



# Setting the Stage For IGE Session Topics

Scene Setter – 1000 Wednesday, 25 February

# 20 24

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## CHARYSSE KNOTTS, PE, F.SAME



- Mining | Petroleum | Environmental Engineer
- 40 years in AEC Industry | 35 in Federal projects
- Professional racecar team owner and crew chief
- Avid SCUBA diver and EXTREME skier
- Travelled to all 7 continents and over 66 countries
- Has a collection of over 50 giraffes



# UPDATED SCHEDULE

**10:00 – 11:15**

Setting the Stage for Roundtables – Room: Columbo

- Planning Through Design
- Economic Considerations

**11:15 – 11:30**

Break

**11:30 – 12:45**

Setting the Stage for Roundtables – Room: Columbo

- Host Nation Challenges
- CPARS

**12:45 – 14:00**

Networking Luncheon – 11<sup>th</sup> Floor

**14:00 – 15:15**

Roundtable Discussion within each topic

- Planning Through Design – Room: Ulisse
- Economic Considerations – Room: Enea

**&**

**15:45 – 17:00**

- Host Nation Challenges – Room: Columbo
- CPARS – Room: Nelson

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“The goal is to garner feedback from all participants to help inform processes and procedures related to the issue and to strengthen the partnership between government and industry.”

- Barry Forbes, Chief Engineer, NAVFAC EURAFCENT

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By their nature, these engagements:

Solve a problem or address an issue  
or...

Better define a problem or issue to be addressed...  
and...

Start ***defining a path*** to address the topic – with  
follow-on actions, subsequent IGE projects, or  
other forward efforts.



# THE PLAN

1. **SETTING THE STAGE:** Overview of each topic with current situation, problem statement, desired outcomes, and discussion topics
2. Select the topic in which you want to further discuss...head to that room.
3. **ONCE IN YOUR TOPIC:**
  1. Facilitators will lead the discussion
  2. Collectively determine what success looks like
  3. It's not a competition!
  4. Work to develop recommended next steps OR determine...there is no solution (and that's okay)



## Chatham House Rules Apply

Participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.



## Participate Under the Four Agreements:

1. Be Impeccable with Your Word
2. Don't Take Things Personally
3. Don't Make Assumptions
4. Always Do Your Best





# Setting the Stage Planning Through Design

Scene Setter – 1000 Wednesday, 28 February  
Session One – 1400 to 1515  
Session Two – 1545 to 1700

# Planning Through Design Vignette

Facilitators: [Rich Stump](#) RS&H | [Ray Best](#) Stantec

Speakers:

- [Justin Wetherwax](#) | Deputy District Engineer for Programs and Project Management, USACE Europe District
- [Al Lucht](#) | Chief, Engineering/Construction Branch, AFIMSC Det 4
- [Mary Austin](#) | Design Director, NAVFAC EURAFCENT
- [Nathan Fox](#) | Chief, Engineering Branch, USACE Europe

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## RICH STUMP



### FUN FACTS

- Former USAF CE officer
- Registered Architect
- First SAME IGE was in 2014 (Honolulu Post)
- Visited 61 countries to date
- Family ancestry runs through Napoli and Sicily (it's the Catalanotti and Sabatini side of the family...)
- Published "Dungeons & Dragons" author before it was cool

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## RAY BEST



### FUN FACTS

- Has worked planning/design in Europe for 35+ years (Lived in Germany for 13 of those years)
- Professional Engineer in 3 countries (USA, Canada, Germany)
- Former USAR Engineer Officer
- Presently paying out of state tuition for his lovely daughter attending Cal Poly SLO college of engineering (or is that surfing?)

# Planning Through Design Vignette

## ***Current Situation:***

Planning and Design is executed through two separate contract actions mostly involving two separate A/E firms.

## ***Problem Statement:***

Separate awards and A/E firms is not conducive to streamlined acquisition (two negotiated task orders by two different governmental sections) and does not promote project ownership and scope continuity from planning through design.

# Planning Through Design: Desired Outcome

Streamlined contracting with a single A/E firm responsible for both planning and design.

