



Project Success: Early Collaboration with Key Disciplines During Planning / Programming

Speakers:

- Nathan Kent-Harber, AICP; Chief, Regional Planning Support Center USACE, Europe District
- David Ziegman, AICP; Program Director, Woolpert
- Chad Hartley, AICP, PMP, LEED AP; Project Manager, Woolpert
- Steve Baird, AICP; Federal Studio Planning Manager, Black and Veatch



Outline

Project Success: Early Collaboration with Key Disciplines During Planning / Programming

- Problem / USACE Perspective (Nathan Kent-Harber)
- Integrated Process and Teams (David Ziegman)
- Planning and Programming Perspective (Chad Hartley)
- Example Projects
 - Łask AB, Poland (Steve Baird)
 - Yokota AB, Japan (David Ziegman)
- Q and A



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USACE Perspective

(Nathan Kent-Harber)



What's the Problem?

The traditional process of Planning – Programming – Design is changing. With recent world events evolving, timeframes for planning and design are shrinking. Projects in the Planning cycle need to have better fidelity in terms of infrastructure and utility requirements, for example. Moreover, disciplines such as architecture and civil, electrical, and mechanical engineering are becoming required for several Planning projects across Europe.



Why Is It Important to USACE?



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Integrated Process and Teams

(David Ziegman)



Planning / Programming Progression

- FUS / FSOP
- Requirements Analysis
- District Plans / ADPs
- PCRs (1 and 2)
- Design





Typical Disciplines

- Project Manager
- Planner
- Architect
- Civil Engineer
- Structural Engineer
- MEP
- Cost Estimator
- FP/LS
- Other SMEs



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Planning and Programming Perspective (Chad Hartley)



Planning Perspective

- “Additional” disciplines are first to get cut during fee negotiations
 - Structural / Electrical engineers, etc.
- Need to prioritize the most “important” disciplines based on each project
 - What’s more important for an ADP – a civil or architect?
- If travel is not authorized for a specific discipline, can they still be effective as “back-office” support?



Programming Perspective

Cost Estimates

In 2018, the GAO raised concerns that the DoD process of developing Military Construction (MILCON) cost estimates “does not fully incorporate all the steps needed to develop high-quality, reliable cost estimates.” **\$1.6 billion** in MILCON appropriations was provided to fund shortfalls caused by projects needing additional funding in fiscal years 2010-2016.

- GAO report GAO-18-101, March 27, 2018

Project Delays

Over the previous 5 fiscal years, poor initial planning factors that could have been reasonably addressed before a delay occurred (including design errors) contributed to **delays in approximately 25 percent** of the military construction projects delayed for at least a year.

- Report to Congressional Committees (Sep 2024)



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Project Examples



Example Project #1: Łask AB, Poland



Łask AB, Poland





Example Project #2: Yokota AB, Japan



Yokota AB, Japan



Rendered 2022



Construction Oct 2023

QUESTIONS?

ANSWERS!



Thank you!

- Nathan Kent-Harber; Chief, Regional Planning Support Center USACE, Europe District (nathan.j.kentharber@usace.army.mil)
- David Ziegman; Program Director, Woolpert (david.ziegman@woolpert.com)
- Chad Hartley; Project Manager, Woolpert (chad.hartley@woolpert.com)
- Steve Baird; Federal Studio Planning Manager, Black and Veatch (bairdjs@bv.com)

