Welcome the SAME Rhein-Main Post

- Opening Remarks
- Upcoming Events
  - 2019 STEM Scholarship Applications (due 20 May 2019)
  - Rhein-Main Post Golf Tournament – Hawaiian Style
    - 20 May 2019 at 0800 at the Rheinblick Golf Course
  - Site Visit of Gateway Gardens hosted by AECOM
    - 13 June 2019 at 1100
  - Sustaining Member Opportunities to Host Events and Share Insights [https://www.same.org/Rhein-Main-Post](https://www.same.org/Rhein-Main-Post)
    - Industry Insights hosted by Siemens 18 July 2019
    - Industry Insights hosted by Black & Veatch 22 August 2019
    - Design of Vehicle Barriers to Mitigate Hostile Vehicle Ramming Attacks hosted by Guardian Consulting 19 September 2019
    - Industry Insights hosted by Jacobs 17 October 2019
    - Program Management Lessons Learned: Delivering the MILCON Program at RAF Lakenheath (hosted by Stanley Consultants) 05 December 2019
  - International Committee Virtual Meetings
    - [https://www.same.org/international](https://www.same.org/international)
- Welcome and thank you to all of our sustaining members and exhibitors
Rhein-Main Post Scholarship Sponsors

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Generalplaner Architekten Ingenieure

Stanley Consultants

BLACK & VEATCH

GOLDER

WOLFF & MÜLLER

BUCHART HORN

JACOBS

SIEMENS
Ingenuity for life

WSP
SAME Rhein-Main Post

Special Welcome to our NEW 2019 Sustaining Members
The views, opinions and findings contained in this report are those of the authors(s) and should not be construed as an official Department of the Army position, policy or decision, unless so designated by other official documentation.

May 2019
MISSION LINES

MILCON
– Military Construction Army (MCA)
– Military Construction Air Force (MCAF)
– Department of Defense – Medical (DoDM)
– Department of Defense Education Activity – MILCON
– Missile Defense Program
– Army Family Housing (AFH)

Operations and Maintenance
– Operations and Maintenance Army & Air Force (OMA & OMAF)
– Environmental (Army & Air Force)

International and Interagency Support
– Foreign Military Sales (FMS) – Israel
– Family and Morale, Welfare and Recreation Command (FMWRC)
– DeCA / AAFES
– EUCOM / AFRICOM Support (USAID, MCC, Humanitarian Assistance, etc.)
PARTNERS

**Armed Forces**
- U.S. European Command
- U.S. Africa Command
- U.S. Army Europe
- Installation Management Command - Europe
- U.S. Air Forces in Europe/Air Forces in Africa
- U.S. Army Africa
- Special Operations Command, Europe
- Special Operations Command, Africa
- U.S. Navy Region, EURAFSWA

**Department of Defense Agencies**
- Missile Defense Agency
- Department of Defense Medical
- Department of Defense Education Activity-Europe
- Defense Commissary Agency
- Defense Logistics Agency
- Army and Air Force Exchange Service

**Other Governmental Agencies**
- U.S. Department of State
- Millennium Challenge Corporation
- Government of Israel (Ministry of Defense – MOD)
EUROPE DISTRICT OFFICES

- **500+ employees**
- **25% Local Nationals**
- **36 field offices in 12 countries**

**District HQ – Wiesbaden**
Special Projects RO (AFRICOM/EUCOM)

**Central Area Office – Sembach, Germany**
Ramstein AFB RO
Spangdahlem AFB PO
Kaiserslautern RO
Germersheim PO
Baumholder PO

**Hessen Area Office – Wiesbaden, Germany**
CIC PO
Wiesbaden RO
Grafenwoehr RO
Ansbach PO
Hohenfels PO
Garmisch PO
Stuttgart PO

**Poland MDA AO**
NSF Redzikowo

**Northern Europe Area Office (Poznan, Poland)**
Powidz RO – Powidz, Poland*
Lask PO – Lask, Poland
Riga RO – Riga, Latvia
Tallinn PO – Tallinn, Estonia
Norway PO – Oslo, Norway*

