NOTES

Part I Introduction

[1]Alfred M. Beck et al., *The Corps of Engineers: The War against Germany* (Washington, D.C.: U.S. Army Center of Military History, 1985), offers a comprehensive history of engineer activities during the war. Lewis A. Pick, "Expanded Role of Engineers," *Military Engineer* 41 (July/August 1949): 271; "Annual Historical Review, 1 July 1975–30 September 1976," Office of the Chief of Engineers, Gen Files, Box 8, File 4 (hereafter cited as Gen Files 8–4), Research Collections, Office of History, Headquarters, U.S. Army Corps of Engineers, Alexandria, Va. (hereafter cited as OH HQUSACE). Statistics from Beck, *The Corps of Engineers: The War against Germany*, p. 565.

[2]Eugene Reybold, "Engineers in World War II: A Tribute," p. 10, Unpubl Ms, 1945, OH HQUSACE. A copy of this typescript, dated 30 September 1945, is located in Engineering Society Library, New York, N.Y.

[3]Ltr, Cecil R. Moore to Karl C. Dod, 18 February 1974, commenting on an early draft of "Overseas Military Operations of the Corps of Engineers, 1945–1970," Unpubl Ms [1973?], Military Files, XI, Box 3, File 3 (hereafter cited as Mil Files XI–3–3), OH HQUSACE.

Chapter 1

[1]See Walter Laqueur, *Europe Since Hitler: The Rebirth of Europe* (New York: Penguin Books, 1982), pp. 15–20, for this and subsequent paragraphs describing Europe in 1945. See also Alfred Grosser, *Germany in Our Time, A Political History of the Postwar Years* (New York: Praeger Publishers, 1971), p. 35, and Earl F. Ziemke, *The U.S. Army in the Occupation of Germany, 1944–1946* (Washington, D.C.: U.S. Army Center of Military History, 1975), pp. 351–53.

[2]A. J. Ryder, *Twentieth-Century Germany: From Bismarck to Brandt* (New York: Columbia University Press, 1973), p. 466.

[3]*Final Report of the Chief Engineer, European Theater of Operations, 1942–1945*, 2 vols. (Paris: Herve et Fils, n.d.), I: 264–65.

[4]Karl C. Dod, "Overseas Military Operations of the Corps of Engineers, 1945–1970" (hereafter cited as Dod Ms), 1: 4, 6, Mil Files, XI–1–1, OH HQUSACE.

[5]Ibid., 1: 30–32, 264–68, 320.

[6]Oliver J. Frederiksen, *The American Military Occupation of Germany, 1945–1953* (Historical Division, Headquarters, U.S. Army, Europe, 1953), p. 12.

[7]Billy A. Arthur, "Tracing the Roots of the U.S. Army Europe," *Heidelberg Herald Post*, 19 Nov 82.

[8]"Reorganization of Tactical Forces, VE-Day to 1 Jan 1949" (Historical Division, European Command, 1950) (hereafter cited as "Reorganization of Tactical Forces"), p. 7, a 59–page typescript in Mil Files, XII–26–5/1, OH HQUSACE; *Campbell Barracks: The Story of a Caserne* (Heidelberg: Headquarters, U.S. Army Europe, Military History Office, 1987), p. 13.

[9]Cir "GCT/322.01 (Theater)," 26 May 45, and Cir "AG 322 GCT–AGO," 21 Jul 45, National Archives (NA), Record Group (RG) 332, European Theater of Operations, (ETO), Hist Div, Admin History Rpts 1942–January 1946, Box 73.

[10]Interv, John T. Greenwood with Brig. Gen. Paul D. Berrigan (USA, Ret.), 15, 17, 19 Nov 80, San Francisco, Calif., pp. 279, 285, 253, OH HQUSACE.

[11]"Report of Operations of the Theater Chief Engineer, 1 January–31 March 1946," p. 4, NA, RG 338, Historical Div, Program Files Engr Div, Quarterly Rpts Jan–Sep 46, Box 2761.

[12]*Final Report of the Chief Engineer*, I: 54. For a definition of "general construction," see p. 318; for other categories of construction, see p. 265. See also Dod Ms, 1: 3.

[13]Dod Ms, 1: 3, 9; Bernard W. Poirier, "The Forward Edge: An Overview of the Army Engineers in Europe, 1945 to 1980," p. 17, Iroquois Research Institute, 1980, OH HQUSACE.

[14]"Report on the Operations of the Chief Engineer, 1 January–31 March 1947," p. 5, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152.

[15]"Reorganization of Tactical Forces," pp. 30–31; Frederiksen, *American Military Occupation*, pp. 29–31.

[16]*The Third Year of the Occupation*, Occupation Forces in Europe Series, vol. 5 (Frankfurt/Main: Office of the Chief Historian, European Command), 34: 2–7, typescript at U.S. Army Center of Military History (CMH), Washington, D.C.; Frederiksen, *American Military Occupation*, pp. 29–32, 41; "Report on the Operations of the Chief Engineer, 1 January–31 March 1947," pp. 1–5, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152.

[17]On Austria, see Frederiksen, *American Military Occupation*, pp. 29–32.

[18]H. S. Miller, "American Engineers in Austria," *Military Engineer* 46 (May/June 1954): 177–79; Dod Ms, 1: 6, 38.

[19]"The USFA Engineers," *Stars and Stripes*, European Edition, 8 Jul 51, includes this retrospective information. See the files of clippings in the *Stars and Stripes* Library, Darmstadt, Germany; Miller, "American Engineers in Austria," pp. 177–79.

[20]*Final Report of the Chief Engineer*, II: app. 1–M; almost the identical organization as of July 1946 is given in the typescript report *The Second Year of the Occupation*, Occupation Forces in Europe Series, vol. 4 (Frankfurt/Main: Office of the Chief Historian, European Command), 31: 51. The Fiscal Division had been added by July 1946 and Real Estate had been subsumed under the Construction Division.

[21]*Second Year of the Occupation*, vol. 4, 31: 65.

[22]Ibid.

[23]"Report … 1 January–31 March 1946," pp. 2–3, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts January–September 46, Box 2761.

[24]See the list of sixteen elements of the "Basic Administrative Plan" assigned as the responsibility of the theater chief engineer in "Report … 1 July–30 September 1946," pp. 3–5, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152.

[25]"Report, 1 October–31 December 1946," p. 12, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152.

[26]Ibid.

[27]"Annual Report of the Chief Engineer, 1 January–31 December 1949," comp. Capt. James F. Holly and Diana M. Newcomb, p. 23, NA, RG 338, European Command (EUCOM), Engr Div, Annual Historical Report 1949, Box 2765 (hereafter cited as EED AHR 1949).

[28]*Final Report of the Chief Engineer*, I: 368–69; Harold W. Brown, "The Physical Plant: Procurement, Construction and Maintenance" (Frankfurt: Chief Historian, European Command, 1947), typescript, p. 30.

[29]Brown, "The Physical Plant," p. 30.

[30]*Final Report of the Chief Engineer*, I: 144; Interv, Greenwood with Berrigan, p. 285. See also Poirier, "The Forward Edge," p. 12, citing a Tele Interv with John R. Hardin, 14 Dec 79.

[31]*Final Report of the Chief Engineer*, I: 368.

[32]"Reorganization of Tactical Forces," p. 11.

[33]Unless otherwise noted, the figures and the information on the labor forces in this and the next two paragraphs are derived from the quarterly reports for 1946, NA, RG 338, Hist Div, Program Files Engr Div, Boxes 152, 152A, 2761, 2763.

[34]"Reorganization of Tactical Forces," p. 11.

[35]See also NA, RG 332, Hist Div, Program Files, United States Forces European Theater (USFET) Engr Sec, Quarterly Rpts, Box 340.

[36]Dod Ms, 1: 19. "Report … 1 January–31 March 1946," pp. 15, 22–23, 38; "Report … 1 July–30 September 1946," p. 23, 34; "Report … 1 October–31 December 1946," p. 8; "Report … 1 January–31 March 1947," p. 5; and "Report … 1 April–30 June 1947," p. 4. All in NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts, Box 152 for the first three, Box 152A for the last.

[37]"Reorganization of Tactical Forces," p. 11; for the figures concerning civilians employed by the engineers, see the quarterly reports for 1947, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts, Boxes 152 and 152A.

[38]The numbers on troops, POWs, and civilians serving with the engineers are extrapolated from the quarterly reports for 1947, as in the note above. Because the numbers are scattered throughout the several reports, it is very difficult to tell if they are complete or comparable from quarter to quarter, thus they should be read as orders of magnitude rather than as exact statistics.

[39]Bruce H. Siemon and Roland E. Wagberg, *The Employment of Local Nationals by the U.S. Army in Europe, 1945–1966* (Heidelberg: Headquarters, U.S. Army Europe and Seventh Army, Military History Branch, 1968), pp. 46–47, 52–53.

[40]Dwight D. Eisenhower, *Crusade in Europe* (Garden City: Doubleday & Company, 1950), p. 430.

[41]"Reorganization of Tactical Forces," p. 7.

[42]Ziemke, *U S. Army in the Occupation of Germany, 1944–1946*, pp. 44–46. Under this point system, the magic number for demobilization was 85 for men and 44 for women. The figures for American military personnel in the European Theater and for the rate of redeployment come from "Hearing before Members of U.S. House of Representatives, 11 June 1945," NA, RG 332, Eng Sec, Opns and Project Rpts, 1945, 8–3, pp. 32–33, 39.

[43]See "Hearings before Members of U.S. House of Representatives, 11 June 1945," pp. 37–44, for the description of the redeployment camps.

[44]HQ Communications Zone (COMZ) Command and General Staff Conference [minutes], 21 May 45, NA, RG 332, Admin Rpts 1942–January 1946, Box 101, File 461–continued, pp. 6–7, for the information on railroad equipment and trucking needs. For target production figures, see "Activities of the Production Division, Office of the Chief Engineer," 3 Jul 45, for the week ending 30 June, p. 2, NA, RG 332, ETO, Engr Sec, Cirs, Bulletins, and Rpts, 1943–1945, Box 1, File 4. For a mention of the problems with other commands, see minutes for the meeting of 13 August 1945 in the same series.

[45]The problem of lumber and crating arose for discussion at COMZ staff meetings in May, June, and July 1945. See the appropriate minutes, NA, RG 332, ETO, Engr Sec, Cirs, Bulletins, and Rpts, 1943–1945, Box 1, File 4.

[46]For the relevant discussions, see Command and General Staff Conference minutes for 5 June, 1 July, and 15 December 1945, NA, RG 332, ETO, Engr Sec, Cirs, Bulletins, and Rpts, 1943–1945, Box 1, File 4.

[47]The three quotations, in order, are from "Weekly Report of Activities … 21 May 1945," p. 1, NA, RG 332, ETO, Engr Sec, Cirs, Bulletins, and Rpts, 1943–1945, Box 1, File 4; Command and Staff Conference minutes dtd 19 Jun 45, p. 15, RG 332, Admin Rpts, 1942–January 1946, Box 101, File 461–continued; and Tele Interv with Moore, 14 Dec 79, cited in Poirier, "The Forward Edge," p. 8.

[48]*Final Report of the Chief Engineer*, I: 30–32.

[49]"Notes on Command and Staff Conference, 29 June 1945," pp. 8, 11, NA, RG 332, ETO, Hist Div, Admin Hist Rpts, 1942–January 1946, Box 101, File 461–continued.

[50]*Final Report of the Chief Engineer*, I: 364.

[51]Frederiksen, *American Military Occupation*, p. 119.

[52]*Final Report of the Chief Engineer*, I: 54.

[53]Ryder, *Twentieth-Century Germany*, p. 467. The current dollar value is derived using tables and a formula proposed by James C. Cooper and Karl Borden, "The Interpretation of Wages and Prices in Public Historical Displays," *Public Historian* 19 (Spring 1997): 9–29.

[54]Fleming's comments are in his response (undated) to Karl C. Dod's letter of 18 Oct 73, in which Dod asks for comments on his manuscript, in Mil Files, XI–3–3, OH HQUSACE.

[55]See the tabulation of military, civilian, and POW labor given in *Final Report of the Chief Engineer*, II: ann. 39.

[56]*Final Report of the Chief Engineer*, I: 350.

[57]Ibid.

[58]"Advance Section Engineer Report on German Coal Mine Operation," 21 Jun 45, NA, RG 332, ETO, Records of Hist Div, Admin Hist Rpts, "ETO Administrative File" 1942–Jan 1946, Box 2, File 8, "Advance Section, General"; quote from p. 3 of a seven-page summary.

[59]Ibid., quote from p. 2.

[60]Floyd D. Gibson, "Railway Electrification in Germany," *Military Engineer* 41 (July–August 1949): 288–89; see also *The First Year of the Occupation*, Occupation Forces in Europe Series, vol. 3 (Frankfurt/Main: Office of the Chief Historian, EUCOM), 14: 101–02, See also "German Railway Operations under the United States Army, 8 May–31 December 1945," Hist Div, HQ USFET, Frankfurt, Dec 45, p. 6, CMH.

[61]Interv, Greenwood with Berrigan, pp. 244, 254, 259, 260, 262, OH HQUSACE. Berrigan headed the Construction Division of the Office of the Chief Engineer for the European Theater.

[62]"Reports on Activities," 28 May 45, covering the week 21–27 May 45, NA, RG 332, ETO, Engr Sec, Cirs, Bulletins, and Rpts, 1943–l945, Box 1, File 4.