# Planning Through Design: Discussion Topics

- Any government or industry experience using on combined task order for planning and design?
- Efficiencies to be gained
- Types of contract effort best suited for combined planning/design effort
- Governmental organizational changes needed to combine planning/design award and oversight
- Possible processes for combining planning and design contract action and challenges of each process (example=how to estimate design effort prior to planning completion)
- How to avoid violation of Brooks Act
- How to avoid A/E conflict of interest

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## JUSTIN WETHERWAX



### FUN FACTS

- Native Floridian
- PE registered in Florida
- Swam past a crocodile in the Zambezi River...once
- He's cooler than his kids say he is...just ask him!



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## AL LUCHT



### FUN FACTS

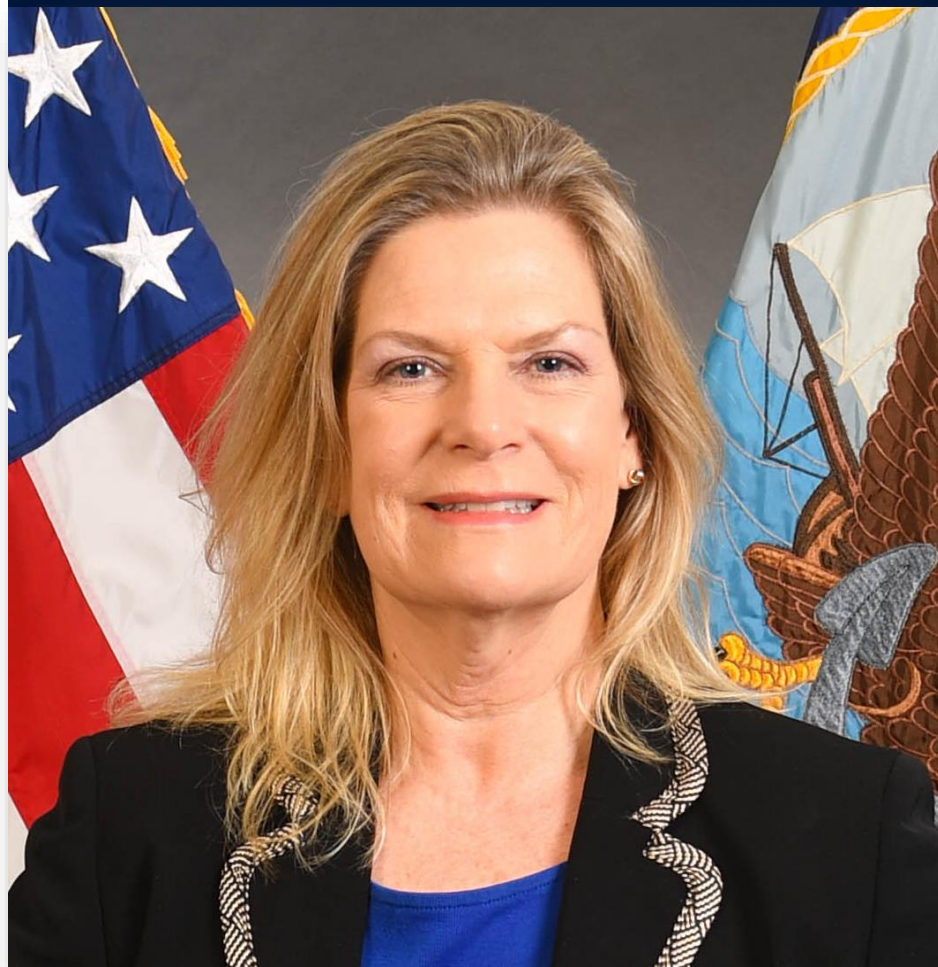
- Career Civil Service (Army and Air Force)
- Europe Regional Fellow
- Based in Alaska for years prior to returning to Europe
- NDSU graduate
- Former Army Bandsman