**Southern Europe Area Office (MK, Romania)**
Romania RO – Mihail Kogalnicheanu (MK)
Campia Turzii PO – Romania*
Romania MDA PO – Deveselu, Romania
NSTA PO – Bulgaria
Mediterranean RO – Vicenza, Italy
Aviano PO
Livorno PO
TUSEG – Incirlik AB
Caucasus PO – Tbilisi, Georgia
Hungary RO – Budapest*

**Israel Area Office**
North RO (Herzliya)
Haifa PO
Central RO (Herzliya)
South RO (Beersheva)

**RO: Resident Office**
**PO: Project Office**
*Planned
**MILCON PROGRAM – EUROPE DISTRICT AOR**
(DESIGN & CONSTRUCTION)

<table>
<thead>
<tr>
<th>MILCON Project Phase</th>
<th>Program Amount ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design</td>
<td>$4,098</td>
</tr>
<tr>
<td>Construction</td>
<td>$1,134</td>
</tr>
<tr>
<td>Total</td>
<td>$5,232</td>
</tr>
</tbody>
</table>

**Military Construction (MILCON)**
- Missile Defense Agency (MDA)
- Rhine Ordnance Barracks Medical Center (ROBMC)
- European Deterrence Initiative (EDI)
- European Infrastructure Consolidation (EIC)
- Department of Defense Education Activity (DoDEA)
- MILCON Army (MCA)
- MILCON Air Force (MCAF)
- DoD Medical (DODM)
- Army Family housing (AFH)
- Other:
  - DLA
  - DISA
  - Unspecified Minor MILCON (UMMCA)
  - Energy Conservation Investment Program (ECIP)
  - Special Operations Command (SOCOM)
  - Marine Forces Europe and Africa (MARFOREUR/AF)

**Total MILCON Program $5,232 M**
MILCON PROGRAM - EUROPE DISTRICT AOR

(MILCON DESIGN & CONSTRUCTION PROJECT LOCATIONS)

NORWAY $169M
BELGIUM $60M
LUXEMBOURG $67M
GEILENKIRCHEN AFB $30M
USAG WIESBADEN $302M
SPANGDAHLEM AFB $567M
USAG RHINELAND-PFALZ RAMSTEIN AFB $2,009M
USAG STUTTGART $182M
USAG BAVARIA $210M

ESTONIA $45M
LATVIA $15M
LITHUANIA $16M
POLAND * $1,073M
CZECH REPUBLIC $15M
SLOVAKIA $83M
HUNGARY $61M
ROMANIA $249M
BULGARIA $19M
TURKEY $57M

* Poland Program numbers include NSIP (1 Project @ $200M)

MILCON Workload by Country ($000)

GERMANY 248,951
POLAND 168,990
ROMANIA 83,000
BELGIUM 67,400
HUNGARY 60,700
BELGIUM 59,981
TURKEY 56,953
ESTONIA 45,180
BULGARIA 19,200
LITHUANIA 16,120
CZECH REPUBLIC 15,000
LATVIA 14,560

1,073,000 3,302,486

$0 $500,000 $1,000,000 $1,500,000 $2,000,000 $2,500,000 $3,000,000 $3,500,000
DoDEA-Europe Projects
(USACE Managed)

<table>
<thead>
<tr>
<th>Program Phase</th>
<th># of Projects</th>
<th>PA Amt ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design</td>
<td>10</td>
<td>$593.3</td>
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<tr>
<td>Construction</td>
<td>8</td>
<td>$464.9</td>
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<tr>
<td>BOD</td>
<td>9</td>
<td>$397.3</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>27</strong></td>
<td><strong>$1,455.5</strong></td>
</tr>
</tbody>
</table>

