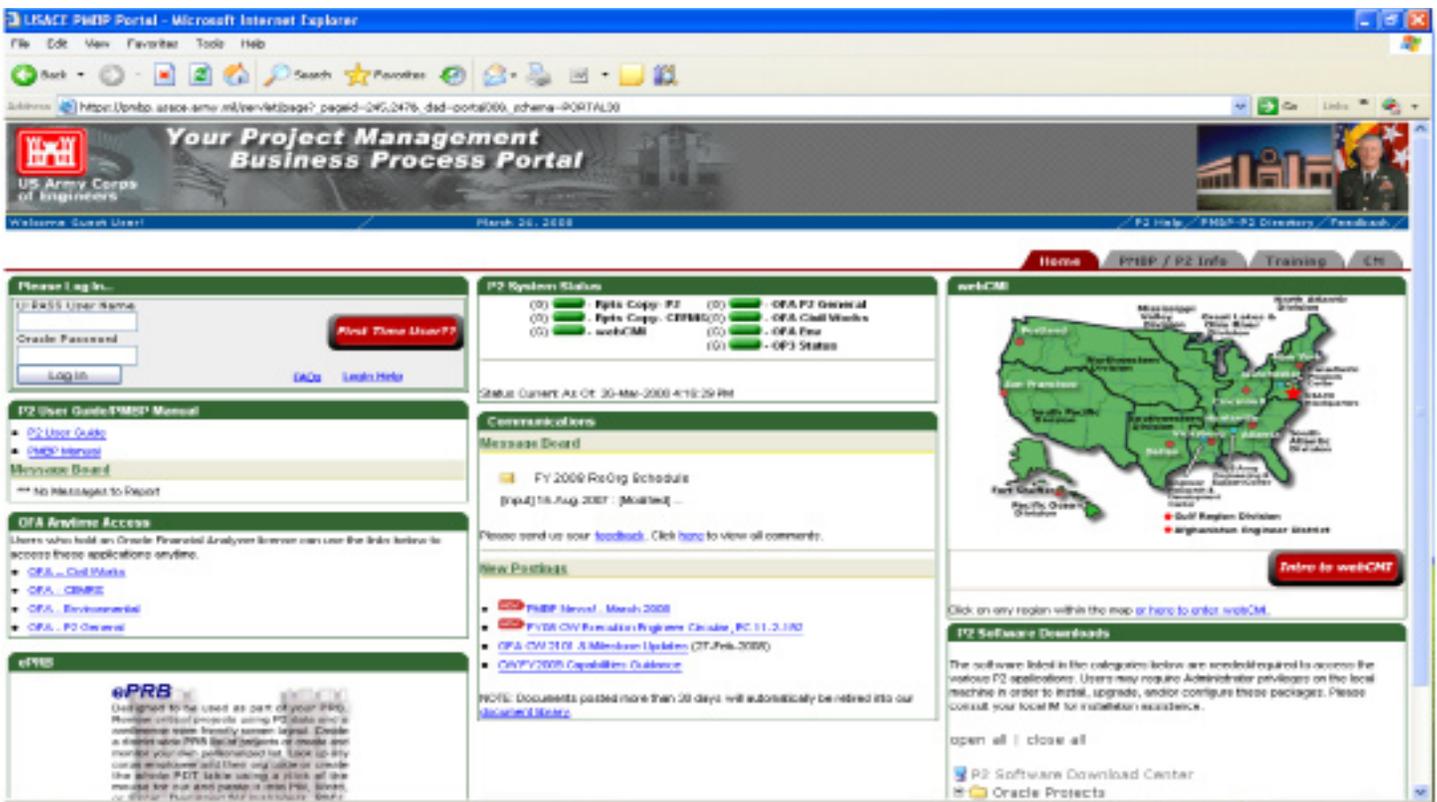
Wilson Miller, chief of the P2 best practices, innovations, and standards section, hears that complaint often. His mission, however, is to share knowledge about P2 in hopes of increasing efficiency and reducing duplication of effort. So although he understands the naysayers' concerns, he simply asks them to get more familiar with the system and understand that upgrades are on the way.

