



Finding Common Ground: Planning Across Europe

Moderator:

Lucas Strittmatter, AICP, MDLE

Speakers:

- Yinka Adesubokan, AICP, Planner/Project Manager, USACE, Europe District
- Andrew Duffe, Master Planning Program Manager, USAREUR-AF

March 3, 2026 | 2:00 p.m. – 2:45 p.m.

Presenters



**Yinka Adesubokan,
AICP**

Planner / Project Manager
USACE, Europe District



Andrew Duffe

Master Planning Program
Manager
USAREUR-AF



Lucas Strittmatter, AICP

Senior Planner
MDLE



Presenters



Yinka Adesubokan,
AICP

Planner / Project Manager
USACE, Europe District



Master of Public Administration | Pennsylvania State University
BS, Community & Regional Planning | Temple University

Yinka Adesubokan is a planning professional with 15 years of experience leading complex infrastructure and community development initiatives. With a career defined by high-level leadership in both military and federal sectors, Yinka specializes in facilities planning, land use, and urban sustainability.

His extensive technical background includes 8 years as an Engineer Officer, notably serving as the Task Force Engineer for the NATO Battle Group in Poland. Yinka's federal expertise is highlighted by 6 years as a Community Planner with USACE, including 2 years specifically with the Europe District. Throughout his tenure across the Europe, Fort Worth, and Transatlantic Expeditionary Districts, he has managed high-stakes planning requirements in diverse global environments.

Presenters



Andrew Duffe

Master Planning Program
Manager
USAREUR-AF



MS, Construction Engineering Management | San Diego State University
BS, Civil Engineering | Missouri University of Science & Technology

Andrew Duffe is a retired Naval Civil Engineer Corps Officer and SEABEE with 30 years of combined service to the U.S. Navy and the U.S. Army. Throughout his distinguished career, Andrew has provided superior planning, engineering, and construction consultation for both U.S. and NATO forces.

Outside of his military and consulting career, Andrew is the father of three: Chelsea (33), Mark (21), and Patrick (19). He is a formidable endurance athlete, having successfully completed 18 full IRONMAN and 14 Half-IRONMAN races. To support these hobbies, he currently spends approximately 130% of his disposable income.

Presenters



Lucas Strittmatter,
AICP

Senior Planner
MDLE



MA, International Development | Washington University in St. Louis
Master of Urban Planning | State University of New York at Buffalo
BA, History & Public Policy | Saint Louis University

Lucas Strittmatter brings 15 years of master planning expertise to the table, bridging the gap between urban planning and international development. With a career spanning both the public and private sectors, he has cultivated a specialized skill set in land use planning, urban sustainability, and real property master planning.

An accomplished strategist, Lucas is also a skilled grant writer with a proven track record of securing resources for complex projects. Outside of the office, he is a dedicated husband and father to two active boys, ages 5 and 7.

Context & Mission

18-month joint effort by Wiley|Wilson and MDLE



Supported USAREUR-AF **Theater Plan for Class III (fuel) and Class V (munitions) storage**