[63]"Notes on Command and Staff Conference, 29 June 1945," p. 8, and "Notes … 27 July 1945," p. 8, NA, RG 332, ETO, Hist Div, Admin Hist Rpts, 1942–January 1946, Box 101, File 461–continued. See also Dod Ms, 1: 10.

[64]Interv, Greenwood with Berrigan, p. 255. See also Poirier, "The Forward Edge," pp. 12–13, quoting his Tele Interv with Berrigan, 14 Dec 79. "Report … 1 April–30 June 1946," p. 40, NA, RG 332, Hist Div, Program Files, USFET Engr Sec, Quarterly Rpts, Box 340.

Chapter 2

[1]Frederiksen, *American Military Occupation*, p. 122.

[2]*The First Year of the Occupation*, vol. 3, 14: 99–100; Frederiksen, *American Military Occupation*, p. 120.

[3]"Report … 1 January–31 March 1946," pp. 25–27, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts Jan–Sep 46, Box 2761. See also subsequent quarterly reports in Box 152; Frederiksen, *American Military Occupation*, p. 122; *Second Year of the Occupation*, vol. 4, 31: 64.

[4]Ziemke, *U.S. Army in the Occupation of Germany, 1944–1946*, p. 351.

[5]Harold W. Brown, *The Physical Plant: Procurement, Construction and Maintenance*, Occupation Forces in Europe Series (Frankfurt: Office of the Chief Historian, 1947), typescript, p. 47.

[6]Min, "Command and General Staff Conference," HQ [Paris] TSFET, 16 Nov 45, p. 9, NA, RG 332, Admin Rpts 1942–January 1946, Box 101, File 461–continued.

[7]Ltr, Fleming to Dod, October 1973, Mil Files, XI–3–3, OH HQUSACE.

[8]"Status of Theater Construction Program," presentation by Col. Robert J. Fleming, Engr, Notes of G–4 Semi-Weekly Staff Conference, 5 Nov 46, Mil Files, XII–1–15, OH HQUSACE (hereafter cited as Fleming Rpt, 5 Nov 46). Fleming was chief of construction in the Office of the Chief Engineer, USFET, at the time. See also "Report … 1 October–31 December 1946," pp. 23, 27, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152; Frederiksen, *American Military Occupation*, pp. 122–23.

[9]Interv, Greenwood with Berrigan, p. 279.

[10]Fleming Rpt, 5 Nov 46, p. 1.

[11]Ibid.

[12]For this and the following paragraph, see Frederiksen, *American Military Occupation*, pp. 122–23; Fleming Rpt, 5 Nov 46, p. 1.

[13] *A Special Study of Operation "Vittles,"* published by *Aviation Operations Magazine* (New York: Conover Mast, 1949), pp. 56–57; Dod Ms, 1: 11, 23; *Second Year of the Occupation*, vol. 4, 31: 65.

[14]See the references in the preceding note and in addition, "Report … 1 January–31 March 1946," pp. 23–24, Quarterly Rpts Jan–Sep 46, Box 2761; "Report … 1 July–30 September 1946," p. 24, Quarterly Rpts 1946–1947, Box 152. Both in NA, RG 338, Hist Div, Program Files Engr Div.

[15]Dod Ms, 1: 15–16.

[16]*Special Study of Operation "Vittles*," p. 58; Dod Ms, 1: 15–16.

[17]"Report … 1 January–31 March 1947," p. 21, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152.

[18]Dod Ms, 3: 3–4.

[19]Fleming Rpt, 5 Nov 46, p. 3. The quarterly reports from this period also testify to a chronic shortage of critical supplies.

[20]Fleming Rpt, 5 Nov 46, p. 2.

[21]"Report … 1 April–30 June 1947," p. 1, 18, NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A.

[22] Fleming Rpt, 5 Nov 46, p. 2; "Report … 1 January–31 March 1947," p. 20, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152.

[23] Fleming Rpt, 5 Nov 46, p. 3.

[24]See the comments on procurement in the General Summary ("Irregular Procurement," p. 5) of "Report … 1 October–31 December 1946," NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152. See also Fleming Rpt, 5 Nov 46.

[25]Ltr, Fleming to Dod, October 1973. The quotes used in describing his "settling of scores" come from this handwritten letter.

[26]Ibid.; again, the quoted passage is from Fleming's letter.

[27]"The Peace Dividend: Myth and Reality," *Time* (12 February 1990): 26.

[28]"Report … 1 January–31 March 1948," p. 16, and "Report … 1 July–30 September 1948," p. 13, NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A; Frederiksen, *American Military Occupation*, pp. 50, 163.

[29]"Report … 1 July–30 September 1946," p. 23, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152.

[30]"Report … 1 October–31 December 1947," p. 12, and similar report for 1 January–31 March 1948, p. 15, NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A. The quote is from the latter.

[31]For a comment on this decision, see Berrigan's comments to Poirier cited in "The Forward Edge," p. 12.

[32]The phrase is from "Report … 1 October–31 December 1947," p. 13, NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A, but it reappears in almost identical form in every subsequent quarterly report.

[33]"Hearing before Members of U.S. House of Representatives, Jun. 11, 1945," p. 47, NA, RG 332, Engr Sec, Opns and Project Rpts 1945, Box 8, File 3 of 13; Interv, Greenwood with Berrigan, pp. 244, 259, 260, 262.

[34]See *Final Report of the Chief Engineer*, II: app. 20–A for a map of "Engineer Supply Installations in the European Theater, May 8, 1945"; the rest of the information in this paragraph is drawn from "Report … 1 January–31 March 1946," p. 20, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts Jan–Sep 46, Box 2761.

[35]EED AHR 1949, p. 24, See also Ltr, Fleming to Dod, October 1973.

[36]"Report … 1 July–30 September 1946," p. 36, in NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152.

[37]See Ltr, Fleming to Dod, October 1973.

[38]"Report … 1 July–30 September 1946," pp. 36–37; Ltr, Fleming to Dod, October 1973.

[39]"Report … 1 October–31 December 1946," p. 24; and corresponding report for 1 January–31 March 1947, p. 16, both in NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152.

[40]"Report … 1 January–31 March 1947," pp. 16–21, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152.

[41]Ibid., and corresponding report for 1 April–30 June 1947, p. 14, NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A.

[42]"Report … 1 January–31 March 1947," pp. 16–21.

[43]Ibid., and corresponding report for 1 April–30 June 1947, p. 14.

[44]"Report … 1 October–31 December 1946," p. 20, and "Report … 1 April–30 June 1947," p. 14.

[45]"Report … 1 January–31 March 1948," p. 11, and corresponding report for 1 July–30 September 1948, p. 10, NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A.

[46]"Report … 1 April–30 June 1948," pp. 10–11, NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A.

[47]"Report … 1 October–31 December 1948," p. 11, NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A.

[48]"Report … 1 January–31 March 1949," p. 11, NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A.

[49]Ltr, Fleming to Dod, October 1973.

[50]For information on the rebuild program, see the quarterly reports starting with 1 April–30 June 1947 and continuing thereafter through 1949, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1947–1950, Box 152A, and EED AHR 1949.

[51]Interv, authors with H. Jace Greene, 1 Jun 90, Liège, Belgium, pp. 10–11. All interviews conducted by the authors and cited herein are deposited in OH HQUSACE.

[52]EED AHR 1949.

[53]The description is from Ltr, Fleming to Dod, October 1973; for confirming evidence, see also the discussion of the demoralization of the Army in "Reorganization of Tactical Forces, VE-Day to 1 Jan 1949" (Historical Division, EUCOM, 1950, hereafter cited as "Reorganization of Tactical Forces"), particularly pp. 4–5, 7–8, 20–21, Mil Files, XII–26–5/1, OH HQUSACE.

[54]"Reorganization of Tactical Forces," p. 14.

[55]On the reforms, see ibid., pp. 20–24; on Huebner's personal assertion of control, see Ltr, Fleming to Dod, October 1973.

[56]"Reorganization of Tactical Forces," p. 12.

[57]Frederiksen, *American Military Occupation*, p. 32.

[58]Ibid., pp. 32, 41; Billy A. Arthur, "Tracing the Roots of the U.S. Army Europe," *Heidelberg Herald Post*, 19 Nov 82, and *Campbell Barracks*, p. 3.

[59]*Campbell Barracks*, p. 13n.

[60]Frederiksen, *American Military Occupation*, p. 41.

[61]Ltr, Fleming to Dod, October 1973.

[62]"Report … 1 October–31 December 1946," p. 7, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152, and *Second Year of the Occupation*, vol. 4, 31: 51.

[63]Fleming Rpt, 5 Nov 46, p. 4.

[64]"Report … 1 January–31 March 1947," pp. 4, 19–20, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152.

[65]McCutchen is quoted in Dod Ms, 3: 11. The figures on projects reviewed and rejected come from the quarterly "Report … 1 January–31 March 1947," p. 20, and corresponding reports for 1 April–30 June 1947, p. 18, and for 1 July–30 September 1947, p. 19, NA, RG 338, Hist Div, Program Files Engr Div, Quarterly Rpts 1946–1947, Box 152 (first quarter), and Rpts, Ltrs, Bulletins 1947–1950, Box 152A (second and third quarters).

[66]"Report … 1 April–30 June 1948," NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A.

[67]The description of the post engineer training teams is from "Report … 1 July–30 September 1947," p. 3.

[68]*Second Year of the Occupation*, vol. 4, 31: 57; Frederiksen, *American Military Occupation*, p. 173; "Report … 1 July–30 September 1947," p. 8; EED AHR 1949.

[69]"Reorganization of Tactical Forces," pp. 22–27; "Report … 1 April–30 June 1948," p. 22, NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A; Frederiksen, *American Military Occupation*, pp. 172–74.

[70]"Reorganization of Tactical Forces," pp. 27–31; "Report … 1 April–30 June 1948," p. 15.

[71]Frederiksen, *American Military Occupation*, p. 181.

[72]*Campbell Barracks*, pp. 3–4; Arthur, "Tracing the Roots of the U.S. Army Europe," p. 6.

[73]"Report … 1 April–30 June 1948," p. 15, NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A.

[74]Interv, authors with Stanley Sikirica, 29 Aug 90, Frankfurt, pp. 2–9.

[75]Ibid.

[76]Information in this section is from William C. Baldwin, "Engineers and the Berlin Airlift, 1948," OH HQUSACE, current files.

[77]The label for the Rhine-Main air base comes from *Berlin Airlift: A USAFE Summary*, a pamphlet prepared by Headquarters, U.S. Air Forces in Europe, xeroxed portions of which are in the Europe Division's Record Holding Area (EUD-RHA) in Frankfurt. The statistics on hours worked are in "Report … 1 July–30 September 1948," p. 16, NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A.

[78]Herbert J. Gall, "Flugplatz Tempelhof," *Military Engineer* 52 (July/August 1960): 289–90.

[79]Ibid.

[80]"Completion Report, OAF Field R–95, Tempelhof, Berlin, Germany," 10 Sep 45, p. 4, HQ, 852d Engineer Aviation Battalion, printed by Deutscher Verlag (Berlin/Tempelhof: Sep 1945), Mil Files, XII–1–18, OH HQUSACE; Interv, authors with Maj. Gen. Norman G. Delbridge, Jr. (USA, Ret.), 14 Feb 91, Washington, D.C., pp. 17–18.

[81]Ltr, General Lucius Clay to Lt. Gen. Curtis E. LeMay, 20 August 1948, Mil Files, XII–1–13, OH HQUSACE.

[82]Baldwin, "Engineers and the Berlin Airlift, 1948," p. 5, and Dod Ms, 3: 30, 31; "Report … 1 October–31 December 1948," p. 18, NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A. See also Interv, authors with Delbridge, pp. 14–18, for his description of runway construction.

[83]"Report … 1 July–30 September 1948," p. 11, NA, RG 338, Hist Div, Program Files Engr Div, Rpts, Ltrs, Bulletins 1947–1950, Box 152A; Dod Ms, 3: 29, 35; Gall, "Flugplatz Tempelhof," p. 290.

[84]Interv, authors with Delbridge, pp. 5–6, 18–24, 74–77.

[85]"Report … 1 July–30 September 1948," p. 11; Dod Ms, 3: 29, 35; Gall, "Flugplatz Tempelhof," p. 290.

[86]"Report … 1 October–31 December 1948," p. 14.

[87]Gall, "Flugplatz Tempelhof," p. 290; the information on the lives sacrificed comes from André Fontaine, *History of the Cold War: From the October Revolution to the Korean War, 1917–1950* (New York: Vintage Books, 1968), p. 365.

[88]Memo, Lt. Gen. A. C. Wedemeyer to Chief of Staff Lt. Col. Bailey, 4 Aug 48, sub: Airlift Support of Vienna, Mil Files, XII–27–2, OH HQUSACE.

[89]Dod Ms, 16: 37.

[90]Miller, "American Engineers in Austria," pp. 177–79; Dod Ms, 3: 19.

[91]Dod Ms, 16: 37–42.

[92]On displaced persons in Austria, see Ltr, Hubert S. Miller to Karl C. Dod, 24 August 1976, citing a report dated June 1949 in Miller's possession, Mil Files, XII–27–3, OH HQUSACE. More generally, see William L. Starnes, Jr., "The Renovation of the Bindermichl Apartments," typed Rpt dtd Apr 50, Mil Files, XII–27–3, OH HQUSACE. The information on this project comes from Starnes' report unless otherwise indicated.