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## MARY O. AUSTIN



NAVFAC EURAFCENT PDC  
Design Director

Registered Architect, LEED AP

### FUN FACTS

- Go Hokies!
- Great Barrier Reef
- Been a DC 'Slug'
- Family, Travel & Hiking

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## NATHAN FOX



### FUN FACTS

- Enjoys living in Wiesbaden for past 5 years with wife and 2 sons (5 and 7 years old)
- Structural Engineer
- Was previously with USACE Middle East District
- Has had private pilot's license since high school. He learned on Cessna 152s
- Highly proficient at wrestling (note his two sons above)



# QUESTIONS & FEEDBACK





# Setting the Stage

## Economic Considerations

Scene Setter – 1000 Wednesday, 28 February

Session One – 1400 to 1515

Session Two – 1545 to 1700

# Economic Considerations Vignette

Facilitators: [Larry Taber](#) Black & Veatch | [Michael Prudente](#) Conti

Speakers:

- [Francesco Sorbo](#), Cost Engineer | NAVFAC EURAFCENT
- [Dan Lowry](#), Chief Cost Engineer | USACE Europe District
- [Nathan Walsh](#) | Project Manager, USAF

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## Larry Taber



### Fun Facts

- Structural Engineer, Construction Inspector, and Design Manager
- 22 years at Black & Veatch, an A/E and Construction Firm
- Worked in Europe many years, now in Kansas City
- Been called a concrete nut for his love of the material
- Travels with a Minion

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## Michael Prudente



### Fun Facts

- Civil Engineer
- 23 Years at Conti Federal Services, LLC. (CFS)
- VP BD for Europe/Middle East AOR
- 12 Years in Europe AOR/9 years in Israel
- Live in New Smyrna Beach, Florida (“Shark bite capital of the World”)



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## Economic Considerations Vignette

***Current Situation:*** Unstable construction labor and materials market (COVID-19, Ukraine, sustainability, Brexit, DD1391 form development, etc) resulting in very high construction costs.

***Problem Statement:*** Construction costs and perceived risk are at all-time high levels and continue to increase. Both industry and government are struggling to provide accurate project estimates for budgeting and competitive bidding.

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## Economic Considerations: Desired Outcome

Industry and government identification of issues and mutual understanding on how to collectively begin mitigating those drivers with possible solutions to further explore.

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## Economic Considerations: Discussion Topics

- Primary market challenges/changes
- Potential contractor risk that may be mitigated by changes in government regulations/practices
  - Shorten Price Validity Periods (i.e. 30 day will reduce contingency)
  - Utilize Economic Price Adjustments clause (FAR 16.203) for fuel/steel
- Possible best practices to obtain more accurate labor and material pricing
  - Partner to get local Host Nation pricing
  - Relevance of area cost factors
- Current bid climate impact/challenges affecting government DD1391 level programming estimates and contractor bid proposals
- Good examples of early contractor involvement
  - Release 65% draft RFPs for contractors to secure sub/vendors early
- Differences between US and Host Nation estimating standards and methodology
- Potential for increased use of D/B to get more economical and readily available materials

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## Francesco Sorbo



### Fun Facts

- Cost Engineer TDC, RA;
- 4-plus years of experience within NAVFAC;
- 15-plus years of experience in the private sector, working in Milan and Naples;
- #thearmyofone, #catlover, #foodlover, #traveladdict

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## Daniel Lowry



### Fun Facts

- Civil engineer/cost engineer
- 15 years with USACE
- Worked at Seattle District, Middle East District, and Europe District
- Loves travel and new experiences

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## Nathan Walsh



### Fun Facts

- Mechanical Engineer, MILCON Project Manager
- 4.5 years in my current role working in the UK with AFIMSC DET 4
- 10-plus years in the space/aerospace sector
- Love islands, grew up in Hawaii currently living in the UK



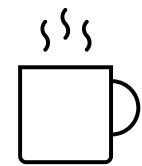
# QUESTIONS & FEEDBACK





# Up Next ...

Quick Break in Exhibit Area



11:15 a.m. – 11:30 a.m.

# Later...

Setting the Stage Round 2

11:30 a.m. – 12:45 p.m.