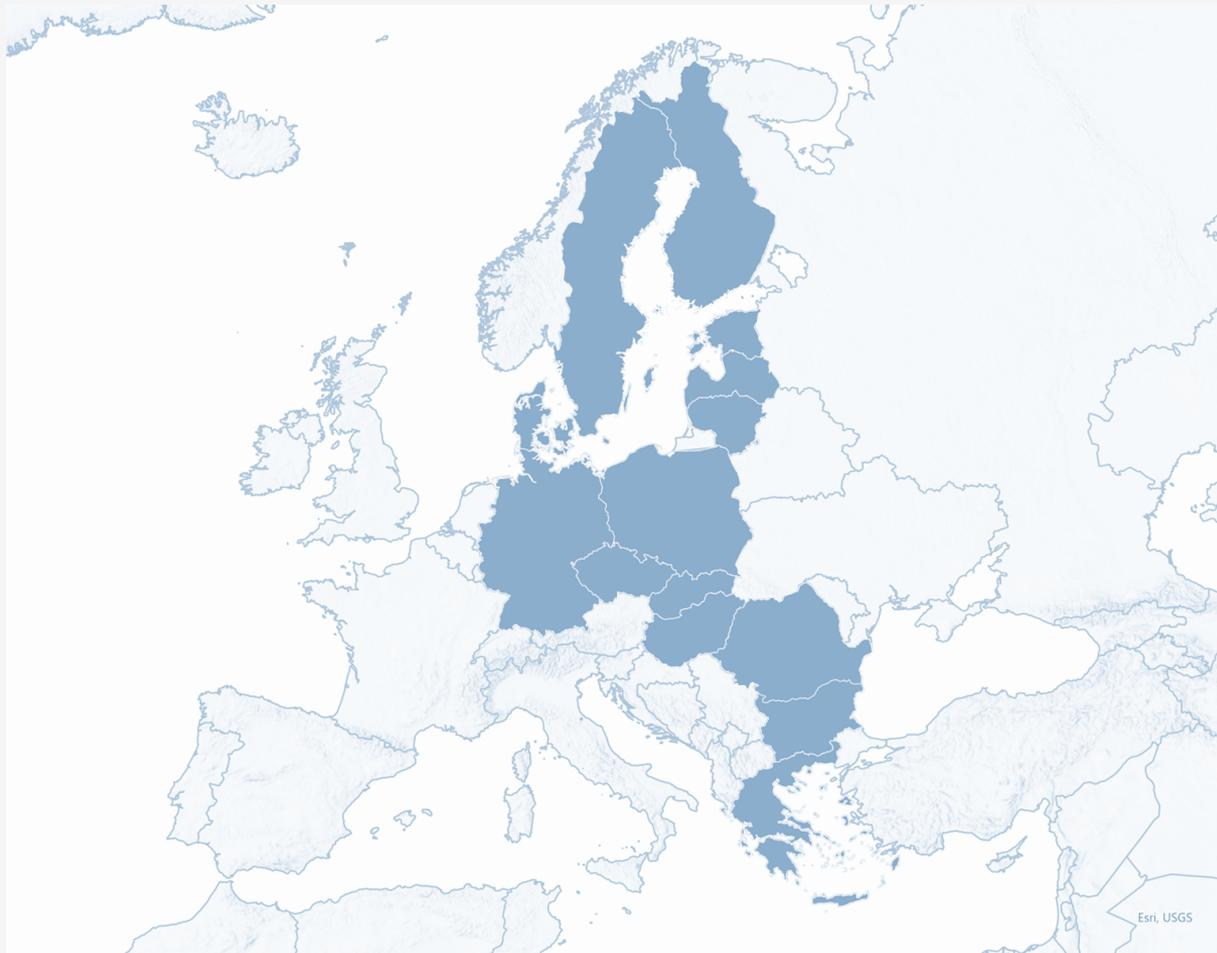
- *Site visits to 100+ locations across 12 NATO nations*
- *To ensure commanders and logisticians meet critical requirements, the Comprehensive Master Plan will result in the production of 50 DD1391s/PDSs.*



Critical Insight

On-the-ground engagement with U.S. and Host Nation personnel revealed operational realities that remote analysis cannot capture