[93]Ltr, Miller to Dod, 24 August 1976.

[94]Dod Ms, 16: 40–42; H. S. Miller, "Special Engineer Report," 22 Jun 52, p. 2, Mil Files, XII–27–1, OH HQUSACE; Miller, "American Engineers in Austria," pp. 177–79.

[95]EED AHR 1949, p. 23.

[96]Ibid.

[97]Ibid., pp. 23–24.

[98]Frederiksen, *American Military Occupation*, p. 164; Interv, authors with Stuart Wagman, 11 Jan 94, Alexandria, Va., pp. 10–14.

[99]Frederiksen, *American Military Occupation*, p. 41.

[100]See ibid., p. 58.

[101]EED AHR 1949, pp. 32–34.

[102]Ibid., p. 61.

[103]Ibid., p. 56.

[104]Ibid., p. 56–57.

[105]Headquarters, European Command, "Annual Narrative Report, 1 January–31 December 1950" (Karlsruhe: Historical Division, EUCOM, [1951]), pp. 27–28 (hereafter cited as EUCOM Annual Report 1950.

Part II Introduction

[1]Truman R. Strobridge, *History of the United States European Command* (Stuttgart: History Office, Headquarters, USEUCOM, 1989), pp. 1–9.

[2]Frederiksen, *American Military Occupation*, pp. 155–61; D. J. Hickman, *The United States Army in Europe, 1953–1963* (USAREUR Operations Division Historical Section, 1964), p. 150, typescript Rpt held at CMH.

Chapter 3

[1]William R. Keylor, *The Twentieth-Century World, An International History* (New York: Oxford University Press, 1984), p. 290; see also "Annual Narrative Report, U.S.

Army EUCOM, 1 January–31 December 1950" (Karlsruhe: Historical Division, European Command, [1951]), hereafter cited as EUCOM Annual Report 1950, p. 9; Frederiksen, *American Military Occupation*, p. 198.

[2]*Campbell Barracks*, p. 15; G. Tays, "The U.S. Army Construction Program in Germany, 1950–1953," typed Ms (Historical Division, HQ USAREUR, 1955), p. 11 (hereafter cited as Tays, "U.S. Army Construction Germany, 1950–53"), CMH archives.

[3]EUCOM Annual Report 1950, pp. 34–36; Tays, "U.S. Army Construction Germany, 1950–1953," pp. 11–12.

[4]EUCOM Annual Report 1950, pp. 34–37. The EUCOM and USAREUR staffs were manned by the same personnel, so that separating the functions or actions of each was difficult. See "Annual Narrative Report, HQ, U.S. Army, Europe, 1 January–31 December 1950" (Karlsruhe: Historical Division, European Command, [1951]), pp. 4–12 (hereafter USAREUR Annual Report 1950), for a sketch of the history of USAREUR as a command entity. See also Frederiksen, *American Military Occupation*, pp. 150, 198.

[5]Frederiksen, *American Military Occupation*, p. 205.

[6]Tays, "U.S. Army Construction Germany, 1950–53," p. 9; Dod Ms, 16: 5–9.

[7]Tays, "U.S. Army Construction Germany, 1950–53," pp. 19–20.

[8]Ibid.

[9]Ibid., pp. 19–20, 47–50.

[10]Ibid., p. 9.

[11]Ibid., pp. 9, 48–50; Historical Division, HQ USAREUR, "The U.S. Army Deutsche Mark Construction Program, 1953–1957," prepared by David A. Lane, James J. Borror, and George W. Tays ([Heidelberg]: 1958), pp. 9–10 (hereafter cited as "U.S. Army Deutsche Mark Construction Program, 1953–1957"). Both these sources discuss the various agreements that regulated Deutschmark construction between 1950 and 1957.

[12]"Wiesbaden Housing Project Opens First of 400 Units" and "City Offers To Build Housing for Yanks," *Stars and Stripes*, European Edition, 17 Oct 49 and 12 Feb 50, respectively.

[13]USAREUR Annual Report 1950, pp. 106–07.

[14]"Kasernes Taken Over for Troops," *Stars and Stripes*, European Edition, 7 Oct 50.

[15]On the lines of command, see USAREUR Annual Report 1950, p. 28; Tays, "U.S. Army Construction Germany, 1950–53," pp. 21, 25–26, 46; Frederiksen, *American Military Occupation*, p. 165.

[16]Quote from Ltr, Maj. Gen. S. D. Sturgis, Jr., to Lt. Gen. Lewis A. Pick, 3 April 1952, Folder 210, Personal Papers of Lt. Gen. Samuel Davis Sturgis, Jr., 1897–1964, Chief of Engineers, Jan 53–Mar 56 (hereafter Sturgis Papers), OH HQUSACE. Sturgis' contemporary observations concerning the relationships among Teale, Noce, and Tulley are echoed in Interv, authors with General Andrew P. O'Meara (USA, Ret.), 18 Jan 91, Arlington, Va., pp. 27–28, 32–34, 36. O'Meara served as chief of logistics planning on the EUCOM staff in Heidelberg during this time.

[17]Interv, authors with O'Meara; Ltr, David H. Tulley to Karl C. Dod, 21 July 1974, Mil Files, XI–3–3, OH HQUSACE.

[18]Ltr, Tulley to Dod, 21 July 1974.

[19]USAREUR Annual Report 1950, p. 28; Tays, "U.S. Army Construction Germany, 1950–53," pp. 21, 25–26, 46; Frederiksen, *American Military Occupation*, p. 165.

[20]Frederiksen, *American Military Occupation*, p. 165; Tays, "U.S. Army Construction Germany, 1950–53," pp. 67–73.

[21]Tays, "U.S. Army Construction Germany, 1950–53," pp. 73–74.

[22]Ibid.

[23]Ibid. Tays refers to the construction as "cinder block," but it was more likely the German equivalent, *Bimsstein*, or pumice stone, according to Louis Brettschneider, EUD's expert in technical engineering.

[24]Ibid., pp. 59–60; "U.S. Army Deutsche Mark Construction Program, 1953–1957," pp. 43–44; "Billet Project Nears Finish in Grafenwöhr," *Stars and Stripes*, European Edition, 20 Sep 52. The article reviews previous construction at the site.

[25]Tays, "U.S. Army Construction Germany, 1950–53," pp. 63–68.

[26]Ltr, Tulley to Dod, 21 July 1974.

[27]"U.S. Army Deutsche Mark Construction Program, 1953–1957," pp. 43–44; chart 2, p. 61.

[28]Ibid., pp. 40–43.

[29]Ibid.

[30]Tays, "U.S. Army Construction Germany, 1950–53," p. 85; Frederiksen, *American Military Occupation*, p. 181, says late 1950 but appears to be in error.

[31]Tays, "U.S. Army Construction Germany, 1950–53," p. 86–92.

[32]Information on these projects at Grafenwöhr, Hohenfels, Wildflecken, and Baumholder is drawn from ibid., pp. 90–92.

[33]Ibid., pp. 90–92.

[34]Ibid., p. 92; "U.S. Army Deutsche Mark Construction Program, 1953–1957," pp. 47–48.

[35]Frederiksen, *American Military Occupation*, pp. 165–66; Tays, "U.S. Army Construction Germany, 1950–53," pp. 81–82.

[36]"EUCOM Plans Enclave To Cope with Housing," *Stars and Stripes*, European Edition, 22 Jul 49.

[37]Frederiksen, *American Military Occupation*, p. 169; USAREUR Annual Report 1950, pp. 107–08.

[38]Tays, "U.S. Army Construction Germany, 1950–53," p. 157.

[39]Frederiksen, *American Military Occupation*, p. 166.

[40]Tays, "U.S. Army Construction Germany, 1950–53," pp. 78–80.

[41]Ibid., pp. 81–83.

[42]"Engineer Aid for 1953 to German City: Projects in '53 Put at $500,000 by USAREUR," *Stars and Stripes,* European Edition, 8 Jan 54.

[43]See E. P. Hanifan, "The Army Lends a Helping Hand," *Military Engineer* 43 (July/August 1951): 279, for the details of this story. *Stars and Stripes* issues for the 1950s carry dozens of similar stories.

[44]Interv, authors with Robert Rodehaver, 31 Jan 90, Frankfurt.

[45]"First Game Ball Tossed from Copter," *Stars and Stripes*, 16 Jun 53.

[46]The documentation concerning the memorial to Mattson, including a copy of the speech, is in the Generallandesarchiv Karlsruhe, Germany.

[47]Alexander Rudhart, *Twentieth Century Europe* (Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1986), p. 288.

[48]Frederiksen, *American Military Occupation*, pp. 150–51.

[49]Maj. Gen. Bernard L. Robinson, "Base Development in Joint Logistic Planning," presentation to Industrial College of the Armed Forces, [22 Apr 54], pp. 16–17, Mil Files, XII–3–8, OH HQUSACE.

[50]Frederiksen, *American Military Occupation*, pp. 169, 170, 199; Hickman, *The United States Army in Europe, 1953–1963*, p. 151; "America Digs in on the Rhine," *Picture Post*, 15 Nov 52, pp. 13ff, Mil Files, XII–26–8; Ltr, Col. George E. Pickett to Lt. Col. A. M. Eschbach, 27 June 1953 (letter of commendation for Eschbach's personnel file), Mil Files, XII–27–9; A. M. Eschbach, "Construction in Germany, U.S. and French Zones," 138-page typed report prepared as a student project at the Engineer School at Fort Belvoir, [1953 or 1954], Mil Files, XII–27–8, Last three OH HQUSACE.

[51]"America Digs in on the Rhine," p. 14.

[52]Ltr, Pickett to Eschbach, 27 June 1953; Col. Eugene B. Ely, Deputy Commander, Western Area Command, "Report on Construction," 18 Dec 53, prepared for CINCUSAREUR, Mil Files, XII–27–9, OH HQUSACE; Frederiksen, *American Military Occupation*, p. 156–61.

[53]Ltr, Pickett to Eschbach, 27 June 1953; A. M. Eschbach, "Construction in Germany, U.S. and French Zones," p. 1.

[54]"Report on Construction," 18 Dec 53; "America Digs in on the Rhine," p. 14.

[55]"Report on Construction," 18 Dec 53.

[56]Eschbach, "Construction in Germany, U.S. and French Zone," p. 19.

[57]Ibid., p. 9.

[58]Ibid., pp. 12–13, 18; Ltr, Pickett to Eschbach, 27 June 1953.

[59]Eschbach, "Construction in Germany, U.S. and French Zone," pp. 20–26.

[60]Ltr, Pickett to Eschbach, 27 June 1953; Eschbach, "Construction in Germany, U.S. and French Zone," pp. 103–04.

[61]Eschbach, "Construction in Germany, U.S. and French Zone," pp. 103–04.

[62]Ibid., p. 1; Ltr, Pickett to Eschbach, 27 June 1953; Frederiksen, *American Military Occupation*, p. 170.

[63]This section is based on Lewis W. McBride, "A Brief History of The U.S. Engineer Group (TUSEG), U.S. Army Corps of Engineers, Ankara, Turkey, 1950–1954," [1965], pp. 1–2, typed Ms, EUD Record Holding Area (RHA), Frankfurt/Bonames, Box M–2–2. McBride was chief of the engineering-Construction Division of TUSEG.

[64]David H. Tulley, "The Military Construction Program," *Military Engineer* 46 (November/December 1954): 404–05; Frederiksen, *American Military Occupation*, p. 50.

[65]H.S. Miller, "Special Engineer Report," 22 Jun 52, p. 5, Mil Files, XII–27–1, OH HQUSACE; Dod Ms, 16: 40–41, 44–45. See also Miller, "American Engineers in Austria," *Military Engineer* 46 (May/June 1954): 177–79.

[66]Tulley, "Military Construction Program," pp. 404–05.

[67]The information is derived from two annual historical reports, one covering EUCOM, the other covering USAREUR—which for much of 1950 was an operational command: EUCOM Annual Report 1950, pp. 118–19; USAREUR Annual Report 1950, pp. 60–63, both in Headquarters, U.S. Army Europe, History Office, Heidelberg. See also Tulley, "Military Construction Program," p. 405; Frederiksen, *American Military Occupation*, p. 150.

[68]James S. Arrigona and W. R. Karsteter, "USEUCOM Joint Construction Agency, Historical Report, 15 January 1953–31 July 1957" (hereafter cited as Arrigona and Karsteter, "USEUCOM Joint Construction Agency"), p. 76, Mil Files, XII–30–2, OH HQUSACE.

[69]Dod Ms, 17: 2, 3, 7–8.

[70]"Report of Operations of Engineer Section," Headquarters, 7966th EUCOM Detachment, Office of the Engineer, 28 May 51, covering 1950 (hereafter Report of Engineer Section 1950), Mil Files, XII–27–6, OH HQUSACE; USAREUR Annual Report 1950, pp. 60–61.

[71]Dod Ms, 3: 45–46.

[72]Ibid., pp. 44, 48.

[73]EUCOM Annual Report 1950, pp. 34–36, 63.

[74] "COMZ Completes 2d Year of Manning Vital Supply Line," *Stars and Stripes*, European Edition, 8 Nov 52.

[75]"We're All Fouled Up in France," *Saturday Evening Post*, 11 Apr 53, p. 96; Report of Engineer Section 1950; Robinson, "Base Development in Joint Logistic Planning," p. 17; "Captieux Depot Lives Down Early Reputation To become One of Com Z's [*sic*] Most Modern Bases," *Stars and Stripes*, European Edition, 5 Apr 53.