- FY12 Spangdahlem MS-HS $86.8M
- FY18 Spangdahlem ES $79.1M
- FY15 Brussels ES-MS-HS $37.1M
- FY19 West DSO (Chievres) $14.3M
- FY10 SHAPE ES-MS $37.2M
- FY11 SHAPE HS $66.9M
- FY10 Kaiserslautern HS $73.8M
- FY13 Vogelweh ES $45.9M
- FY14 Kaiserslautern ES $49.9M
- FY14 Ramstein HS $98.8M
- FY17 Sembach ES $45.2M
- FY19 Kaiserslautern MS $100.0M
- FY21 Landstuhl ES $64.7M
- FY21 Ramstein MS $100.9M (DRAFT)
- FY21 Baumholder ES $71.8M (DRAFT)
- FY13 Wiesbaden HS $52.0M
- FY14 Hainerberg ES (Wiesbaden) $58.9M
- FY14 Wiesbaden MS $50.8M
- FY19 Clay Kaserne ES (Wiesbaden) $56.0M
- FY12 Netzaberg MS Addition (Grafenwoehr) $6.5M
- FY16 Grafenwoehr ES $38.1M
- FY12 Ansbach MS-HS Expansion $11.6M
- FY10 Boeblingen ES (Stuttgart) $50.8M
- FY11 Boeblingen HS (Stuttgart) $47.7M
- FY16 Patch ES (Stuttgart) $46.6M
- FY18 Robinson ES (Stuttgart) $46.6M
- FY16 Garmisch ES-MS Addition $14.7M
- FY12 Spangdahlem MS-HS-HS $86.8M
- FY18 Spangdahlem ES $79.1M
- FY15 Brussels ES-MS-HS $37.1M
- FY19 West DSO (Chievres) $14.3M
- FY10 SHAPE ES-MS $37.2M
- FY11 SHAPE HS $66.9M
- FY10 Kaiserslautern HS $73.8M
- FY13 Vogelweh ES $45.9M
- FY14 Kaiserslautern ES $49.9M
- FY14 Ramstein HS $98.8M
- FY17 Sembach ES $45.2M
- FY19 Kaiserslautern MS $100.0M
- FY21 Landstuhl ES $64.7M
- FY21 Ramstein MS $100.9M (DRAFT)
- FY21 Baumholder ES $71.8M (DRAFT)

Design | Construction | Beneficial Occupancy Determination (BOD)
FY 15-21 EDI PROGRAM (USACE MANAGED)

**Total Army, Air Force, SOCEUR Program**
- FY15–21 MILCON $2,167.14M
- FY15–21 FSRM $103.39M
- Total NSIP Program
  - FY19 NSIP €199.42M

**Denmark**
- $110.00M
- FSRM $0M
- MILCON $110.00M

**Poland**
- $905.30M
- FSRM $26.36M
- MILCON $878.94M
- FY19 NSIP €199.42M

**Luxembourg**
- $67.40M
- FSRM $0M
- MILCON $67.40M

**Germany**
- $300.75M
- FSRM $3.55M
- MILCON $297.20M

**Czechia**
- $15.00M
- FSRM $0M
- MILCON $15.00M

**Slovakia**
- $282.80M
- FSRM $0M
- MILCON $282.80M

**Slovenia**
- $1.00M
- FSRM $1.00M
- MILCON $0

**Hungary**
- $60.70M
- FSRM $0M
- MILCON $60.70M

**Romania**
- $237.08M
- FSRM $16.13M
- MILCON $168.42M

**Estonia**
- $67.39M
- FSRM $16.13M
- MILCON $51.26M

**Latvia**
- $11.45M
- FSRM $0M
- MILCON $11.45M

**Lithuania**
- $17.89M
- FSRM $4.00M
- MILCON $13.89M

**Bulgaria**
- $25.35M
- FSRM $13.98M
- MILCON $11.37M

**Slovakia**
- $282.80M
- FSRM $0M
- MILCON $282.80M

**Slovenia**
- $1.00M
- FSRM $1.00M
- MILCON $0

**Hungary**
- $60.70M
- FSRM $0M
- MILCON $60.70M

**Total Army, Air Force, SOCEUR Program**
- $2,270.53M FY15–21
- FSRM $103.39M
- MILCON $2,167.14M

**Total NSIP Program**
- FY19 NSIP €199.42M

**Norway**
- $168.42M
- FSRM $0M
- MILCON $168.42M
EUROPE AND AFRICA
UNIQUE OPERATING CONDITIONS

- **Germany**
  - ABG75 Agreement and Implementing Instructions
  - Work through ‘Bauamts’ (state construction agents)
  - Contracts with Unit Pricing
  - Estimated Basis Contracting
  - Limited Design-build ability
  - Europe District initiatives to modify and influence change