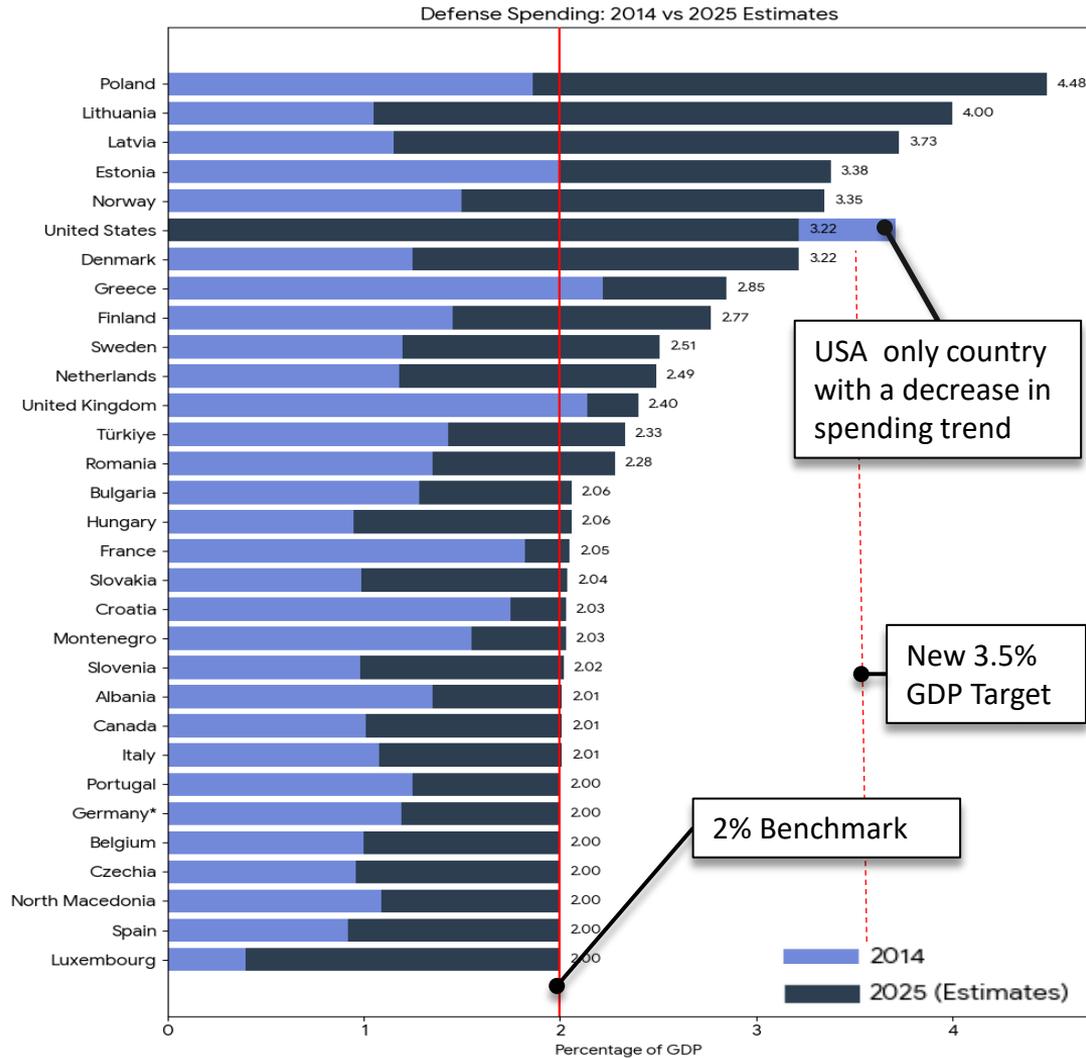
Context & Mission



Spending Surge

2025 achievement: For the first time since the 2014 Wales Summit, all 32 NATO members are expected to meet or exceed the 2% of GDP defense spending guideline.

At the 2025 Hague Summit, Allies committed to a new long-term goal of investing 3.5% of GDP annually by 2035 for core defense and security-related spending



Strategic Implications

Infrastructure to Support Sustained Combat Operations

Develop facilities for storing Class III (fuel) and Class V (munitions) to sustain combat operations in NATO eastern flank nations

NSIP Growth

Yearly increases for digital backbone, readiness, infrastructure

Greater Burden Sharing

Future infrastructure funded by Host Nations partnering with the U.S. or NATO common funds that meets U.S. Army requirements

The Master Planning Doctrine Gap

U.S. Approach

- DoD Instruction 4165.70 (2005)
- UFC 2-100-01 mandate
- Integrated ecosystems
- Environmental analysis
- Transportation planning
- Cohesive land use frameworks

