



Emerging National & Defense Strategy Impacts on European Master Planning

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March 5, 2026 | 11:30 a.m. – 12:30 p.m.

THANK YOU EXHIBITING COMPANIES



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Emerging National & Defense Strategy Impacts on European Master Planning

- or -

How Policy Impacts Planning (and Vice Versa)



Learning Objectives

1. High-level review of highlights/changes in the 2025 National Security Strategy, 2025 National Defense Strategy, and 2026 National Defense Authorization Act (NDAA)
2. Understand how changing U.S. policies and priorities could impact execution of planning projects in Europe
3. Share best practices to execute planning projects successfully given current and anticipated constraints and opportunities
4. Gain knowledge of upcoming planning opportunities across the European AOR



Highlights and Changes in Strategy/Policy

KEY DOCUMENTS

- ▶ 2025 National Security Strategy and National Defense Strategy
“Policy”
- ▶ 2026 National Defense Authorization Act (NDAA)
“How the Policy Gets Funded”
- ▶ Programs (i.e. MILCON, FSRM, FMS, NSIP, etc.)
“How the Policy Gets Implemented”



Highlights and Changes in Strategy/Policy: Give

▶ Prohibition of Troop Withdrawal from Europe

Requires rigorous oversight of the United States military posture in Europe

Provides for the modification of U.S. basing, training, and exercises to ensure continued regional stability and commitment

Bars transfer of any U.S. military facility to a host nation without an extensive impact report

▶ Limitations on Base Closures and Consolidations

Limitation on the use of funds for the consolidation, disestablishment, or elimination of geographic combatant commands



Highlights and Changes in Strategy/Policy: Take

- ▶ De-emphasis / Consolidation

Reduction in construction related to land-based systems

Legacy sites in Western Europe evaluated for consolidation into larger, more efficient hubs like Ramstein to facilitate "limited" support missions

- ▶ Distributed Logistics

Investments directed toward long-range logistics capabilities and infrastructure

- ▶ 20-Year Planning

FY26 NDAA requires military departments to develop 20-year infrastructure plans

- ▶ Resiliency Standards

New construction emphasizes SCIF standards and redundant power systems



Impact on Planning in Europe

FROM "BACKBONE" TO "ENABLER"

- ▶ Shifting burden to NATO for project funding

Example: Authorizes \$175 million for the Baltic Security Initiative to strengthen air defense and logistics in Estonia, Latvia, and Lithuania

- ▶ Facility Requirements generally remain unchanged...for now

What planning processes should continue and what should be paused/slowed?



Time for a New Planning Paradigm

- ▶ Does the “Need for Speed” (contracting efficiencies) make good planning more or less important?

Better, faster, and cheaper

- ▶ How can we better meet the end-users needs?

Quicker turn-around times to provide decision-makers with clear and concise details

Focus on what the customer needs – “remove the fluff” in PCR’s and DD1391s

How can planners adjust products to be more responsive?



What's on the Horizon?

Highlights of
Future Planning &
Programming





	Title		Title
1	FY26 (IH) ISR-I Support USAG AN	15	FY26 PCR Repair B20013 ASC VPC USAG BE
2	FY26 (IH) USAREUR-AF HLZ Pads Site K TR	16	FY26 PCR Replace Stairwell Housing USAG ST
3	FY26 (IH) USAREUR-AF ISB CLIIIB DE	17	FY26 PCR Replace Water Infra RAF Croughton UK
4	FY26 (IH) USAREUR-AF LOC-B Storage Yards PL	18	FY26 PCR ROBMCR Helipad USAG RP
5	FY26 207 th MIB-T PCR Program USAG IT	19	FY26 PCRII Repair NATO Drain RAF Mildenhall UK
6	FY26 ADP Update Hohenfels USAG BV	20	FY26 PWSMP Vilseck USAG BV
7	FY26 ADP Updates USAG RP	21	FY26 Study PX Commissary Baumholder USAG RP
8	FY26 GIS Support USAG BE (GSA)	22	FY26 USAREUR-AF Ammo Facilities PL
9	FY26 GIS Support USAG RP (GSA)	23	FY26 USAREUR-AF Comms Facilities PL
10	FY26 IDG Update USAG AN	24	FY26 USAREUR-AF Maint Facilities PL
11	FY26 Master Plan Update USAG BE	25	FY26 USAREUR-AF Ops and Admin Facilities PL
12	FY26 PCR and Design Repair B2304 Patch Bks	26	FY26 USAREUR-AF Storage and Supply Facs PL
13	FY26 PCR AFH Right-sizing USAG BV	27	FY26 Wastewater Utility Study USAG ST
14	FY26 PCR AFH Urlas USAG AN	28	FY26 Water Study Aviano and Incirlik AB



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SCAN ME



QUESTIONS?

ANSWERS!



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