



2026

EUROPE TRI-SERVICES REGIONAL SUMMIT
MARCH 3-5 · 2026 · FRANKFURT, GERMANY

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Outbrief & Follow-on Actions

Delivering Defense Infrastructure in Europe



Delivering Defense Infrastructure in Europe – Bridging U.S. and Host Nation Approaches

Moderator: Rich Stump, RS&H

Panel:

Lalit Wadwa, HDR

Gianna Warner, AFIMSC Det 4

Chandler Ogen, Jacobs

Nathan Fox, USACE Europe District

Al Lucht, AFIMSC Det 4

Barry Forbes, NAVFAC Atlantic

Mike Myers, USAFE/AFAFRICA A4C

CDR Torgesen, NAVFAC URAFCENT

Delivering Defense Infrastructure in Europe

TOP 4 Key Takeaways:

- 1. Engaging Host Nation community—early and often*
- 2. Deliver planning, design and construction solutions at “the Speed of Need”*
- 3. Understand and utilize available Authorities*
- 4. Improve risk understanding and allocation (Govt vs Industry)*



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ACTION ITEMS: GOVERNMENT (Tri-Service Working Group)

- 1. Evaluate Planning Instructions and Design Instructions
More Performance, Less Prescriptive***
- 2. DCA Roundtable – Improve HN Coordination***
- 3. Engage Host Nation during Planning***
- 4. Confirm and Utilize Available Authorities***
- 5. Develop Country-by-country Code Matrices***



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ACTION ITEMS: INDUSTRY

- 1. Utilize Government Relations / Advocacy – messaging***
- 2. Provide feedback on Planning Products***



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ACTION ITEMS: SAME

- 1. Hold Follow-on Panel Discussion / Confirm Due-Outs***
- 2. Follow-on Discussion at JETC***
- 3. Organize / Execute IGE on Risk Allocation
(through Planning, Design, Bidding and Construction)***
- 4. Organize / Execute Country-Specific Topics (SAME Posts)***
- 5. Encourage “Single Voice to the Hill”***