- **Belgium**
  - Current agreements interpreted differently by U.S. and Belgium
  - Every new project requires a separate project execution procedure
  - Additional Host Nation coordination and processing fee

- **Israel**
  - Foreign Military Funding (FMF)
  - Restricted to U.S. Firms Only
  - 51% of non-exempt content must be U.S.

- **Italy**
  - Construction and repair projects require Mixed Commission notification or approval
  - Additional contract certifications are required by Italian law (S.O.A)
  - Contractors must pass Anti-Mafia screening

- **Turkey**
  - Projects, material list, and building permit must be approved by Turkish government
  - Turkish material and construction firms must be used for all construction (adds time and cost)
  - Quality of construction is a challenge for QA oversight

- **Romania, Bulgaria, Poland, Estonia, Latvia, Lithuania**
  - SOFA Supplemental
  - Defense Cooperation Agreements
  - Implementing Arrangements

- **Africa**
  - Austere Environment
  - Limited SOFA and Defense Cooperation Agreements (DCAs)
  - Absent SOFA and DCAs, diplomatic notes to cover status of personnel, contractors, tax and customs privileges must be secured
  - Construction Quality and Safety is a Challenge
  - Under Developed Transportation Network
  - Force Protection challenges especially in FPCON “Charlie” countries
ACQUISITION METHODOLOGY

Direct Contracting (IAW FAR, DFARS, AFARS, etc.)
- Construction
  - Multiple Award Task Order Contracts (MATOC)
  - Design Build / Design-Bid-Build
  - Job Order Contracts (JOC)
  - Indefinite Delivery Indefinite Quantity (IDIQ)
- Architect-Engineer (A-E) Services
  - Master Planning
  - Design
  - Environmental
  - Title II Services (Quality Assurance QA)
- Services
  - Preventative Maintenance Contract (PMC)

Indirect Contracting (IAW ABG75 Agreement/Implementing Instructions)
- Must work through local ‘Bauamts’ (regional construction agents)
- Award to Host Nation (German Gov’t – Bauamt)
### Military Construction & O&M

**EUCOM**

- 1 Humanitarian Assistance Project $0-1M  Estonia  19  
- 2 Humanitarian Assistance Projects $0-1M  Latvia  19  
- 1 Global Peace Operations Initiative $0-1M  Armenia  19  
- 1 Humanitarian Assistance Project $0-1M  Albania  19  
- 1 Humanitarian Assistance Project $0-1M  Croatia  19  
- 2 Humanitarian Assistance Project $0-1M  Kosovo  19  
- 1 Foreign Military Sales $0-1M  Macedonia  19  
- 2 Humanitarian Assistance Project $0-1M  Serbia  19  
- 1 Humanitarian Assistance Project $0-1M  Georgia  19  
- 2 Humanitarian Assistance Project $0-1M  Armenia  19  
- 2 Humanitarian Assistance Project $0-1M  Lithuania  19  
- 1 Humanitarian Assistance $0-1M  Azerbaijan  19  

**AFRICOM**

- 2 Building Partner Capacity Program Projects $0-1M  Chad  19  
- 2 Global Peace Operations Initiative $1-5M  Senegal  19  
- 5 Humanitarian Assistance Project $1-5M  Benin  19  
- 5 Humanitarian Assistance Project $1-5M  Togo  19  