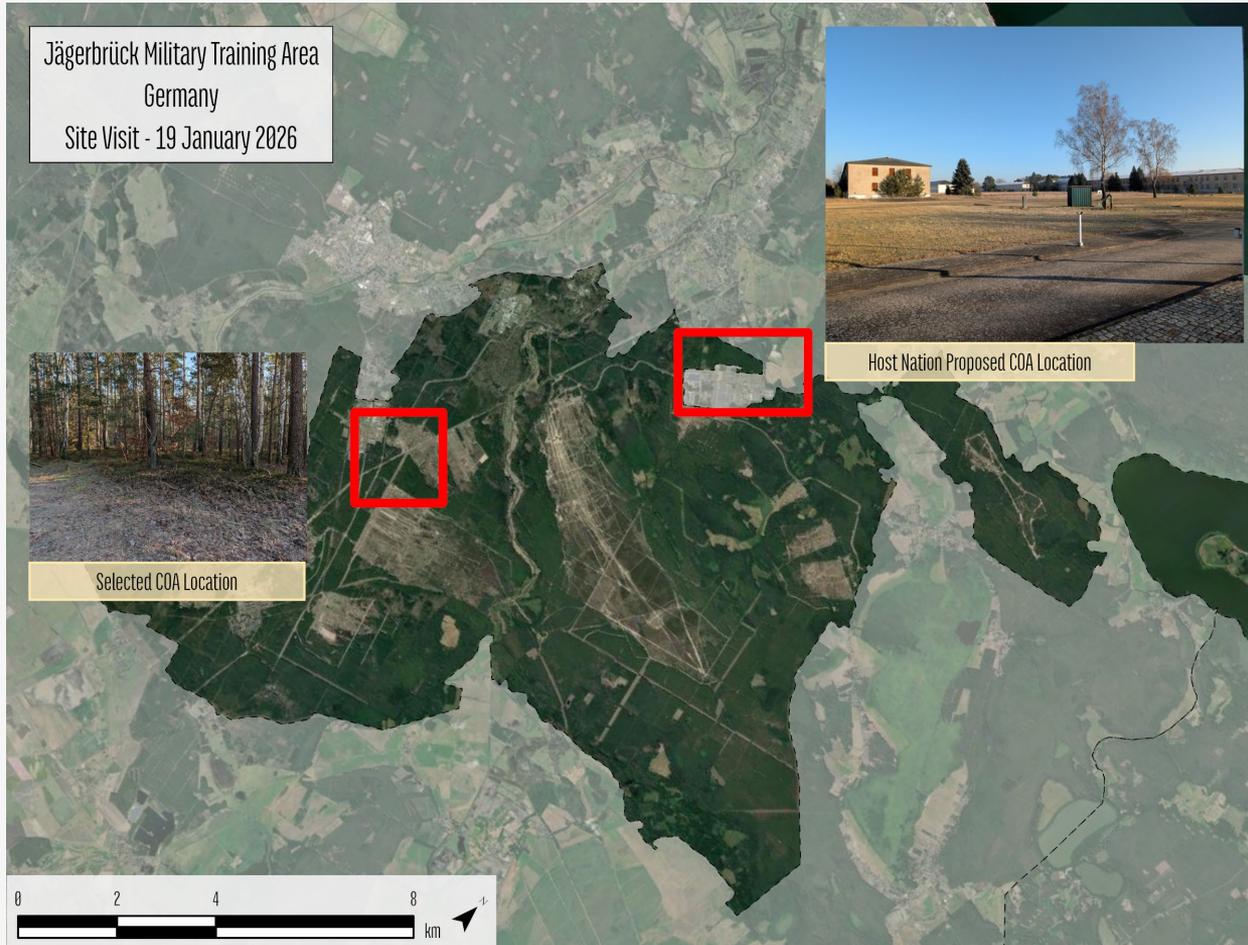
European Reality

- Legacy framework persists
- "Master plans" as site maps
- Individual environmental analysis
- Limited transportation planning
- Centralized land use decisions
- Incomplete baseline data