[76]For this and the preceding paragraph, see "Yanks Wage War on Mud To Set Up Captieux Depot," *Stars and Stripes*, European Edition, 10 May 52, File "COMZ 1952," and "Building Sights [*sic*] of the 83d Engineers," fifteen-page newsletter printed June 1952 by the 83d Engineer Construction Battalion (Bordeaux: Imprimerie Delmas, 1952), p. 11, in file "US Army Engineers 1947–1954," both in *Stars and Stripes* Library, Darmstadt; and "We're All Fouled Up in France," p. 96.

[77]"We're All Fouled Up in France."

[78]For the list and this quotation, see "Factors Bearing on Construction Programs in France," 1 Feb 51 (document provided to Dod by Col. Hubert Klemp (USA, Ret.), former staff engineer for the brigade responsible for constructing the LOC across France) Mil Files, XII–27–6, OH HQUSACE.

[79]Ibid.

[80]Dod Ms, 17: 17.

[81]Ibid., pp. 16, 21; "Engineers Beat Schedule on Com Z Tent Project," *Stars and Stripes*, European Edition, 27 Sep [52].

[82]Tulley, "Military Construction Program," pp. 407–08.

[83]"Memos and Letters on LOC, 1950–52," Mil Files, XII–27–7, OH HQUSACE; Dod Ms, 17: 14.

[84]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 27ff.

[85]Dod Ms, 17: 20–21.

[86]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," p. 76.

[87]Memo, Frank Pace, Jr., for the Secretary of Defense, 25 Nov 52, sub: Problems of Military Construction in France, Sturgis Papers, Folder 218, OH HQUSACE.

[88]For a discussion of the construction of American military air bases in the Mediterranean basin, see Robert P. Grathwol and Donita M. Moorhus, "Sand, Bricks, and Marble: U.S. Military Construction in the Mediterranean, the Middle East, and Africa during the Cold War," Unpubl Ms, 1998, OH HQUSACE.

[89]Tulley, "Military Construction Program," pp. 407–08; Frederiksen, *American Military Occupation*, p. 169; Dod Ms, 17: 3, 10, 28.

[90]"Building Sights of the 83rd Engineers," p. 14.

[91]Ibid., pp. 12–13.

[92]Frederiksen, *American Military Occupation*, p. 182.

[93]Tulley, "Military Construction Program," pp. 407–08; "We're All Fouled Up in France," p. 99; Dod Ms, 17: 12, 15, 16; "Com Z Hq at Orleans Directs Huge Supply Setup in France," *Stars and Stripes*, European Edition, 3 May 52.

[94]On the background to the creation of Joint Construction Agency (JCA), see Arrigona and Karsteter, "USEUCOM Joint Construction Agency."

[95]Ltr, Maj. Gen. S. D. Sturgis, Jr., to Maj. Gen. A. Bradshaw, Jr., 12 May 1952, Folder 212, and Ltr, Sturgis to Brig. Gen. G. E. Textor, 10 June 1952, Folder 211, both in Sturgis Papers, OH HQUSACE. The Sturgis papers contain good information on the problems COMZ faced in 1952.

Chapter 4

[1]"U.S. Army Deutsche Mark Construction Program, 1953–1957," p. 57–59.

[2]Ibid., p. 59.

[3]Tays, "U.S. Army Construction Germany, 1950–53," p. 11.

[4]"USAREUR Speeds Housing Program," *Stars and Stripes*, European Edition, 15 Sep 53; "U.S. Army Deutsche Mark Construction Program, 1953–1957," pp. 14, 29–30.

[5]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," p. 34.

[6]Ibid., p. 32.

[7]"Locomotives Solve Housing Project Heating Problem," *Stars and Stripes*, European Edition, 25 Aug 54; "History of Construction of Central Heating Plant in Kornwestheim," paper in the private collection of H. J. Greene; Interv, authors with H. Jace Greene, 1 Jun 90, Liege, Belgium.

[8]Figures are derived from information in "U.S. Army Deutsche Mark Construction Program, 1953–1957," pp. 34–35, 58. Information in the following six paragraphs comes from the same report, pp. 40–61.

[9]Tays, "U.S. Army Construction Germany, 1950–53," pp. 125–30.

[10]"U.S. Army Deutsche Mark Construction Program, 1953–1957," pp. 50–51.

[11]Ibid., p. 51; Tays, "U.S. Army Construction Germany, 1950–53," pp. 143–47.

[12]"U.S. Army Deutsche Mark Construction Program, 1953–1957," p. 58.

[13]Ibid., pp. 47–48.

[14]James S. Arrigona and W. R. Karsteter, "USEUCOM Joint Construction Agency, Historical Report, 15 Jan. 1953–31 Jul. 1957," pp. 18–24, Mil Files, XII–30–2, OH HQUSACE, outlines the reorganizations that extended JCA's authority. See also Hickman, *United States Army in Europe, 1953–1963*, pp. 64–66.

[15]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 5–8; "Brief History of JCA," three-page typescript, n.d. [but mid to late May 1955 from internal evidence], no author, Mil Files, XII–30–6, OH HQUSACE.

[16]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 9–10.

[17]Ibid., p. 53.

[18]Ibid., p. 9. For the formation of other districts, see ibid., pp. 18, 20–22, 24, 27. See also "Brief History of JCA."

[19]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 9, 18, 20–27, 37.

[20]Ibid., p. 172–73; see also R. B. Warren, "Double Purpose Hospitals in France," *Military Engineer* 52 (September/October 1960): 402

[21]For a summary of each of the six agreements in question, see Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 30–32, and more generally on the process of contracting, pp. 40–47; see also "Construction Lead Time in France," Staff Study by the Command Construction Group, Assistant Chief of Engineers for Military Construction, 1 Jun 54, pp. 2–3, Mil Files, XII–30–6, OH HQUSACE.

[22]A good, short description of the process, listing nine stages, exists in "Brief History of JCA," pp. 2–3.

[23]Hickman, *United States Army in Europe, 1953–1963*, pp. 154–55.

[24]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," p. 126.

[25]Arrigona and Karsteter list several such incidents in which funds were withdrawn after JCA had made commitments to the French; see especially pp. 96, 164–65, 239, 250–52.

[26]Ibid., pp. 283–84.

[27]Ibid., pp. 94–96, 164–65, and 253 for this and the subsequent paragraph. See also pp. 287–88 and, on the freeze of late 1954, pp. 239–41.

[28]Ibid., p. 249.

[29]Ibid., p. 253. To emphasize the point in the original, Robinson underlined the entire paragraph from which the passage here is taken.

[30]"Brief History of JCA," p. 1; "Construction Lead Time in France," Staff Study by the Command Construction Group, Assistant Chief of Engineers for Military Construction, 1 Jun 54, p. 1, Mil Files, XII–30–6, OH HQUSACE.

[31]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," p. 362; for the reasons, see Parts IV (pp. 158–226) and V (pp. 227–355).

[32]Ibid., pp. 166–67, 286 (on Dreux), 363, 373; dates for the work at Dreux are derived from the citations rather than from the text.

[33]Ibid., pp. 284–85, for both this and the preceding paragraph, including the quotation.

[34]For this and the preceding two paragraphs, see ibid., pp. 250–52; on lead time, see pp. 363–64, 373.

[35]Ibid., p. 48.

[36]Ibid., p. 231.

[37]Dod Ms, 18: 26, Mil Files, XI–2–3, OH HQUSACE.

[38]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 318–21.

[39]Ibid., pp. 27–29.

[40]Ibid., pp. 321–23.

[41]Interv, authors with Edward Zawisza, 30 Jan 90, Frankfurt, pp. 1–2.

[42]Interv, authors with Saul Fraint, 9 Jun 90, Vienna, Austria, pp. 10–11.

[43]Tulley, "The Military Construction Program," *Military Engineer* 46 (November/December 1954): 408.

[44]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," figures from pp. 48–57.

[45]Hickman, *United States Army in Europe, 1953–1963*, pp. 156–57.

[46]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 206, 213, and the chart of the system of payments on p. 207.

[47]Hickman, *United States Army in Europe, 1953–1963*, p. 157; Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 208–14.

[48]Hickman, *United States Army in Europe, 1953–1963*, pp. 153–54.

[49]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," p. 239.

[50]Ibid., p. 240; "Brief History of the JCA."

[51]Hickman, *United States Army in Europe, 1953–1963*, p. 152.

[52]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," p. 284.

[53]On the construction of the pipeline, see Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 196–203.

[54]Ibid.; on the agreement with NATO, see Hickman, *United States Army in Europe, 1953–1963*, p. 156.

[55]James E. Walsh, "Engineers in the USAREUR Today," *Military Engineer* 50 (September/October 1958): 331–33.

[56]R. B. Warren, "Double Purpose Hospitals in France," *Military Engineer* 52 (September/October 1960): 402; Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 204–06.

[57]"Memorandum on Hospital-Housing," unsigned and hand-dated "about 14 Dec 52," and Memo, Lt. Col. Arthur J. Fallen to CG, USAREUR Communications Zone, 25 Nov 52, both in Sturgis Papers, Folder 218, OH HQUSACE.

[58]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," p. 204–05, 307–08; James S. Arrigona, "Construction Progress in France," *Military Engineer* 50 (September/October 1958): 334.

[59]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 89–93, 110–12, 300–301. Quote from p. 301.

[60]Ibid., pp. 168–69.

[61]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 78–79.

[62]H. S. Miller, "Special Engineer Report," HQ, U.S. Forces in Austria, Office of the Engineer, U.S. Army, 22 Jun 52, pp. 3–5, Mil Files, XII–27–1, OH HQUSACE; Interv, authors with Fraint, pp. 1–12; Interv, authors with Adolph Faust, 11 Aug 89, Frankfurt, pp. 2–4; Dod Ms, 16: 40–41, 44–45.

[63]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 18, 47, 77; "Construction Progress–JCA," Mil Files, XII–30–6, OH HQUSACE. Internal evidence suggests that the latter document is from May or June 1955.

[64]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," p. 128.

[65]"Construction Progress–JCA."

[66]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 20–24, 118.

[67]Ibid., pp. 118–20.

[68]Dod Ms, 20: 27; Arrigona and Karsteter, "USEUCOM Joint Construction Agency," p. 167, speaks of "the 502 million dollar Army and Air Force program in France" as of 1 October 1956.

[69]Ltr, Sturgis to Nold, November 1955, and Nold's reply, 11 December 1955, both in Sturgis Papers, Folder 307; Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 381ff.

[70]Hickman, *United States Army in Europe, 1953–1963*, pp. 75–76.

[71]Dod Ms, 18: 55–56.

[72]Ibid., 18: 57–58; Hickman, *United States Army in Europe, 1953–1963*, pp. 72–74, 140–41.

[73]Hickman, *United States Army in Europe, 1953–1963*, pp. 161–65.

[74]Dod Ms, 18: 58, citing Tulley to Sturgis; Ltr, Sturgis to Nold, November 1955, and the quoted passage comes from Ltr, Nold to Sturgis, 11 December 1955, both in Sturgis Papers, Folder 307; Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 381–82.

[75]Arrigona and Karsteter, "USEUCOM Joint Construction Agency," pp. 20–24, 382.

[76]Ibid., p. 383.

[77]Dod Ms, 20: 29.

Chapter 5

[1]"U.S. Army Deutsche Mark Construction Program, 1953–1957," pp. 9–13. On the concerns in France, see Chapter 3 of this study and Arrigona and Karsteter, "USEUCOM Joint Construction Agency, pp. 30–33.

[2]"U.S. Army Deutsche Mark Construction Program, 1953–1957," pp. 9–13.

[3]On the unique character of this aspect of operating in Europe, see Interv, authors with Terry Trowbridge, 10 Dec 91, pp. 40–43. See also, more generally, Interv, authors with Camblor, 11 Dec 91, pp. 2–6.

[4]"West German Governmental Infrastructure," 15 Jul 82, pp. 3–4, Europe Division, Records Holding Area, Frankfurt/Bonames (hereafter EUD-RHA), Box M–2–1.

[5]Ibid., pp. 2–3; Materials for Gribble Visit, "US Forces–Federal Republic of Germany (US-FRG) Proposed Engineer-Construction Agreement (1975)," 17 Mar 75, p. 1, EUD-RHA, Misc Docs.

[6]"Briefing by Director USACAG," 13 Oct 61, pp. 10–12.

[7]"Annual Historical Report, Headquarters, USAREUR, 1 Jul. 1956–30 Jun. 1957," pp. 285–87, CMH (hereafter cited as USAREUR AHR, FY 1957; "Brief History of JCA."

[8]Siemon and Wagberg, *Employment of Local Nationals*, p. 85.

[9]USAREUR AHR, FY 1957, pp. 285–87; "U.S. Army Deutsche Mark Construction 1953–1957," p. 9; USACAG Functional Manual [1960], p. 1, furnished by Reimer Delpin of EUD; see also Memo, William E. Camblor for Col. LeTellier, 2 Aug 68, sub: Chronological History of Construction Responsibilities in France and Germany, EUD-RHA, Box M–2–4, which gives a slightly different date for the change of name.

[10]USAREUR AHR, FY 1957, pp. 285–87; "U.S. Army Deutsche Mark Construction 1953–1957," p. 9; Interv, authors with Greene, pp. 20–21.