---
### Military Construction

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost Range (M$)</th>
<th>Location</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Controlled Humidity Warehouse</td>
<td>$10-25M</td>
<td>Wiesbaden</td>
<td>19</td>
</tr>
<tr>
<td>Army Prepositioned Stocks (APS) Maintenance Complex</td>
<td>$100-250M</td>
<td>Poland</td>
<td>19</td>
</tr>
<tr>
<td>Rail Extension and Railhead</td>
<td>$10-25M</td>
<td>Poland</td>
<td>19</td>
</tr>
<tr>
<td>Explosive &amp; Ammo Loading/Unloading Apron</td>
<td>$10-25M</td>
<td>Romania</td>
<td>19</td>
</tr>
<tr>
<td>Bulk Fuel Storage</td>
<td>$5-10M</td>
<td>Estonia</td>
<td>19</td>
</tr>
<tr>
<td>POL Capacity Phase 2</td>
<td>$1-5M</td>
<td>Estonia</td>
<td>19</td>
</tr>
<tr>
<td>Replace Perimeter Fence,</td>
<td>$5-10M</td>
<td>Turkey</td>
<td>19</td>
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### Military Construction – Cont’d

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost Range</th>
<th>Location</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construct Parallel Taxiway</td>
<td>$25-100M</td>
<td>Hungary</td>
<td>20</td>
</tr>
<tr>
<td>Construct Airfield Upgrades parking</td>
<td>$10-25M</td>
<td>Hungary</td>
<td>20</td>
</tr>
<tr>
<td>POL - Increase Capacity</td>
<td>$10-25M</td>
<td>Hungary</td>
<td>20</td>
</tr>
<tr>
<td>Repair and Expand Quick Reaction Alert Pad</td>
<td>$5-10M</td>
<td>Norway</td>
<td>20</td>
</tr>
<tr>
<td>Ammunition Storage</td>
<td>$25-100M</td>
<td>Poland</td>
<td>20</td>
</tr>
<tr>
<td>Ammunition Holding Area</td>
<td>$1-5M</td>
<td>Bulgaria</td>
<td>20</td>
</tr>
<tr>
<td>Tactical Fighter Aircraft Parking Apron</td>
<td>$5-10M</td>
<td>Estonia</td>
<td>20</td>
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### Israel Contracts

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Contract Method</th>
<th>Magnitude</th>
<th>FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>HAS #5</td>
<td>C-Type</td>
<td>$25M-$100M</td>
<td>20</td>
</tr>
<tr>
<td>Complex Material Workshop &amp; Repair Hangar</td>
<td>C-Type</td>
<td>$10M-$25M</td>
<td>20</td>
</tr>
<tr>
<td>Net Zero Facility/Technician HQ</td>
<td>MATOC</td>
<td>$1M-$10M</td>
<td>19</td>
</tr>
<tr>
<td>Squad Facility</td>
<td>MATOC</td>
<td>$1M-$10M</td>
<td>19</td>
</tr>
<tr>
<td>Shoothouse</td>
<td>MATOC</td>
<td>$1M-$10M</td>
<td>19</td>
</tr>
<tr>
<td>Flight Test Facility</td>
<td>MATOC</td>
<td>$1M-$10M</td>
<td>19</td>
</tr>
<tr>
<td>Runway Repair</td>
<td>MATOC</td>
<td>$1M-$10M</td>
<td>19</td>
</tr>
<tr>
<td>Squad Facility</td>
<td>MATOC</td>
<td>$10M-$25M</td>
<td>20</td>
</tr>
<tr>
<td>APC Infrastructure</td>
<td>MATOC</td>
<td>$1M-$10M</td>
<td>20</td>
</tr>
<tr>
<td>Workshop Facility</td>
<td>MATOC</td>
<td>$1M-$10M</td>
<td>20</td>
</tr>
<tr>
<td>Elevator Shaft</td>
<td>MATOC</td>
<td>$1M-$10M</td>
<td>20</td>
</tr>
<tr>
<td>Power Station # 4</td>
<td>MATOC</td>
<td>$1M-$10M</td>
<td>20</td>
</tr>
</tbody>
</table>
Environmental Contracts

- ITAM Erosion Control MATOC - Germany  $  10-50M  19
PROJECTED DIRECT CONTRACTING