(back in here)





# Setting the Stage Host Nation Challenges

Scene Setter – 1130 Wednesday, 28 February

Session One – 1400 to 1515

Session Two – 1545 to 1700

# Host Nation Challenges Vignette

Facilitators: [Brian Osborn](#) CDM Smith | [Michael Urbach](#) WSP

Speakers:

- [William “Eric” Cannon](#) | Technical Branch Head, NAVFAC EURAFCENT
- [Lalit Wadhwa, Chief](#) | Programs Branch, USACE Europe District
- [Gianna Warner](#) | UK MILCON Branch Chief at AFIMSC Det 4

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## Brian Osborn



### FUN FACTS

- Lived in Germany for 30 years
- Studied Geology and Hydrogeology
- Likes his drinks warm

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## Michael Urbach



### FUN FACTS

- Structural Engineer Licensed in VA
- Living in Wiesbaden, Germany for past 4 ½ years
- Worked on aviation projects at 10 different airports
- My son was on the 2023 NCAA Division III Men's Basketball Team at CNU
- Apparently, I missed the photoshoot, you'll see what I mean

# Host Nation Challenges Vignette

**Current Situation:** *Design and construction projects for the US Department of Defense in Europe involve additional time and costs to deal with a wide range of issues that vary from country to country, including compliance with both US and Host Nation code, execution by Host Nation government agencies, permitting by Host Nation regulators, conflicting contract law, local construction methods and safety regulations, EU vs UFC material specifications etc.*

**Problem Statement:** *All US government construction outside of the United States is also governed by Status of Forces Agreements (SOFA), Host Nation Funded Construction Agreements (HNFA), and in some instances, Bilateral Infrastructure Agreements (BIA), and projects must comply with the most stringent of the UFC's, the SOFA, the HNFA, and the BIA, as applicable. This additional complexity results in delayed design and construction award and execution, which combined with construction proposals significantly higher than programmed project amounts, has resulted in projects pushing to the right in the FYDP and has reduced MILCON cost/execution creditability of the Services with Congress.*

# Host Nation Challenges: Desired Outcome

*Understanding of the Host Nation requirements & execution processes, and early identification & resolution of issues that will impact project schedule and cost if not mitigated.*

# Host Nation Challenges: Discussion Topics Pt. 1

- ***Code Issues (UFC vs HN)***
  - ***Fire codes***
  - ***ATFP***
  - ***Electric codes***
  - ***Cyber Security***
  - ***Comms, IT***
- ***Building Permits***
- ***No 3-phase inspection like USACE practice.***
- ***UFGS vs HN based specifications***
- ***Sustainability (e.g. LEED vs HN Energy regulations)***
- ***Security Clearance***
- ***Italy – Mixed Commission, Antimafia, Responsibility for Environmental Issues***
- ***Worker Visas and Base Access***

# Host Nation Challenges: Discussion Topics Pt. 2

- *Host Nation Certifications*
- *Commissioning*
- *Execution through Host Nation Agencies*
- *Host Nation Contracts and Financial Close outs, e.g., VOB vs FAR, NEC vs FAR*
- *EU vs UFC compliant material specifications (CE marking vs ASTM, NFPA, etc.)*
- *Construction methods and safety*
- *List of materials and approvals, e.g., Turkey*
- *No way of excluding contractors (Host Nation has no CPARS equivalent)*
- *Lack of Host Nation Capacity*
- *Value Added Tax*



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## Eric Cannon



### FUN FACTS

- Born and raised in Florida
- Living in Naples past 3 years
- I enjoy staying active by biking to work regularly
- I am a fourth-generation graduate of University of Florida. Go Gators!

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## Lalit Wadhwa



### FUN FACTS

- Loves cooking vegetarian food
- Loves to travel
- Loves gardening vegetables in the spring and summer

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## Gianna Warner



### FUN FACTS

- Born into the Coast Guard. Raised in the Army, including living at Baumholder and Bamberg. Worked for NAVFAC, including executing Marine Corps projects, and now work for Air Force executing projects including Space Force and the 4th Estate.
- I lived in Naples for 3.5 years, and when I moved here, I learned how my name is SUPPOSED to be pronounced, but I still never learned the language.