[11]For the agreements themselves, see *Ministerialblatt des Bundesministers der Finanzen*, 7, no. 40 (1 December 1956): 895–926; on Camblor's role, see Interv, William C. Baldwin and Paul K. Walker with William E. Camblor, 20, 28 May 87, Frankfurt, pp. 2–3, 33–35, 58,

and Interv, authors with Hasso Damm, 9 Aug 89, Frankfurt, pp. 2–4, as well as Intervs, authors with Camblor, 11 Dec 91, Frankfurt, pp. 5–6, and 9 Aug 89, pp. 2–4, 7–9, 19–20, 22–23. Camblor's career is sketched in *Corps' Line*, September 1987, and in an orientation issue (undated) for 1988. Copies of *Corps' Line* can be found in EUD-RHA or the EUD Public Affairs Office. Issues cited in this book are at OH HQUSACE.

[12]The account in this paragraph depends on information contained in the Baldwin and Walker interview with Camblor, pp. 12–13, 46, 58, and authors' interview with Fraint, pp. 13–14. See also authors' interviews with Washington and Prentiss.

[13]"USACAG Functional Manual," p. 2–4.

[14]Biographical Sketch of John Tambornino, prepared on his retirement (late 1974), provided by Louis Brettschneider, EUD.

[15]On consolidation, see Intervs, authors with Greene, pp. 20–21, and with Faust, pp. 17–18; on reduction of personnel, see Siemon and Wagberg, "The Employment of Local Nationals," pp. 85ff.

[16]Intervs, authors with Greene, pp. 17–18, and with Fraint, pp. 12–13, 24–25.

[17]Interv, authors with Paul Friesch, 22 Aug 89, Brussels, Belgium, pp. 2–7.

[18]Interv, authors with Louis Brettschneider, 26, 30 Jan 90, Frankfurt, pp. 10–11; "Hagana Veteran," *Corps' Line*, October 1982. The assessment of Brettschneider's talents derives from uniformly positive comments by other interviewees.

[19]"Works Council Chairman Pens Children's Books," *Corps' Line*, May 1989.

[20]Interv, authors with Hasso Damm, 9 Aug 89, pp. 1–4, 58; Interv, Paul K. Walker with Hasso Damm, 21 Jun 88, Frankfurt, pp. 3–4, OH HQUSACE.

[21]Interv, authors with Georgi Reitzel, 8 Aug 89, Frankfurt, pp. 1–9, 18–19.

[22]Siemon and Wagberg, "The Employment of Local Nationals," pp. 41–45, 91.

[23]Ibid., p. 93.

[24]Ibid., pp. 43–46, 92.

[25]Intervs, authors with Rodehaver, 31 Jan 90, p. 29, and with Greene, pp. 28–29.

[26]"Briefing by Director USACAG," 13 Oct 61, for visit 9–22 Oct 61 by Lt. Gen. Walter K. Wilson, Jr., to USAREUR, Mil Files, XII–43–1, OH HQUSACE; Dod Ms, 20: 38.

[27]USAREUR AHR, FY 1957, p. 269; "USACAG Functional Manual," p. 2; Interv, Baldwin and Walker with Camblor, p. 52; Interv, authors with Brettschneider, pp. 8–9.

[28]Intervs, authors with Damm, pp. 4–5, and with Greene, pp. 41–42.

[29] USAREUR AHR, FY 1957, p. 267; "Briefing for LTG Cassidy," 17 Jun 68, Office of the Commanding General, ENGCOM, EUD-RHA, Box M–2–2. The figure is extrapolated from the bar graph used in the briefing to show annual construction placement, 1957–1969.

[30]Hickman, *United States Army in Europe, 1953–63*, p. 73.

[31]The figures for 1958 through 1961 are those given by Camblor in his "Briefing by Director USACAG," 13 Oct 61, p. 9. More generally on USACAG, see Dod Ms, 20: 7–8, 38; Hickman, *United States Army in Europe, 1953–63*, pp. 73–74. Intervs, authors with Damm, pp. 4–5, 52–53; with Greene, pp. 30–31; with Brettschneider, pp. 88–89; with Friesch, pp. 8–12.

[32]"Briefing by Director USACAG," 13 Oct 61, p. 7. See also "Welcome to the USAREUR Engineer's Conference," [1965], section on NATO Infrastructure, provided by Louis Brettschneider.

[33]See "Briefing by Director USACAG," 13 Oct 61, and "Welcome to the USAREUR Engineer's Conference."

[34]For this definition, see note above and USAENGCOMEUR, "Information Brochure for OCE Inspection, 14–26 Feb 1972," p. I–4, EUD-RHA, Misc Docs; also Stanley W. Dziuban, "NATO Tour of American Infrastructure, *Military Engineer* 53 (September/October 1961): 341–42.

[35]On the area needed, see Intervs, authors with Karl Greulich, 15 Jun 90, Frankfurt, pp. 19–20, and with Georgi Reitzel, 8 Aug 89, Frankfurt, pp. 18–19.

[36]Interv, Baldwin and Walker with Camblor, p. 18; Intervs, authors with Friesch, pp. 12–13, with Greulich, pp. 10–13, and with Damm, pp. 4–5.

[37]Intervs, authors with Friesch, p. 12, and with Greulich, pp. 18–20; Dod Ms, 20: 38; Joseph J. Corey, Jr., "Soldiers and Builders," *Military Engineer* 67 (November/December 1975): 331–32.

[38]Dod Ms, 20: 38. Intervs, authors with Brettschneider, pp. 88–89, with Fraint, pp. 30–31; with Arthur Textor, 1 Feb 90, Frankfurt, pp. 4–6. See also Hickman, *United States Army in Europe, 1953–63*, pp. 73–74; Interv, Baldwin and Walker with Camblor, May 1987, p. 18.

[39]Interv, authors with John L. Shadday, 25 Jan 90, Frankfurt, p. 4; Hickman, *United States Army in Europe, 1953–63*, pp. 147–49, 169–70; Interv, Baldwin and Walker with Camblor, May 87, p. 25; "Pirmasens Depot Complex," 16 Oct 61, Briefing [for the visit of Lt. Gen. Walter K. Wilson to USACAG], five-page typed report with chart and diagram, Mil Files XII–36, OH HQUSACE.

[40]The description of the warehouse project is taken from "Pirmasens Depot Complex," 16 Oct 61. The timing of Wilson's visit to Germany is given in Dod Ms, ch. 20.

[41]See "Class V Depot—Verdun, Alternate Solution, Warehouse, Multipurpose 20,000 Sq. Ft.," a technical proposal submitted to USACAF on 2 June 1959 by Ammann & Whitney, Architect-Engineers, Bouchereau Papers, OH HQUSACE. See also Intervs, authors with Shadday, p. 4; with Friesch, p. 15; with Camblor, p. 25.

[42]Construction Justification Data Sheet, 6 Nov 62, Mil Files, XII–43–1, OH HQUSACE; "Class V Depot—Verdun." See also Intervs, authors with Shadday, p. 4; with Friesch, p. 15; with Camblor, p. 25.

[43]Interv, authors with Brig. Gen. James C. Donovan (USA, Ret.), 20 Nov 90, Arlington, Va., pp. 6–12. The site was near Thionville in the region near Metz.

[44]"History of TUSEG, 1958–1965," provided by the TUSEG Area Office, Incirlik, Turkey. Intervs, authors with Faust, pp. 76–77; with Textor, pp. 2–4; with Friesch, pp. 14–15; with Greulich, pp. 28–29.

[45]"Wiesbaden Housing Project Opens First of 400 Units" and "City Offers To Build Housing for Yanks," *Stars and Stripes*, European Edition, 17 Oct 49 and 12 Feb 50, respectively.

[46]On Alternate Construction, see "U.S. Army Deutsche Mark Construction Program, 1953–1957," pp. 36–40, 55; "Overview of USAREUR Real Estate Activities and Host Nation Negotiations," p. III–E–13–1, Unpubl Ms, Real Estate Division, Office of the Deputy Chief of Staff, Engineer, Headquarters, USAREUR and Seventh Army, Sep 88, preface by J. L. Fuentes, Chief, Real Estate Division.

[47]"Welcome to the USAREUR Engineer's Conference," [1965], section on Alternate Construction.

[48]Ibid.; "Overview of USAREUR Real Estate Activities."

[49]The information on this operation is drawn primarily from Intervs, authors with Brettschneider, pp. 78–100, and with Fraint, pp. 21–23.

[50]Quote from Interv, authors with Fraint, pp. 21–23.

[51]Interv, authors with Brettschneider, pp. 81–84.

[52]Ibid., pp. 84–85, and Intervs, authors with Fraint, pp. 21–23, and with Camblor, 9 Aug 89, pp. 39–41. Brettschneider recounts several other incidents of cooperation during operations in Berlin.

[53]Tele Intervs, authors with Col. Paavo Carlson (Ret.), 28 Sep 90; with Col. C. B. Lyle, Jr. (Ret.), 26 Oct 90; with Col. John Driskill (Ret.), 5 Nov 90; with Brig. Gen. Gilbert W. Kirby, Jr. (USA, Ret.), 9 Nov 90; with Maj. Gen. Drake Wilson (USA, Ret.), 29 Oct 90, Alexandria, Va.

[54]Erwin N. Thompson, *Pacific Ocean Engineers: History of the U.S. Army Corps of Engineers in the Pacific, 1905–1980* (Honolulu: Pacific Ocean Division, n.d.), ch. 6. See also William C. Baldwin, "Engineer Echelon-above-Corps Organization in the Pacific since 1941" (Office of History, Headquarters, U.S. Army Corps of Engineers, 1990).

[55]Office of the CG, ENGCOM, "Briefing for LTG Cassidy, 17 Jun 1968," attached chart of annual construction placement 1957 to 1969, and p. 11, EUD-RHA, Box M–2–2.

[56]See USACAG Organization and Functions Manual dtd 1 Jun 63, EUD-RHA, Box H–2–2.

[57]Interv, authors with Col. Carlyle Charles (Ret.), 31 Jan 90, Frankfurt, pp. 3–5.

[58]See authors' interviews with Fraint, Friesch, Brettschneider, and others.

[59]This account emerges from authors' interviews with people who served in USACAG, USAREUR, or the Engineer Element during the early 1960s. They include interviews with Maj. Gen. Robert P. Young (USA, Ret.), 30 Oct 90, Alexandria, Va., with Wilson, and with Greulich; also, authors' Tele Intervs with Lyle, with Carlson, with Driskill, with Kirby, and with William B. Dawes, 26 Oct 90. In addition, see authors' interviews with others who served with USACAG between 1961 and 1964: Brettschneider, Butschan, Charles, Faust, Fraint, Friesch, Damm, Greene, Rodehaver, and Shadday. Camblor passed over his return to USAREUR in Heidelberg in his interviews with Baldwin and Walker and with the authors. In comments on the manuscript addressed to the authors in February 1991, Camblor explained his reasons for accepting General Morris' invitation to serve in Heidelberg as a special assistant. On the incorporation of USARFEOF, see Memo, Camblor for Col. LeTellier, [2 Aug 68], sub: Chronological History of Construction Responsibilities in France and Germany"; Interv, authors with Charles, pp. 3–5.

[60]Memo, Camblor for Col. LeTellier; "USAREUR Engineer Element Responsibilities," 29 Sep 66, Mil Files, XII–43–1, OH HQUSACE.

Chapter 6

[1]Interv, authors with General Andrew P. O'Meara (USA, Ret.), 18 Jan 91, Arlington, Va., pp. 1–12.

[2]"Study of Proposed Consolidation of Military Construction Activities in Europe," 19 Oct 65, HQ, U.S. Army Audit Agency, Washington National Records Center, Access no. 86–0008, Box 6, RC 10–27–03–5–5, File 207–01.

[3]Ibid. Quote from Ltr, Jack O'Neill (Frankfurt) to William B. Dawes, 11 October [1965]. O'Neill was serving in the Engineer Element in Frankfurt; Dawes had recently returned from service in Frankfurt to a Corps of Engineers position in California. Dawes provided the letter to the authors.

[4]Interv, authors with Maj. Gen. Robert P. Young (USA, Ret.), 30 Oct 90, Alexandria, Va., for this and subsequent paragraphs. Also, Interv, Donita M. Moorhus with Maj. Gen. Robert P. Young (USA, Ret.), 9 Oct 91, Arlington, Va. See also Intervs, authors with Randolph S. Washington, 31 May 90, Chièvres, Belgium, pp. 1–4, and with Zawisza, p. 2. Concerning the creation of the Army Area Command, see "Military Community Study Project Red Wheel," prepared by ODCSCOMPT, USAREUR, May 73, ann. B, pp. 4–5, OH HQUSACE. Stoughton's first name was Tom, not Thomas.

[5]Interv, Moorhus with Young, 9 Oct 91, pp. 1–4.

[6]Intervs, authors with O'Meara, p. 23, and Moorhus with Young, 9 Oct 91, p. 8–10.

[7]"Engineer Outfits Merging," *Stars and Stripes*, European Edition, 21 Jun 67; William C. Baldwin, "Engineer Organization in Germany, 1945–1990," *Future Army Peacetime Engineer Operations in Europe* (Washington, D.C.: U.S. Army Engineer Studies Center, 1991), pp. C–8

to C–12; Col. Brian B. O'Neill, "History of Eng Com Traces Back to '44: Eng Com's Role—Duties Far, Wide," two-page article attached to memoranda dtd 8 Nov 77, 1 Dec 77, and 15 Dec 77 regarding history of EUD, EUD-RHA, Box P–1–11. See also "Study of Proposed Consolidation of Military Construction Activities in Europe," 19 Oct 65, p. 7. As this study indicates, some construction is performed by the Navy in "selected locations."