- Base Contracts
  - Facility Clearance MATOC
    Germany, Belgium, Netherlands $10-50M 19
  - Turkey JOC $10-30M 19
  - Poland MATOC $100-250M 19
  - Poland MATOC $10-50M 19
  - Poland JOC $10-50M 19
  - Israel North DBB MATOC $10-50M 19
  - Israel South DBB MATOC $10-50M 19
  - Italy JOC $10-50M 19
  - Italy MATOC $10-50M 19
  - Italy DoDEA Preventative Maintenance with Ancillary Services $10-50M 19
  - Albania/Kosovo MATOC $10-50M 19
  - Israel FCL DB/DBB MATOC $10-50M 20
  - Israel DB MATOC $10-50M 20
PROJECTED DIRECT CONTRACTING

▪ A/E Base Contracts

  – Planning IDC – EUCOM  
    (shared capacity)       $ 50-100M  2019

  – GIS Mapping IDC – EUCOM  
    (shared capacity)       $ 10-50M   2019

  – General AE - Norway/Denmark  
    $ 10-50M   2019
PROJECTED INDIRECT CONTRACTING

DoD Medical
- Medical Center Replacement $990M ROB 12-20
- Medical/Dental Clinic $25-50M Geilenkirchen 20

Army Military Construction
- Dining Facility $10-25M Garmisch 19
- Training Aid Center $25-50M Grafenwoehr 19
- Construct New Admin Bldg $10-25M Wiesbaden 19
- Hazardous Material Storage $1-5M Wiesbaden 19
- Mission Training Complex $25-50M Grafenwoehr 20
- Commissary $25-50M Stuttgart 20
- Vehicle Maintenance Shop $25-50M Grafenwoehr 20
- Family Housing Improvements $25-100M Baumholder 20
- Family Housing New Construction $10-25M Vilseck 20
U.S. Air Force Europe

- Family Housing MGMT Facility $5-10M Ramstein 20
- 37 AS Squad Ops/AMU $10-25M Ramstein 20
- F/A-22 Upgrade Infrastructure/Comm/Util $10-25M Spangdahlem 21
- Upgrade Hardened Aircraft Shelters $1-5M Spangdahlem 21
- Underfloor Hydrant Fueling, Ramp 1 $10-25M Ramstein 22
- Two-Bay Wide-Body Tanker Aircraft Hangar $25-100M Ramstein 22
- Site Development and Infrastructure $25-100M Spangdahlem 22
- MC130J / CV22 Airfield Pavements $25-100M Spangdahlem 22
- MC130 Hangar / AMU / Storage $25-100M Spangdahlem 22
- 3-Bay CV-22 Hangar / AMU / Storage $25-100M Spangdahlem 22
- 2-Bay Maintenance Support Hangar $25-100M Spangdahlem 22
- MC130J / CV22 Simulator Complex $10-25M Spangdahlem 22
- Parachute Drying Tower $1-10M Spangdahlem 22
- MC130J / C22 Squadron Operations Cmplx $10-25M Spangdahlem 22
Department of Defense Schools

- Spangdahlem ES $25-100M Spangdahlem 20
- Sembach ES $25-100M Sembach 20
- DODEA West DSO $10-25M Chievres 21
- Clay Kaserne ES $25-100M Wiesbaden 22
- Kaiserslautern MS $25-100M Kaiserslautern 22
- Robinson ES $25-100M Stuttgart 22
CHALLENGES

Uncertainty of MILCON Appropriations
– Budget Impacts

Unique Business Requirements
– Host Nation Relationships
  o Germany, Italy, Belgium, Turkey, Romania, Bulgaria, Poland, Estonia, Latvia, Lithuania, Slovakia, Norway, Luxembourg, Hungary, Israel, etc.

Cost of Doing Business Overseas
– Exchange Rate Impact
For more information about Europe District, visit our web site:
http://www.nau.usace.army.mil
USACE and A/E/C Industry Insights Working in Poland
DOD Projects in Poland: Challenges and Lessons Learned
Pawel Zejer, AECOM Poland
May 2019
AECOM has gained a wealth of knowledge delivering a number of project on behalf of the US government in Poland over the last several years. We build teams from the US, Europe, and Poland to deliver projects successfully. AECOM’s team of 300 professionals in Poland enables our team to deliver rapidly with their knowledge of host nation standards and expectations.