Class III: Technical & Operational Comparison

Feature	Jet A-1 (Commercial Base)	JP-8 (Military Specification)
NATO Code	F-35	F-34
Primary Status	The NATO Supply Standard: Used for daily operations and bulk transport via CEPS/NEPS pipelines.	The Combat Standard: The required end-state for tactical equipment and “Single Fuel” compliance.
U.S. Military Usage	Primarily used as a base stock at CONUS and permanent OCONUS locations.	Extensively used by the USAF, Army, and Marines for aircraft and ground vehicles (e.g., M1 Abrams).
NATO Allied Usage	The most common fuel found in European NATO infrastructure.	All NATO countries utilize JP-8 (F-34) for their aviation assets.
Availability	High; standard product at European refineries and commercial airports.	Often “created” on-site by injecting the military additive package into Jet A-1.
Additives	Minimal; usually just a static dissipator (SDA).	Mandatory Package: FSII (Icing), CI/LI (Corrosion/Lubricity), and SDA (Static).
Logistics Chain	Relies on commercial pipelines and high-turnover storage.	Requires Additive Injectors at the fuel farm to convert F-35 into F-34.

Case Study: Class III Example



Technical Challenge: Class III Storage

Differences in the interpretation of NATO POL guidelines and Host Nation regulations



Case Study: Class III Example

Ministry of Forestry Conflict

Drawsko Combat Training Center (DCTC), Poland

- Dual MoD/MoF jurisdiction
- MoF retains final authority
- Labor-intensive approval process
- No integrated environmental review



Critical Timeline Constraint

Tree clearing limited to October-March (non-nesting season). Requests due by end of March for following year. Requires 12+ months advance planning.

Technical Challenge: Class V Storage

No central NATO authority for structural compliance certification

Structural Standards Gap

- NATO AASTP-1 defines 7-bar blast criteria
- No unified review body for certification
- U.S. classifies HN magazines as “undefined”
- Cannot confirm blast mitigation parameters

Safety Arc Complexity

- NATO criteria more conservative for IBD
- Individual nations maintain own standards
- Varying safety distances constrain development
- U.S. cannot fund projects in HN restricted zones

Technical Challenge: Class V Storage

Examples of ECMs in the United States



Technical Challenge: Class V Storage

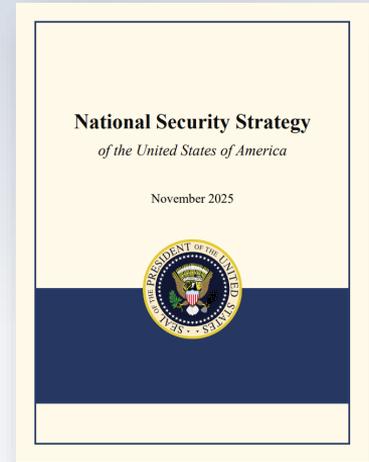
Examples of Various ECMs in Germany



Burden Sharing Hurdles

National Security Strategy, November 2025

This approach ensures that burdens are shared and that all such efforts benefit from broader legitimacy. The model will be targeted partnerships that use economic tools to align incentives, share burdens with like-minded allies, and insist on reforms that anchor long-term stability.



Design Gap

Projects not bound by UFC

Coordination Risk

The U.S. will establish the necessary capability requirements to support its military presence in these countries

Cultural & Organizational Barriers

Legacy Decision-Making

- Top-down, centralized culture
- Hesitation to raise concerns
- Decisions isolated in MoD committees
- Disconnect from site-level realities

Communication

- Unique Bureaucracies
- Differing Host Nation Regulations
- Need for Rework and Adaptation

Power Distance & Decision-Making Across Member States



Addressing the Doctrine Delta

The Challenge

U.S. planning follows a rigid, integrated ecosystem (UFC 2-100-01), while European legacy frameworks often treat “master plans” as project site maps with without a holistic planning perspective.

Certification Hurdles

No central NATO authority exists for structural compliance of magazines (Class V), leading the U.S. to classify many HN facilities as “undefined”.

Solution Path

Joint workshops, strategic communication, shared engineering standards, and coordinated U.S.-HN reviews are essential to translate this spending surge into credible, interoperable capability.

Key Takeaways

- Granular understanding of structural, cultural, and regulatory differences is essential for effective infrastructure delivery
- NATO's unprecedented defense investment surge demands immediate resolution of long-standing planning barriers
- Synchronizing U.S. and Host Nation systems ensures efficiency, safety, and alliance-wide interoperability

Through steady collaboration, the alliance can translate investment into credible capability

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*SAME's 2026 Europe Tri-Services Regional Summit
March 3, 2026*