[8]Interv, Moorhus with Young, 9 Oct 91, pp. 8–10.

[9]"Briefing for LTG [William F.] Cassidy," 17 Jun 68, Ofc of the CG, ENGCOM, p. 2, EUD-RHA, Box M–2–2.

[10]Ibid., pp. 4–5.

[11]Ibid.

[12]Ibid.

[13]Ibid., pp. 5, 8.

[14]Interv, Moorhus with Young, 9 Oct 91, pp. 8–10. Williams completed his tour in Europe at ENGCOM and left in the summer of 1967.

[15]"Briefing for LTG Cassidy," 17 Jun 68, pp. 4–5.

[16]See interviews by authors with the individuals named in the text; see also "Organizational Charts for USACAG, 1960," EUD-RHA, Box P–7–11; for ENGCOM, see the chart in "USAENGCOM Information Brochure, OCE Inspection, 14–26 Feb. 1972" (hereafter cited as "Information Brochure," 1972), EUD-RHA, Misc Docs. Also Intervs, authors with Donovan, pp. 41–42; with Brig. Gen. Kenneth W. Kennedy, 26 May 91, Newark, N.J., p. 11; with Fraint, pp. 7–8. See also Memo, Kennedy to Brig. Gen. Kelley, 24 Jul 68, sub: Infrastructure Program, EUD-RHA, Box M–1–11, which uses the term "trouble-shooter" in referring to his special assistant, Camblor. Interviews with ENGCOM and EUD commanders indicate that Camblor performed similar tasks for all of them.

[17]Interv, authors with Friesch, pp. 17–18.

[18]Intervs, authors with Washington, p. 1–4; with Zawisza, p. 2; with Rodehaver, 31 Jan 90, pp. 38–39. Interv, Paul K. Walker and William C. Baldwin with Robert Rodehaver, 24 Jun 87, Frankfurt, p. 6.

[19]"Civilian Personnel Management in U.S. Army Engineer Command, Europe: Survey Report Mar. 1973," p. 5, conducted by HQ USAREUR DSCPER CPD, EUD-RHA, M–1–11.

[20]Comptroller of the Army, "Program/Command Analysis of U.S. Army Europe," 30 Jun 71, pp. III–A–12 and –13, EUD-RHA, Misc Docs. Interv, authors with Hasso Damm, 9 Aug 89, pp. 19–20.

[21]During Kennedy's tour, the 39th was inactivated and its battalions put under the command of the 24th. Interv, authors with Kennedy, p. 24.

[22]Intervs, authors with Kennedy, p. 16, and with Col. Claude Roberts, 12 Feb 91, Washington, D.C., pp. 35–36.

[23]Frank U. Lahde, "Construction Assistance in Germany," *Military Engineer* 59 (March/April 1967): 117. See also "Briefing for LTG Cassidy," 17 Jun 68, p. 3; Intervs, authors with Young, with Maj. Gen. Carroll LeTellier, 19 Nov 91, Arlington, Va., and with Camblor, 9 Aug 89.

[24]"German Labor Service Celebrates 20th Anniversary," *Sword and Castle*, Oct 68.

[25]William M. Kennedy, "Civilian Labor Group, Germany," *Military Engineer* 59 (September/October 1967): 368. Intervs, authors with Kennedy, pp. 22–23; with Young, 30 Oct 90; with Roberts, pp. 8–9; with LeTellier, pp. 42–45; with Fraint, pp. 19–21. Interv, Baldwin and Walker with Camblor, p. 65.

[26]Interv, authors with Roberts, pp. 6–8; Cargill, "Shoulder to Shoulder," *Military Engineer* 65 (November/December 1973): 414.

[27]The description of the changes is most clearly delineated in "Briefing for LTG Cassidy," 17 Jun 68, pp. 14–15; concerning the unpopularity of the changes with local

commanders, see Interv, Lynn Alperin with Brig. Gen. Kenneth W. Kennedy, 23–24 Apr 84, Austin, Tex., pp. 345ff.

[28]"Briefing for LTG Cassidy," 17 Jun 68, pp. 17–18.

[29]For this feature of ENGCOM's activity, see ibid., p. 26.

[30]Ibid., pp. 16–20.

[31]"Military Community Study Project Red Wheel," ann. B, pp. 4–6.

[32]Dod Ms, 20: 33–34.

[33]Interv, authors with Hasso Damm, 12 Dec 91, Frankfurt, p. 31, and with Jacques Bouchereau, 3 Aug 89, Frankfurt, pp. 12–13.

[34]Ltr, Kennedy to Brig. Gen. Roy S. Kelley, USAREUR Engineer, 21 October 1968, EUD-RHA, Box M–1–11.

[35]Intervs, authors with Bouchereau, pp. 25–27, 56–57; with Fraint, pp. 23–24; with Hasso Damm, 9 Aug 89, Frankfurt, pp. 53–55. "Building Miracle at Brussels School," *Army Times Europe*, 27 Mar 68. Concerning title and sovereignty over the property, see "Overview of USAREUR Real Estate Activities and Host Nation Negotiations," p. F–7–1.

[36]William M. Kennedy III, "A Joint Effort for a Joint Command," *Military Engineer* 61 (January/February 1969): 43.

[37]Intervs, authors with John Shadday, 25 Jan 90, Frankfurt, pp. 13–18, and with Erwin Grimm, 6 Jun 90, Nuremberg; Kennedy, "Joint Effort for a Joint Command," p. 43; *Military Engineer* 59 (September/October 1967): 368; "New EUCOM Nerve Center Is Dedicated at Stuttgart," *Stars and Stripes*, 8 Nov 68.

[38]"Overview of USAREUR Real Estate Activities." See also Dod Ms, 20: 33–34.

[39]Interv, Moorhus with Young, 9 Oct 91, pp. 10–12.

[40]See Daniel J. Nelson, *A History of U.S. Military Forces in Germany* (Boulder, Colo.: Westview Press, 1987), pp. 78–82, 88, 98.

[41]Ibid., pp. 147–51.

[42]"Briefing for LTG Cassidy," 17 Jun 68, p. 10.

[43]Ibid.

[44]Ibid., p. 11.

[45]Interv, Greenwood with Penney, p. 27.

[46]Intervs, authors with Kusiowski, pp. 30–31, and with Rodehaver, 31 Jan 90, pp. 44–46.

[47]USAENGCOMEUR, "Information Brochure," 1972, pp. I–6 to I–7, EUD-RHA, Misc Docs.

[48]"Overview of USAREUR Real Estate Activities," pp. I–A, III–E–13–1, VI–C–1. See also Memo, Camblor for LeTellier, 2 Aug 68, sub: Chronological History of Construction Responsibilities in France and Germany, EUD-RHA, Box M–2–4.

[49]Delpin, "Fact Sheet," 1 Nov 73, sub: To Answer the Chief of Staff's Request for a Description of Real Estate Acquisitions and Disposal Procedures and To Identify Major Problems, EUD-RHA, Misc Docs.

[50]"US Army Engineer Command Europe, Command Operating Budget, FY 1974," Mar 73, prepared for Carroll LeTellier and signed by Col. John C. Bell, EUD-RHA, Box M–1–7.

[51]Interv, authors with O'Meara, p. 17.

[52]Young's departure is dated from material in his scrapbook. Interv, Moorhus with Young, 9 Oct 91, pp. 12–13.

[53]Kennedy's arrival from his "Briefing for LTG Cassidy," 17 Jun 68, p. 17; Interv, authors with Kennedy, p. 1–3; Interv, Alperin with Kennedy, p. 344. Kennedy's promotion is dated according to letters in EUD-RHA, Box M–1–11.

[54]Ltr, Brig. Gen. Roy S. Kelley to Kennedy, 27 Oct 67, Tab M, EUD-RHA, Misc Files; also "Briefing for LTG Cassidy," 17 Jun 68, p. 20, for Kennedy's observation concerning Polk's remarks to him on his first day in Germany (17 October 1967).

[55]For this and the following paragraph, see Daniel E. McDonald, "Briefing Remarks for [Lt.] General [Walter K.] Wilson's Visit to Engineer Division," 7 Dec 64, and Ltr, Kelley to Kennedy, 27 October 1967, Tab L, both in EUD-RHA, Misc Files.

[56]Ltr, Kelley to Kennedy, 27 October 1967, Tabs L, M; Cargill, "Shoulder to Shoulder," *Military Engineer* 65 (November/December 1973): 414.

[57]"Briefing for LTG Cassidy," 17 Jun 68, pp. 22–23, for this and the subsequent paragraph. Kennedy gives the figure for boilers as 9,000 in this briefing. A figure of 10,087 is given for the date 1 July 1967 in Memo, Brig. Gen. Carroll LeTellier, 25 Apr 72, sub: Summary of USAENGCOMEUR Briefing Data, EUD-RHA, Box M–1–11.

[58]"Briefing for LTG Cassidy," 17 Jun 68, p. 22.

[59]Ltr, Kennedy to Polk, 4 March 1970, p. 2, referring to the meeting in September 1968, EUD-RHA, Box M–1–11. Also, Commander in Chief, U.S. Army, Europe, *Living and Working Conditions in the United States Army, Europe*, Special Report to Congress of the United States, 1 May 84, fig. 39.

[60]Intervs, authors with Kennedy, pp. 6–7; with Zawisza, pp. 14–18; with Washington, pp. 18–19. Ltr, Kennedy to Polk, 4 March 1970, p. 3, mentions the damage caused by unskilled troops manning boilers. See also Interv, Alperin with Kennedy, p. 361; Intervs, John T. Greenwood with Lt. Gen. Howard W. Penney, Dec 80–Dec 83, p. 26. "Briefing for LTG Cassidy," 17 Jun 68, pp. 22–23.

[61]Ltr, Kennedy to Maj. Gen. Charles C. Noble, 15 April 1970, EUD-RHA, Box M–1–11.

[62]"ENGCOM Chronicle for Facilities Engineering Directorate," Jul 74, p. 7, EUD-RHA, Box M–1–4/6; Annual Historical Summary, HQ USAREUR and Seventh Army, 1 Jan–31 Dec 72, p. 91, CMH. On the strength and influence of the coal lobby, see Interv, Donita M. Moorhus with Allen M. Carton, 14 Mar 97, Potomac, Md., pp. 113–19.

[63]On budget cuts, see Ltr, Kennedy to Noble, 28 July 1969; on the congressional moratorium that suspended the program, see "Budget Execution Review, FY 1973," signed by LeTellier, 15 Nov 72, EUD-RHA, Box M–1–7. On the percentage completed, see "Summary of Questions and Answers Covered at the Breakfast for Honorable Robert F. Froehlke Hosted by Commander, V Corps, on Tuesday, Feb. 13, 1973"; for the number of boilers replaced, see Ltr, LeTellier, 25 April 1972. Both in EUD-RHA, Box M–1–11.

[64]"Summary of Questions and Answers, Feb. 13, 1973"; "Items Discussed at OENGR Staff Meeting, Nov. 19, 1973," notes by Capt. Edward D. Hammond, Liaison Officer, EUD-RHA, Box M–1–7. Interv, authors with Kennedy, pp. 6–7. For a firsthand account of the boiler conversion program in the early 1970s, see Interv, authors with Ken Wunsche, 19 Nov 93, Frankfurt, passim.

[65]"Briefing for Maj. Gen. Fred Clarke's Visit to Engineer Division, 9 Nov. 1964," p. 3, EUD-RHA, Misc Files.

[66]The figures on dollars per square foot come from Kennedy's "Briefing for LTG Cassidy," 17 Jun 68, p. 34. Kennedy took the information from statistics maintained by OCE.

[67]See Intervs, Alperin with Kennedy, p. 351; Greenwood with Penney, pp. 25–26; authors with LeTellier, p. 18.

[68]The information on the $5 million from O'Meara is in "Briefing for CINC," 26 Aug 66, EUD-RHA, Misc Docs.

[69]Interv, Alperin with Kennedy, p. 352.

[70]"Briefing for LTG Cassidy," 17 Jun 68, pp. 20–21.

[71]Interv, Alperin with Kennedy, p. 353.

[72]"Briefing for LTG Cassidy," 17 Jun 68, pp. 20–21.

[73]Ltr, Kennedy to Lt. Gen. Andrew J. Boyle, CG V Corps, 16 December 1968, EUD-RHA, Box M–1–11.

[74]Ltrs, Kennedy to Noble, 12 May 1969, 21 April 1970, EUD-RHA, Box M–1–11.

[75]Ltr, Kennedy to Maj. Gen. Howard W. Penney, 21 March 1969, EUD-RHA, Box M–1–11.

[76]LeTellier, Debriefing Rpt to CINC USAREUR, 14 Aug 73, EUD-RHA, Box M–1–7.

[77]The figures are taken from two sources: Ltr, Kennedy to Maj. Gen. E. H. Almquist, CG, 8th Infantry Division, 2 April 1970, EUD-RHA, Box M–1–11, and "Fact Sheet, Subject: Summary of Stem to Stern Program," 24 May 1971, prepared by Col. Shelton B. Biles, DCS Contract Construction, EUD–RHA, Misc Files. Each source uses a slightly different base period for the figures.

[78]Interv, Alperin with Kennedy, p. 353.

[79]Ltr, Kennedy to Collins, 28 June 1971, EUD-RHA, Box M–1–11.