DEFENSE LOCATIONS IN POLAND

- **Armored Brigade Combat Team (BCT):** four maneuver battalions totaling about 3500 soldiers at 4-6 training sites (HQ at Zagan, elements at Skwierzyna, Boluslawiec, and Swietoszow)

  - **Leadership of NATO enhanced Forward Presence (eFP) Battle Group:** 550 soldiers from 278th Armored Cavairy Regiment (Orzysz)

- **Battalion of 4th Combat Aviation Brigade and Air Base (Powidz)**

- **US Command personnel at NATO’s MNC NE (Szczecin) and MND NE (Elblag)**

- **US Mission Command Element:** about 90 rotational personnel from 1st Infantry Division (Poznan), serves as HQ for US rotational deployments under Operation Atlantic Resolve.

- **Aegis Ashore:** about 100 US military and civilian personnel at construction site (Redzikowo)

- **US Aviation detachment to support US Air Force flights via Air Base (Lask)**

- **US Aviation detachment for MQ9 ISR reconnaissance unit (Miroslawiec)**

- **10th Special Forces detachment (Krakow)**

- **Reserve transportation battalion and combat service support unit (Powidz)**

- **US personnel at NATO Force Integration Unit (Bydgoszcz)**

- **Defense Attaché Office at US Embassy (Warsaw)**

**Additional facilities under construction**

- Building storage to preposition one Army brigade set
- Building fuel and ammunition storage sites
- Enlarging runway (Powidz) and building up railheads
CHALLENGE 1: CODE COMPLIANCE

- Every engineering discipline has a completing code requirements:
  • US
  • Polish
  • NATO

SOLUTION:

- Code Compliance Matrix
  • Created at the outset of the project and reviewed at every design review meeting.
CHALLENGE 2: ENVIRONMENTAL

- It’s not just tree permits
  - Natura 2000,
  - exclusion from forestry,
  - protected species,
  - tree cutting and
  - water permit

SOLUTION:

- Local experts who are permitted to perform required actions
- Historical relationship and track record of successfully obtaining the necessary permits
CHALLENGE 3: STAKEHOLDERS

- How to deal with multiple/varying stakeholders each with their own needs, language and culture
  - WZI
  - Polish Authorities: Environmental Directorate
  - US Government
  - Tenants and Users
  - Polish Ministry of Defense

SOLUTION:

- Weekly stakeholder discussions
- Local National Team Members
CHALLENGE 4: COMMUNICATION

− This goes beyond language
  • Engineers were trained differently and go about solving design problems differently
    ○ E.G., How much contingency do you have to design into a load bearing beam?

SOLUTION:

− Practice Makes Perfect
  • Using a team that has performed well together in the past
  • Onboarding of new staff members
  • Create a Delivery Culture
USACE and A/E/C Industry Insights
Working in Poland
Working In Poland

Matthew Marosek
Construction Submittals

• Submittal process not typical in Polish construction.

• Buy-in to this process from subs early in the project is crucial.
  • Submitting as systems
    • Better for reviewers
    • Faster review
  • SD01, SD02, SD03
    • Submittals typically needed prior to construction
    • Better organized = faster review
  • Submittal Register
    • Helps with reviewer resource planning
Construction Specifications

• **Types of specifications**
  • US government projects can contain a mixture of prescriptive, performance, and proprietary specifications
  • Polish companies are accustomed to proprietary

• **Design requirements**
  • Features of US government projects can have design aspects for the contractor
  • Polish companies are more accustomed to construction without design components
Observations

• Culture
  • Young democracy
  • Primarily catholic
  • Tight society – Structured
  • Strong willed, kind, honorable

• Language
  • Polish
  • Many English speakers

• Holidays
  • Production decreases significantly
  • Workers typically get paid for travel time to/from site