"P2 users only need to maintain the quality of their P2 project data; then efficiencies will fall in places," the Japan-based Miller replied. "You will start to see data calls declining as various organizations use these reports to pull the necessary data they require."

Simultaneously, Miller said, P2's continuous improvement plan, which entails a new version to be released in FY09, will enable the use of better

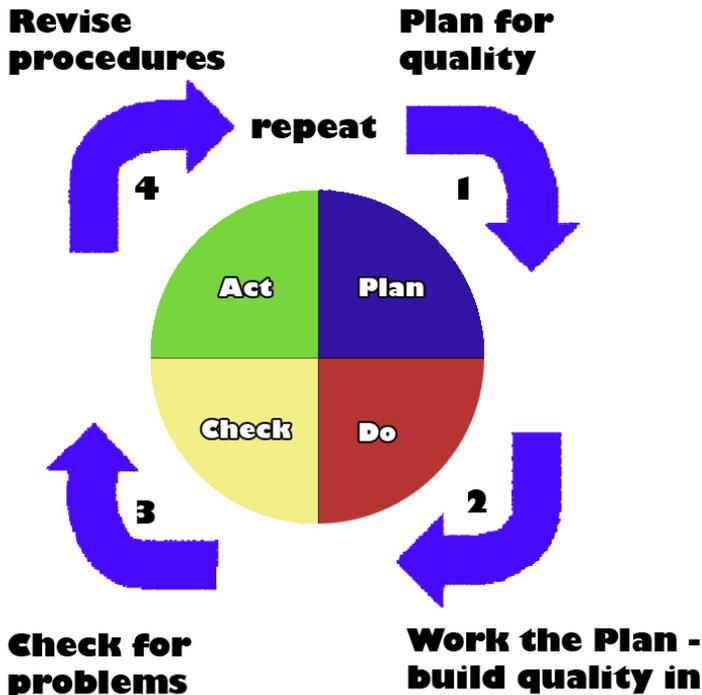
***"USACE personnel need to understand that this system is being designed for them, and [that] the national team is working hard to meet their needs."***

**-Wilson Miller, Chief of P2 best practices, innovations, and standards**



The Project Management Business Process web site, known as the PMBP Portal, is the one-stop shop for P2 users looking for information, training, or interested in updating or searching for project or programmatic information. Since the site's launch in 2001, a whole PMBP organization has sprung up to assist with implementing and steering a national-level push to embrace the Corps' best business practices.

# SUPPORTING THE WARFIGHTER



Included as an appendix to the Corps' latest revision of Engineering Regulation 5-1-11, dated Jan. 12, 2007, is the Plan-Do-Check-Act Cycle, which seeks to visually explain the desired process for identifying quality goals, and then executing and revising action plans to best achieve those goals. If executed correctly, this continuous quality improvement cycle would allow for greater emphasis on quality and more flexibility in making project revisions.

end user ad hoc reporting, improve the integration of legacy systems into P2, eliminate various unnecessary processes, and add more specific training classes geared toward various knowledge levels.

"USACE personnel need to understand that this system is being designed for them, and [that] the national team is working hard to meet

their needs," said Miller. "Users need to communicate their requirements to help the national P2 team steer P2 into the right direction. This means trying out [and] embracing the system and giving proper feedback. P2 will only move forward if they help out."

## Where we are today

The novel concept for an integrated information system meant new interfaces and a lot of training. To many, it just seemed like a lot of work.

At a recent Europe District town hall meeting, Vince Grassi, environmental project manager, took part in a humorous skit about the information system, which was

designed to take some tension out of the air. In the skit –intended to mirror the television gameshow "The Weakest Link" – Grassi mentioned that the time and money spent on P2 has constrained the country from putting a man on Mars. "In fact," Grassi went on, "P2 is responsible for the current recession, decreasing dollar, current batch of presidential candidates, price of gas,



Sam Zakhem

among other things."

Humor is a healthy way to handle the stress of incorporating a complex system into the daily routine, said Mark Roncoli, deputy district engineer, who took part in the skit. But the seriousness of embracing P2 cannot be overlooked, he added.