[80]MFR, LeTellier, 25 Apr 72, sub: ENGCOM Briefing Data, EUD-RHA, M–1–11; the figures for the facilities engineering budget for 1968 to 1972 are derived from anniversary addresses by Kennedy, 1 Nov 69, and LeTellier, 1 Nov 71, both in EUD-RHA, Box M–1–11.

[81]Glossary of Terms, Military Publications Pamphlet #310–1–3, 25 May 76.

[82]Interv, authors with Kennedy, p. 15; Interv, Carroll Purcell with Col. John C. Mattina, 9 May 88, Oxnard, Calif., OH HQUSACE. See also the description of one of the revetments that failed in MFR, Lt. Col. James M. Johnston, Executive Officer [ENGCOM], 6 May 70, sub: Visit to USAENGCOMEUR by CINCUSAREUR, p. 3, EUD-RHA, Box M–1–11.

[83]For TAB VEE as a "hot" project in Washington, see MFR, sub: Meeting with Mr. E. A. Rogner, OSD, Systems Analysis Team … Frankfurt, Germany, 9 Aug 68, p. 4, where the cited passage is a paraphrase of Rogner's remarks; for figures for late 1968, see Ltr, Kennedy to Brig. Gen. Roy S. Kelley, 25 November 1968, both in EUD-RHA, Box M1–1–11; for the February 1969 record, see USAENGCOMEUR, "Information Brochure," 1972, p. III–9.

[84]Ayling, "Briefing, Air Force I G Team, TAB VEE Program," [Jan 1971], EUD-RHA, Misc Docs; "General Discussion of USAREUR DCSOPS Study (Project Fender): An Examination of the Mission, Organization, and Functions of the U.S. Army Engineer Command," [Apr 72], EUD-RHA, Box M–1–11.

[85]"Briefing, Air Force I G Team, TAB VEE Program," [Jan 71].

[86]Interv, authors with Kennedy, pp. 12–13. For additional evidence of problems between the Air Force and ENGCOM, see Col. Niels H. Lund, USAF, "Solicitation of Bids, TAB VEE," 14 Jan 71; Memo, Col. Shelton B. Biles for Chief of Staff, 14 Jan 71, sub: Air Force Letters Concerning TAB VEE Construction; MFR, Biles, 19 Jan 71, sub: Telephone Call from Colonel Lund, Director, Engineering and Construction AEFRC, USAFE; MFR, Biles, sub: General Polk's Briefing by USAREUR Engineer on 20 Jan 71. All in EUD-RHA, Misc Docs. See also Memo, William E. Camblor to Dept of the Air Force, Col. Steele, 17 Dec 71, sub: Time Losses and Added Costs on Projects Due to Air Force Delays in Approval of Funding, which mentions fifteen case summaries as being sent; and Memo, LeTellier to Col. Robert C. Thompson, DCS–Civil Engineering, USAFE, 22 Feb 72, sub: Approval and Funding of Changes to Air Force Construction Contracts. Both in EUD-RHA, Misc Docs.

[87]For the description of the fire in following paragraphs, see Intervs, authors with Kennedy, pp. 9–11; with Brettschneider, 26, 30 Jan 1990, pp. 39–40, 42–43; with Friesch, pp. 69–70; with Greene, p. 29; with Textor, pp. 32–34; with Inge Kusiowski, 9 Aug 89, Frankfurt, pp. 30–31; with Fraint, pp. 27–28. Interv, Walker and Baldwin with Hasso Damm, 21 Jun 88, Frankfurt, pp. 33–36; Ltr, Kennedy to CG, HQ V Corps, 26 May 1969; Memo, Kennedy to CINC USAREUR, 27 Jan 69; Ltr, Kennedy to Col. Burke, 27 June 1969; Ltr, Kennedy to CINC USAREUR, 5 January 1970; Ltr, Kennedy to Oberburgermeister Prof. Dr. Willi Brundert, 16 May 1969. All in EUD-RHA, Box M–1–11.

[88]Interv, authors with Kennedy, pp. 9–11.

[89]Ibid., p. 11.

[90]Interv, Martin Reuss with Brig. Gen. Charles C. Noble, 22–23 Sep 81, OH HQUSACE.

[91]Ltr, Kennedy to Kelley, 21 March 1968, EUD-RHA, Box M–1–11.

[92]MFR, Lt. Col. James M. Johnston, Exec. Officer [ENGCOM], 6 May 70, sub: Visit to USAENGCOMEUR by CINCUSAREUR, p. 5, EUD-RHA, Box M–1–11.

[93]Interv, authors with Col. Daniel Waldo, Jr., 31 Aug 89, Frankfurt, pp. 2–5; USAENGCOMEUR, "Budget Execution Review FY 1973," signed by LeTellier, EUD-RHA, Box M–1–7; "Ammo Storage Improvement Program—MCA," n.d., EUD-RHA, Misc Docs.

[94]Interv, authors with LeTellier, pp. 6, 18.

[95]Ibid., pp. 19, 21–23, 28–29; Interv, authors with Kennedy, p. 12.

[96]LeTellier's 5th Anniversary Msg, 1 Nov 71, EUD-RHA, Misc Docs.

[97]"Instructions for Engineer Command Long Range Plan Ad Hoc Committee," 13 Mar 72, signed by LeTellier; "Report of the Ad Hoc Committee on the Long Range Plan for the Engineer Command Europe, Jun. 15, 1972," ann. A, both in EUD-RHA, Box M–2–4.

[98]USAENGCOMEUR, "Information Brochure" 1972, pp. I–4 to I–6, III–24, V–2 to V–6, and VI–2 to VI–6, EUD-RHA, Misc Docs.

[99]For the full list, see Memo, LeTellier to CINCUSAREUR and Seventh Army, 10 Apr 72, EUD-RHA, Box M–1–11.

[100]The dollar figures from 1967–1970 come from the ENGCOM Long Range Plan. Other dollar figures come from USAENGCOMEUR, "Information Brochure" 1972, pp V–2 to V–5.

[101]For a good summary treatment of the tension between commanders and ENGCOM, see LeTellier, Debriefing Rpt to CINC USAREUR, 14 Aug 73, pp. 3–4, EUD-RHA, Box M–1–7. Interv, authors with LeTellier, pp. 34–37.

[102]"Overview of USAREUR Real Estate Activities," pp. III–E–21ff.

[103]Ibid.

[104]USAENGCOMEUR, "Information Brochure" 1972, p. IV–3.

[105]"Overview of USAREUR Real Estate Activities," pp. III–E–21ff.

[106]Buxton, Comptroller, Decision Paper to Commanding General, 16 Aug 71, sub: DM Revaluation, EUD-RHA, Misc Docs.

[107]Interv, authors with Washington, pp. 42–44.

[108]Memo, LeTellier, 25 Apr 72; see also attachment to "General Discussion of USAREUR DCSOPS Study (Project Fender)," 10 Apr 72, p. 2, both in EUD-RHA, Box M–1–11, 6G. For slightly different figures, see USAENGCOMEUR, "Information Brochure," 1972, p. III–23.

[109]Intervs, authors with Fraint, pp. 26–27, and with LeTellier, pp. 57–60.

[110]Ltr, LeTellier to Maj. Gen. F. P. Koisch, 19 July 1973, EUD-RHA, Box M–1–11; William E. Camblor, "Amplified Record of Engineering Experience," 9 Sep 77, Bouchereau Papers, OH HQUSACE.

[111]"Overview of USAREUR Real Estate Activities," p. III–E–21–1. The slowdown in work under MOUSF I is noted in Ltr, Donovan to Maj. Gen. D. A. Raymond, 25 Jan 74, EUD-RHA, Misc Docs.

[112]Ltr, Kennedy to Brig. Gen. H. R. Aaron, V Corps, 21 July 1971, EUD-RHA, Misc Docs Kennedy's description in this letter parallels the description of remote site construction given in an earlier document. The description in this and the following paragraph is a composite of the two. The earlier document (see esp. p. 2) is MFR, Lt. Col. James M. Johnston, 6 May 70, sub: Visit to USAENGCOMEUR by CINCUSAREUR, EUD-RHA, Box M–1–11.

[113]The information concerning remote sites derives primarily from three documents: Memo, LeTellier, 25 Apr 72, sub: Summary of USAENGCOMEUR Briefing Data, EUD-RHA, Box M–1–11; Ltr, LeTellier to Maj. Gen. F. P. Koisch, 19 July 1973; table of projects

with notes entitled "Border Camps," and dated "as of 15 Nov. 1973," EUD-RHA, Misc Docs.

[114]MFR, Letellier, 9 Aug 68, sub: Meeting with Mr. E. A. Rogner, OSD, Systems Analysis Team, EUD-RHA, M–1–11.

[115]ODCSCOMPT, USAREUR, "Military Community Study Project Red Wheel," May 73, ann. B, pp. 4–5, OH HQUSACE; Interv, authors with Kennedy, pp. 3–5.

[116]"USAREUR Area Support Service Activity Study, Subject: District Engineer Reorganization, ENGCOM," 27 Jan 70, EUD-RHA, Misc Docs; "Report of the Ad Hoc Committee on the Long Range Plan for the Engineer Command Europe," 15 Jun 72, p. 81.

[117]Decision Paper, Brig. Gen. Hugh J. Bartley, DCSCOMPT, to Chief of Staff, 27 Apr 73, sub: Review of the DCSOPS Engineer Command Study (Fender II), EUD-RHA, Misc Docs.

[118]Interv, Martin A. Reuss with Maj. Gen. Francis P. Koisch, 5–6 Mar 90, San Antonio, Tex., pp. 2–9, OH HQUSACE; Interv, authors with LeTellier, pp. 39–42.

[119]"Review of the DCSOPS Engineer Command Study (Fender II)."

[120]LeTellier Debrief Ltr to CINCUSAREUR, 14 August 1973, p. 3, provided to the authors by LeTellier.

[121]Interv, authors with Donovan, pp. 1–30.

[122]Ltr, Donovan to Brig. Gen. Milton E. Key, Cdr., 56th Artillery Brigade, EUD-RHA, Box M–1–11.

[123]DF, Col. James G. Campbell, 19 Mar 74, sub: Consolidation of Headquarters and Area Support Elements, Tab J of Decision Paper to Chief of Staff [USAREUR] from Project Chase, OH HQUSACE (see also Tab A); Memo, Maj. Gen. Harold I. Hayward for Commander in Chief, 22 Mar 74, sub: Project Chase, OH HQUSACE, current files; Lt. Col. John L. Buxton, "EUD History," typescript Ms, n.d., EUD-RHA, Box P–7–9 (hereafter cited as Buxton History); "Annual Report of Major Activities, HQ, U.S. Army Europe and Seventh Army, 1 Jan. to 31 Dec. 1974," 7 Apr 76, pp. 13–17, CMH (hereafter cited as Annual Report USAREUR, 1974).

[124]The U.S. Army Topographic Center had been put under Engineer Command in FY 1973.

[125]Buxton History; Briefing Materials for Visit by Lt. Gen. William C. Gribble, 23–25 Mar 75, "Formation of EUD, Fact Sheet," 20 Mar 75, EUD-RHA, Misc Docs (hereafter cited as Materials for Gribble Visit, with reference to the particular document).

[126]Buxton History; Annual Report USAREUR, 1974, pp. 13–17.

[127]Annual Report USAREUR, 1974, p. 17.

[128]Materials for Gribble Visit, "Personnel Status," 21 Mar 75, and "Formation of EUD, Fact Sheet, 20 Mar 1975."

[129]For a firsthand commentary on this uncertainty, see Interv, authors with Reimer Delpin, 9 Jan 90, Frankfurt, pp. 13–14. For a description of the work carried out by the team led by McNeely and the attitudes that prevailed in OCE, see Interv, Donita M. Moorhus with David A. Spivey, 25 Oct 96, Alexandria, Va., pp. 39–52, OH HQUSACE.

[130]ESC Studies Center, "EUD Organization Study," Apr 85, EUD-RHA, Box M–1–8.

[131]Interv, authors with Terry Trowbridge, 10 Dec 91, Frankfurt, pp. 10–12.

Chapter 7

[1]Interv, authors with Brig. Gen. James C. Donovan, 20 Nov 90, Arlington, Va., p. 40.

[2]Interv, authors with Maj. Gen. Louis W. Prentiss, Jr., 14 Sep 90, Indian Beach, Del., pp. 1–9.

[3]Memorandum of Agreement between the Commander in Chief, U.S. Army, Europe, and the Chief of Engineers, Department of the Army, 1 Apr 74, EUD-RHA, P–7–11.

[4]Buxton History; Briefing Materials for Gribble Visit, "Formation of EUD, Fact Sheet," 20 Mar 75, EUD-RHA, Misc Docs.

[5]The agreements are in EUD-RHA, Misc Docs, and Boxes M–1–10 and M–1–11.

[6]Interv, authors with Prentiss, pp. 10, 18–19, 56.

[7]Min of Staff Mtg, 11 Mar 75, EUD-RHA, M–1–11; Interv, authors with Maj. Gen. Drake Wilson, 29 Oct 90, Alexandria, Va., pp. 10–11. We have chosen to use Europe Division; early documents use European Division.

[8]Memo, Prentiss to HQDA (DAEN-EPA-U), 12 Sep 75, sub: Proposed Civilian Manpower Reduction, p. 3, EUD-RHA, M–1–12.

[9]Annual Report USAREUR, 1974, pp. 2–4, 15, CMH.