# QUESTIONS & FEEDBACK





# Setting the Stage CPARS

Scene Setter – 1130 Wednesday, 28 February

Session One – 1400 to 1515

Session Two – 1545 to 1700

# CPARS: Achieving Consistency and Collaboration

Facilitators: [Chris Knutson](#) Jacobs | [Jennifer Aldridge](#) USACE Europe District | [Tim Conley](#) AECOM

Speakers:

- [Barry Forbes](#) | Chief Engineer, NAVFAC EURAFCENT
- [Chris Tew](#) | Chief, Contracting | USACE Europe District
- [Cheryl Fromme](#) | Chief, Engineering & Construction | USACE Europe District

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## Chris Knutson

### FUN FACTS



- F1 fanatic – yes, Red Bull fan ... World Champions 2024!
- 17+ years in Europe back to 1990's – military, GS, now industry
- 31-yrs of marriage in May
- Son in 173<sup>rd</sup> as combat medic
- Daughter studying at St Andrews...and I don't play golf!

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## Jennifer Aldridge



### FUN FACTS

- Enjoy Yoga!
- Speak German, but worse than both of my sons
- Did a half Ironman...once



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## Tim Conley

### FUN FACTS



- Singer Song Writer who has yet to write a song
- Lived more years (30) in Europe than the US
- An American who lives in Germany married to an Italian who lives in London
- Winter BBQer

# CPARS: Achieving Consistency and Collaboration

**Hypothesis:** *Both Government and the A/E/C Industry agree the Contractor Performance Assessment Reporting System (CPARS) process has significant room for improvement. Many of the concerns revolve around the consistency of the ratings and lack of collaboration in the process. All parties – Government, Industry and the taxpayers – should benefit from a consistent and reliable performance rating system incentivizing performance and supporting future acquisition decisions.*

## **Issues:**

- Inconsistency in completion of CPARS from project-to-project, organization-to-organization, evaluator-to-evaluator (I.e., subjective vs. objective)
- Lack of collaboration between evaluating entity and the evaluated from interim to final
- Adjudication process for adverse ratings inconsistent from Gov entity to entity or not properly understood by industry
- Lack of understanding of CPARS both by Gov and industry – is there an opportunity to enhance understanding to drive better consistency and collaboration?
- How CPARS is currently used and identification of any gaps or inconsistencies
- Differences CPARS applications to A-E and construction

# ***CPARS: Achieving Consistency and Collaboration***

**Hypothesis:** *Both Government and the A/E/C Industry agree the Contractor Performance Assessment Reporting System (CPARS) process has significant room for improvement. Many of the concerns revolve around the consistency of the ratings and lack of collaboration in the process. All parties – Government, Industry and the taxpayers – should benefit from a consistent and reliable performance rating system incentivizing performance and supporting future acquisition decisions.*

## **Outcome Desired:**

1. Identification of unresolved issues/areas requiring improved consistency and proposed way ahead to mitigate those issues.
2. Identify actions within USACE NAU's and NAVFAC EAC's control that can be adopted / implemented to mitigate, alleviate, or evaluate for future consideration addressing stated issues.
3. Agree to methodology to maintain collaborative IGE on this topic over the next Fiscal Year to gauge effectiveness in addressing stated issues
4. Recommendations to elevate to HHQ for USACE, NAVFAC and AFCEC + for SAME National to consider for further IGE.

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## Barry Forbes



### FUN FACTS

- A very different Barry took one of the Beastie Boys surfing early 90's
- In a 24-hour period in Barcelona had food poisoning, was pickpocketed and got into a fight
- Daughter is an avid calcio (soccer) player

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## Chris Tew



### FUN FACTS

- Kevin Harder (B&V) and I were football teammates at the Univ Kansas 40-years ago.
- Joey Ramone invited me into a Ramone's concert in Indianapolis when I was 16-years old.
- My wife and I were married at Alta Ski Resort, UT.

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## Cheryl Fromme



### FUN FACTS

- I have been with USACE for 30 years and married 30 years
- I enjoy hiking and camping



# QUESTIONS & FEEDBACK