"Since the town hall, supervisors and project managers have been focusing on improving our P2 metrics with some success. ... As desired, we

have bettered our P2 metrics, but there is still more room for improvement if we are to meet [the Corps'] standards and expectations."

Zakhem agreed that improvements are being seen in P2 throughout the Corps, but said that P2's success is limited to its acceptance by end users. The biggest requirement to acceptance, he said, was discipline – both from P2 users and P2 leaders.

"If we don't ask our leaders to go out and say 'This is important for us because it allows us to deliver

***"If we don't ask our leaders to go out and say, 'This is important for us because it allows us to deliver projects on time and on budget,' then we're going to lose. We need to give it a chance first."***

**-Sam Zakhem, PMBP program manager**

projects on time and on budget,' then we're going to lose," Zakhem said. "We need to give it a chance first."

He compared the discipline required to implement P2 with that UPS demonstrated when implementing their relatively new

digital clipboards a few years back. With those clipboards, he said, UPS electronically gave each package a tracking number and allowed each sender to check the status of their

package by going online. "Imagine if a tenured UPS employee refused to use the new digital clipboards," Zakhem asked, because they preferred the old, paper-based ones. "That person would probably be fired because they're not playing with the corporate rules."

Zakhem, based in Washington, D.C., admits that changing the culture of an organization is a difficult endeavor requiring a 'tremendous' amount of discipline.

But he also expressed confidence in making the change – especially for those in Europe, he said, whose flexibility is part of their everyday job.

### What's happening in Europe?

Zakhem, a former Europe District employee, said he knows intimately the challenges being faced in Europe.

"Europe District's biggest P2 protest is the tedium involved in entering all the small projects the District completes for DPWs, installation support, and environmental," he said, which is comparatively higher than almost any other District.

An informal survey given throughout Europe District revealed agreement with this statement.

"But there are smart ways of entering them in P2," he said. "You can bundle them together, you can use the different tools to link them, there are many ways we can help you figure that out."

Roncoli said the first step to championing P2 in Europe is training project managers (PMs) and project delivery teams (PDTs) to be proficient in P2.

"Besides bringing P2 training to Wiesbaden," he said, "we are trying to hire a couple P2 inputters ... to assist PMs and PDTs in entering this data and keeping it up to date. It'll take all of us to make this a reality. To make this work. Patience. Understanding. But, mostly, this has to be owned by all of us."

Roncoli also illustrated the importance of working together to not only achieve the common goal – but

## A history of how we got P2

- **Two-hundred-thirty-three years ago, the Corps started delivering projects to the nation.**
- **Fifteen years ago, the Corps introduced to its employees the relatively new discipline of project management – sometimes called project delivery, which sought to incorporate proven ways to successfully deliver projects in an organized and streamlined fashion.**
- **Ten years ago, the Corps applied those proven principles to program management as well and said all work would follow a new delivery process model built around multidisciplinary, cross-functional teams led by project managers. These project delivery teams, now wholly responsible for the project, would follow the project management business process philosophy to manage these projects and programs. And they would capture their progress through existing automated information systems such as CEFMS, PROMIS, RMS, and PPDS. These systems would then allow project information to be seen by anyone across the Corps with access.**
- **Six years ago, the Corps sought to build efficiencies by integrating the legacy systems into a single online standardized and streamlined system called P2. The new doctrine, which mirrored the private sector's Enterprise Resource Planning platforms, would allow for one, transparent Corps face to the world. The system's name, P2, comes from the temporary title given to the yet-undeveloped system that would replace the existing PROMIS system – and thus be the next generation of PROMIS, or PROMIS 2 and, subsequently, P2.**
- **Four years ago, P2 officially became the standard automated information system across the Corps, allowing anyone from a local contractor in a foreign country to the chief of engineers in Washington, D.C., to easily click their way to timely and reliable information.**

also maintain the goal.