• Skilled and Semi-skilled Labor
  • % relocated to western EU
  • As of last year 100,000 workers needed to meet demand
  • Not all migrant workers are allowed onto NATO projects
Risks and Opportunities

• Take advantage of the daylight
  • Summer high can be ~18 hrs daylight
  • Winter low ~ 9 daylight

• Understand the 3 phase inspection process
  • Typical to USACE construction projects
  • Approach not common with local contractors

• Understanding Safety requirements
  • Polish safety standards
  • EM 385-1-1
  • Company safety requirements
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Construction Prices in Poland increase significantly
The construction industry in Poland is booming. Construction companies are busy and are not desperately looking for work. The high workload will increase construction prices. The cost calculation of the A-E might be less and less in line with the bids of the construction companies.

Wages in Poland are rising significantly
Average gross salaries increased by 6% from 2017 to 2018. Of course, there are no reliable forecasts possible. But it might be expected that wages will increase by 6% or more per year over the next years. Staff turnover might rise.

English Language Skills
Compared to Bulgaria or Romania only a few Polish military or civilian personnel speak English. Meetings can be challenging when no Polish-English speakers attend.

VAT Exemption
For each USACE Task Order, German A-E companies need to apply for a VAT exemption certificate called Single Authentication Certificate (SAC). The commander of the Polish base that is affected by the Task Order must sign the SAC. The procedures for acquiring the SAC change again and again.

Permit for Tree Felling
The permitting process for cutting trees might take a long time. A tree inventory survey might be required. The Regional Directorate of the State Forests has to be involved. An Environmental Impact Assessment (EIA) Report might be necessary.
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Working in Poland - Contractor’s Perspective

• **Delivery Method (DB vs. DBB)**
  - Numerous Stakeholders involved
  - Varying Codes / Standards- US / EN / PN EN
  - Many „first time“ projects at Polish Installations
  - Local procedures can vary

• **SKE Successes & Challenges**
  - Blended team approach
  - Partnerning is Key!
  - Good communication and being proactive
  - Favourable Weather

• **Lessons Learned / Learning Curve**
  - Take advantage of Bid Inquires at tender stage
  - Remain flexible
1. **Drawsko Pomorskie**: TO2-ERI SRM Army Projects
   TO3-ERI Ranges
   TO4-ERI Supplemental Ranges

2. **Lask**: Improve Airfield Support Infrastructure

3. **Poznań**: 18F0390 MCE Building Renovations
   18F0265 Building 45 Renovation

4. **Powidz**: DC-19-0039 Site Preparation at Powidz Air Base

**SKE’s Projects in Poland**
USACE and A/E/C
Industry Insights
Working in Poland
1. **SOFA AGREEMENT AND IMPLEMENTING ARRANGEMENTS**
   - All new US facilities remain Polish property.
   - Site access approval stays with Polish MOD. Non Polish citizen permanent pass applications are subject to screening by Polish Security Police.
   - No waiver for dba insurance in Poland.

2. **SPECIFIC REQUIREMENTS WHEN WORKING WITH POLISH MOD**
   - UXO approval by Polish MOD. There are two levels of survey certificates:
     - Surface screening (down to 30 cm below surface)
     - Ground screening (as applied for)
   - Screening and Removal of UXO generally stays in one hand in Poland when working for Polish MOD (one certified subcontractor)
     - The SOFA Agreement only allows USACE to perform the screening. No funding available for removal of UXO findings
   - All site maps on military bases are confidential. They need to be downgraded on a case by case basis before being used for design work
   - All correspondence in Polish (both ways)

3. **WORKING WITH LOCAL HOST NATION AGENCIES IN POLAND**
   - Ownership of utilities on base vary from installation to installation
   - Local Host Nation approvals take time
   - Host Nation requirements could be different from installation to installation

4. **MARKET CONSTRAINTS**
   - Zloty currency fluctuation
   - Shortage of skilled workers
   - Workers from Ukraine not allowed on US contracts
   - Subcontractor price increase by 30% in the average last year
   - Material prices increased by 30%+ within 2 years
   - Reliability of material supply - chain varies by region
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Discussion
Q&A