"If you have a direct role and need assistance in order to correctly input data, don't be shy – ask others to teach you," Roncoli said. "If you have key AIS experience and knowledge, offer assistance to others. If you are a manager with oversight of those with AIS data quality responsibilities, get involved with data quality assurance. If you have a role to play, play it. Take responsibility."

### The way ahead

The next challenge, leaders say, is the cultural change required to embrace the new system.

It is well known that P2 end-users have for years manipulated military construction data in P2 reports by hand-jamming information to correct

errors. But this is longer possible.

"We're going to have to come to grips with P2 and the fact that we have to maintain and ensure that our data is accurate," Roncoli said. "We can't manipulate the data any longer. That's the reality."

Another cultural change is the transition from an individualized customer-focused mindset to a more collaborative project-focused one.

"Our District's reputation and potential future workload depends greatly on our ability to demonstrate that we are professionally managing the projects we are entrusted to deliver," Roncoli said. "P2 data quality is one indicator used to assess our professionalism. I believe we can continue to see successes with how we are perceived."

## Reaching <sup>out</sup> <sub>to</sub> Africa

Although the Corps has provided engineering assistance to African nations for more than 20 years, Europe District's mission there has risen dramatically in the last five years. And it's not just northern Africa. Castle-branded hard hats have been spotted in 13 Saharan and sub-Saharan nations, where engineers are busy supporting millions of dollars in infrastructure development, water resource management, and humanitarian assistance.

*Story by Justin Ward*

**W**hen Capt. Mark Hunter and Staff Sgt. Dorsey Gates came to Europe in March to conduct annual training, the last place they expected to go was Gabon, Africa.

But within hours of arriving in Frankfurt, these U.S. Army Reservists in the Hawaii-based 411<sup>th</sup> Engineering Battalion were being briefed on a small U.S. Army Corps of Engineers-administered project in the west central African nation. They were to go there to conduct quality assurance and quality control (QA/QC) work.

Hunter and Gates were originally slated to join others in their unit in the Saharan nation of Mali, said Regina Jugueta-Vetter, Europe District project liaison between the U.S. European Command (EUCOM) and the U.S. Africa Command (AFRICOM). There they would conduct troop construction work in support of the overseas deployment

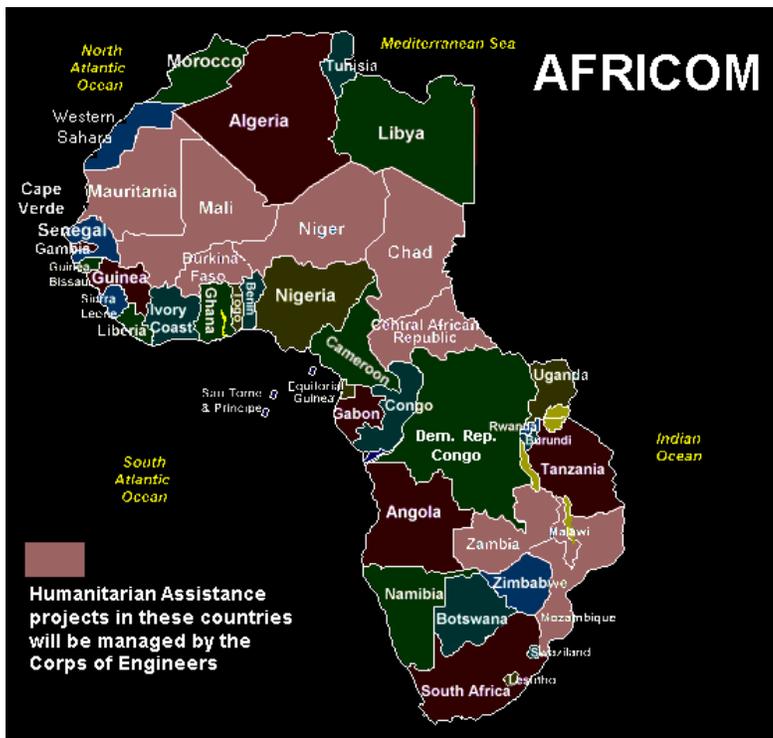
training program overseen by U.S. Army Europe (USAREUR) G3. But funding constraints limited the unit's options, leaving Hunter and Gates without an agreed-upon training destination.

"So I asked if they would be able to support us with QA/QC work in Gabon," said Jugueta-Vetter, "This was just one of the options I could have offered, though. We have a lot of projects in Africa that require support."

Stories of warfighters supporting activities in Africa have become more commonplace recently as agencies like EUCOM, SOCEUR (Special Operations Command Europe), and USAREUR are furthering national policy objectives to strengthen the stability and infrastructure capacity of the African continent. The clearest evidence of waxing national interest in Africa is the AFRICOM, which will be established as a unified command this October.



Before-and-after shots of a small Corps of Engineers-administered exercise-related construction project in the African country of Gabon show improved drainage and a chainlink fence protecting a military reception facility. The \$224,000 project is just one of many in sub-Saharan Africa, a relatively new geographical home to U.S. projects.



Highlighted in the latest map of the U.S. Africa Command's Area of Responsibility are the countries in which DoD-sponsored humanitarian assistance projects will be supported by U.S. Army Corps of Engineers. Humanitarian assistance projects in other nations throughout the continent may also be supported by the Corps, but only on an as-needed basis.

Similarly, smaller agencies like the U.S. Army Corps of Engineers and major subordinate commands have been ramping up efforts in the past five years to support the requirements of higher echelon commands. Five years ago, Europe District did not have any projects on the continent. Today, the District has 13 in six different countries valued at about \$5.5 million.

"It's hard for me to explain how we got to where we are right now," said Jugueta-Vetter. "Different commands and different components make different requests and we just do the best we can to support."

The EUCOM-funded project Hunter and Gates inspected was a small, metal "K-Span" building for the U.S. Air Forces Europe that supports exercise-reception activities. Renovations to the facility, valued at about \$224,000, included upgrading security and safety standards, as well as improving drainage, roofing, and insulation.

"The work was pure quality oversight," said Jugueta-Vetter. "We simply had an existing contract going on that we needed to take a look at. And [Hunter and Gates] did a great job."

The next cadre of Reservists supporting the Corps will go to Mali to scout out a reception facility for a new construction project.

Following them will be a third cadre that will go to Niger to conduct QA work at a host-nation base camp in the city of Arlit as well as scope out a site to build wells as part of an AFRICOM-funded humanitarian assistance project.

"Humanitarian assistance is all new to us in all these countries," said Jugueta-Vetter, "especially wells. Europe District has not done anything with wells in Africa yet."

The push for humanitarian assistance -- as well as

other U.S.-backed assistance including exercise-related construction, foreign military sales, and operational maintenance work -- comes from EUCOM's latest theater security cooperation program in Africa, which seeks to optimize limited funds by synchronizing U.S. and multinational efforts.

One recently completed humanitarian assistance project was a \$400,000 renovation to a women's health clinic in the village of Dosso, Niger, near the capital, Niamey. The assistance, intended to relieve poverty and suffering of disadvantaged population by freeing their time for other income generating activities, included the renovation of two existing clinic buildings, a pharmacy building and an outside latrine, as well as the new construction of a recovery building, latrine, mid-wife house, maternity and cooking area, and a labor and delivery building.

At the March 4 ribbon-cutting ceremony for the AFRICOM-funded project, U.S. Ambassador to Niger Bernadette Allen said the completion of the project provided a visual sign of U.S. commitment for a better future for the people of Niger and strengthened democratization and goodwill toward the U.S. and the DoD.

"With the humanitarian projects, you're touching not just the regions, but you're touching the tribal areas as well," said Jugueta-Vetter. "And they are seeing the most benefit from these projects."

Corps-managed projects in Africa are expected to steadily rise in coming years, officials say. However AFRICOM's recent announcement of new humanitarian assistance goals indicate that the Corps' most notable increase will be in support of wells, clinics, schools, and other projects that promote health and economic stability to the civilian populations.

# Standing guard

Tanks stand sentinel on the parade grounds on the Wiesbaden Army Airfield, where in two years' time a new building for the not-yet-formed 7th Army will be under construction. Story on page 8.