[10]Ibid.; Fact Sheet, "Analysis of USAEDE Organization," 15 Aug 74, p. 5, EUD-RHA, Misc Docs.

[11]"Analysis of USAEDE Organization," 15 Aug 74, p. 3.

[12]Organizational Charts from 1 Aug 74, 1 Sep 74, 1 Dec 74, 1 Feb 75, 1 Jun 75, and 1 Aug 75, all provided by Reimer Delpin, EUD; "Analysis of USAEDE Organization," 15 Aug 74, p. 3.

[13]Interv, authors with James Wise, 1 Feb 90, Frankfurt, Germany, pp. 4–7.

[14]Interv, authors with Dave Cox, 13 Dec 91, Frankfurt, Germany, pp. 11–14.

[15]Ltr, Prentiss to Gribble, 17 January 1975, and Gribble's reply, 18 February 1975, EUD-RHA, M–1–12 and M–1–9, GO Corresp, respectively; Interv, authors with Lt. Col. Roy Brown, 25 Aug 89, Hoensbroek, Netherlands, pp. 16–18; see also an incomplete draft of Ltr, Prentiss to Gribble, 10 October 1974, EUD-RHA, M–1–12.

[16]EUD, Gen Orders Nos. 10, 11, 12, 13, 5 May 75, EUD-RHA, Misc Docs; for the change of name, see Staff Summary Sheet, 30 Apr 75, "Organization of Area Offices," EUD-RHA, P–7–11.

[17]Memo, Maj. Gen. Warren C. Moore, HQ TUSLOG (USAFE) to American Personnel, 7 Nov 77, sub: Background Information, provided by TUSEG Area Office, Incirlik, Turkey.

[18]Talking Paper, DAEN-ECM, [Robert] Hall, 15 May 75, sub: "OSD Draft Audit Report on Consolidation of EUD and MDD Headquarters," NA, RG 77, Access no. 86–0008, Box 6, RC 10–27–03–5–5(hereafter cited as Talking Paper, 15 May 75); "Realignment Fact Sheet: Transfer of Design and Construction in Italy, Greece, and Turkey to US Army Engineer Division, Europe," n.d., but attached to a memo dtd 30 Sep 75, EUD-RHA, P–7–9 (hereafter cited as "Realignment Fact Sheet").

[19]For a summary of the OSD position and OCE's counterarguments, see Talking Paper, 15 May 75. See also "OCE Comments on OSD 'Draft Report on Review of Consolidation of Army Engineer Divisions in Europe,'" 28 Feb 75, p. 12 (hereafter cited as "OCE Comments on OSD Draft Report," 28 Feb 75, NA, RG 77, Access no. 86–0008, Box 6, RC 10–27–03–5–5; and "Realignment Fact Sheet."

[20]Talking Paper, 15 May 75.

[21]For information concerning the area offices of EUD, see Annual Rpt USAREUR, 1974, p. 2, and EUD Briefing for Command Inspection, 1977, Bouchereau Papers, OH HQUSACE.

[22]"Annual Historical Review, 1 Jul. 1975–30 Sept. 1976," p. 65, Office of the Chief of Engineers (hereafter cited as OCE AHR, with appropriate dates), Gen Files, 8–4, OH HQUSACE; "Engineer's Corner," *EUD Information Bulletin*, 1 Apr 76; see also MFR, 9 Jun 76, sub: MDD-EUD Milcon Transfer, EUD-RHA, Misc Docs.

[23]Memo, Prentiss to HQDA (DAEN-EPA-U), 12 Sep 75, sub: Proposed Civilian Manpower Reduction, pp. 1–3, EUD-RHA, M–1–12; for the quotation, see Prentiss to Gribble, 11 May 76, EUD-RHA, M–1–7.

[24]MFR, E. Scott Chronister, 17 Aug 84, sub: EUD Request for Assistance—USAREUR Request for Organizational Justification, based on documents and conversations with

Fred McNeely and other OCE personnel involved in the transition, Civil Works Files, I–20–1, OH HQUSACE. Chronister was chief of the Organization and Studies Branch, Management and Program Analysis Division, Directorate of Resource Management, in OCE. See also Interv, authors with Frederick B. McNeely, 15 Feb 91, Arlington, Va.; Interv, Moorhus with David A. Spivey, 25 Oct 96, Alexandria, Va., pp. 39–64; and Ltr, O'Neill to Dawes, 11 October [1965], provided by William B. Dawes, archived with documents related to this manuscript at OH HQUSACE.

[25]"Civilian Personnel Management in U.S. Army Engineer Command, Europe, Survey Report," Mar 73, survey conducted by HQ, USAREUR DCSPER CPD, p. 3, EUD-RHA, M–1–11.

[26]Interv, authors with Hasso Damm, 9 Aug 89, Frankfurt, Germany, pp. 15–16. On Tambornino's retirement, see Intervs, authors with Greene, pp. 46–47, 55–56, and with Col. Edwin S. Townsley, 15 Feb 91, Alexandria, Va., p. 14. On Wheeler's appointment, see Intervs, authors with Prentiss, pp. 18–19, and with Ralph Wheeler, 12 Feb 91, Arlington, Va., pp. 1–2; Interv, Moorhus with Spivey, p. 59.

[27]For the quotations in the paragraph, see "OCE Comments on OSD Draft Report," 28 Feb 75.

[28]Interv, authors with Wise, 1 Feb 90, pp. 7–8, 59–61.

[29]MFR, R. L. Rousseau, 18 Apr 79, sub: OAS Accomplishments, EUD-RHA, M–1–12. The document provides a two-page summary of the history of Office of Administrative Services' accomplishments under Rousseau's leadership beginning 6 November 1974.

[30]Interv, authors with Wise, 1 Feb 90, pp. 2–4.

[31]Interv, authors with Wheeler, pp. 2–5, 44. See also Interv, authors with Wise, 1 Feb 90, passim.

[32]The personal dislocation felt by employees is not reflected in official documents. See Intervs, authors with Richard Birner, 12 Jun 90, Nuremberg, pp. 20–22;with Louis Brettschneider, 26, 30 Jan 90, Frankfurt, pp. 33–38; with Brown, pp. 44–46; with Damm, 9 Aug 89, pp. 14–17; with Reimer Delpin, 29 Jan 90, Frankfurt, pp. 13–14; with Saul Fraint, 9 Jun 90, Vienna, Austria, pp. 33–36; with Karl Greulich, 15 Jun 90, Frankfurt, pp. 31–32; with Rodehaver, 31 Jan 90, pp. 41–47; with John Shadday, 25 Jan 90, Frankfurt, pp. 6–7, 14; with Stanley Sikirica, 29 Jul 90, Frankfurt; with Washington, pp. 36–37; with Ralph Wheeler, 12 Feb 91, Arlington, Va.; with Wise, 1 Feb 90, pp. 2–5; with Zawisza, pp. 21, 29–34.

[33]Briefing, Dir, USACAG, for Lt. Gen. Walter K. Wilson, Jr., 13 Oct 61, Mil Files XII–43–1, OH HQUSACE.

[34]Interv, authors with Damm, 9 Aug 89, pp. 15–16.

[35]Interv, Paul K. Walker with Hasso Damm, 21 Jun 88, Frankfurt, pp. 16–17.

[36]On the persistence of the tension, see Interv, authors with Maj. Gen. Norman G. Delbridge, Jr., 14 Feb 91, Washington, D.C., pp. 40–44.

[37]Materials for Gribble Visit, "Personnel Status," 21 Mar 75, and chart dated 1 Jan 75 among EUD charts and graphics for briefings; Ltr, Prentiss to Gribble, 10 Oct 75, quarterly report, and Gribble's reply, 8 Dec 75, both in EUD-RHA, M–1–12.

[38]Ltr, Gribble to Prentiss, 11 September 1975, EUD-RHA, M–1–9. Memo, Prentiss to HQDA (DAEN-EPA-U), 12 Sep 75, sub: Proposed Civilian Manpower Reduction, p. 2, EUD-RHA, M–1–12.

[39]Ltr, Gribble to Prentiss, 8 December 1975, EUD-RHA, M–1–12; for the suggestion of temporary help, specifically for the Office of Administrative Services, see Command Inspection, Aug 75, p. 18, EUD-RHA, M–1–9.

[40]Command Inspection, Aug 75, p. 14, and Prentiss' reply of 11 Nov 75 to this Rpt, p. 11–12, both in EUD-RHA, M–1–9.

[41]Interv, authors with Prentiss, pp. 10–12, 40–41, quotation from the latter pages; see also Min of EUD Staff Mtg, 2 Sep 75, EUD-RHA, M–1–11.

[42]Intervs, authors with Prentiss, pp. 30–31, and with Washington, pp. 37–38.

[43]A number of sources contribute to this account of the struggle over Greene's retirement. See Intervs, authors with Prentiss, pp. 12, 40–44; with Cox, pp. 10–11, 17–19; with Greene, pp. 46–53; with McNeely, pp. 15–16, 21–23; with Townsley, pp. 21–22; with Washington, pp. 33–34, 63–64, 77–78. See also Ltr, Prentiss to Gribble, 11 May 1976; Min of Staff Mtg, 2 Sep 75.

[44]Command Inspection, Aug 75, pp. 2, 4, 13.

[45]On the problems of turnover, see ibid., pp. 11–12, and Prentiss' Memo of November 1975 responding to this Rpt, pp. 8–9, EUD-RHA, M–1–9; see also Interv, authors with Kathleen Johnson, 25 Jan 90, Frankfurt, pp. 6–8, and "Brig. Gen. G. K. Withers to Employees during Mar. 1981," p. 3, provided by General Withers.

[46]"Finance and Accounting Systems," [n.d., probably between May and August 1975], EUD-RHA, M–1–9; EUD Organizational Charts, 1 Aug, 6 Sep 74, 1 Jun 75.

[47]On the fourteen-column ledgers, see Interv, authors with Townsley, p. 20; see also Interv, authors with Washington, pp. 35–36, and with Johnson, pp. 13–14; Annual Report USAREUR, 1974, p. 122, chart 4.

[48]Materials for Gribble Visit, "Management Information Systems," 18 Mar 75, pp. 1–2; Command Inspection, Aug 75, pp. 11–12.

[49]On Washington's recruiting in the United States, see Intervs, authors with Johnson, p. 5, and with Washington, pp. 57–58; more generally, see Interv, authors with McNeely, pp. 10–15; EUD Briefing for Command Inspection [n.d., but a Delbridge briefing], EUD-RHA, M–1–9.

[50]Draft functions manual, 6 Mar 74, EUD-RHA, Misc Docs. See also Interv, authors with Wheeler, pp. 3–9, 19, and Debriefing Rpt, Brig. Gen. James C. Donovan to CINC USAREUR and Seventh Army, 22 Aug 74, p. 3, EUD-RHA, Misc Docs.

[51]Interv, authors with Wheeler, pp. 3–9, 19; Donovan to CINC USAREUR and Seventh Army, 22 Aug 74, p. 3; Msg, Maj. Gen. [D. A.] Raymond to Donovan, 19 Aug 74, EUD-RHA, M–1–11.

[52]Interv, authors with Wheeler, pp. 3–5. See also a draft of Prentiss' first Ltr to chief of engineers [September/October 1974], p. 7, EUD-RHA, M–1–12, and Fact Sheet, "Analysis of USAEDE Organization," 15 Aug 74, EUD-RHA, Misc Docs.

[53]"Peculiarities of the Europe Division," 29 Sep 82, in a briefing book for Maj. Gen. Ames S. Albro, Jr., European Trip, 22 Oct 82, Mil Files XIV–1–8a, OH HQUSACE; see also the citations for the next several paragraphs, all of which bear on this issue of the Design Branch.

[54]Intervs, authors with Brettschneider, 26, 30 Jan 90, pp. 45–48, and 12 Dec 91, pp. 5–14.

[55]Ibid.

[56]Ibid.

[57]Interv, Paul K. Walker and William C. Baldwin with Joe G. Higgs, May 87, Frankfurt, pp. 150–52.

[58]"Design Workload: Inhouse, Indirect, & Direct," graphics chart for briefings, EUD-RHA, unmarked box of graphics and transparencies; Intervs, authors with Brettschneider, 26, 30 Jan 90, pp. 47–48.

[59]"Analysis of USAEDE Organization," 15 Aug 74, p. 3; Intervs, authors with Wheeler, pp. 3–11, 19, 22–23; with Brettschneider, 26, 30 Jan 90, pp. 35–36; with Faust, pp. 49–51; with Shadday, pp. 6–7; with Prentiss, pp. 17–18.

[60]Intervs, authors with Wheeler, pp. 8–9; with Delbridge, pp. 57–58; with Prentiss, pp. 16–17. Delbridge Briefing on EUD, n.d. [late 1977?], Bouchereau Papers, OH HQUSACE. Organization charts for EUD provided by Reimer Delpin show that the Design Branch existed in May 1976 but no longer existed in September.

[61]Quoted passages are from Ltr, Prentiss to Maj. Gen. B. C. Burnell, 13 February 1976, which includes a copy of the original agreement, EUD-RHA, M–1–9. See also Ltr, Prentiss to Gribble, 10 October 1974.

[62]Intervs, authors with Zawisza, pp. 33–34; with Rodehaver, 31 Jan 90, pp. 43–44; with Prentiss, p. 10; with Brettschneider, 12 Dec 91, pp. 28–29.

[63]Interv, authors with Brettschneider, 12 Dec 91, p. 29.

[64]Ibid.; Ltr, Prentiss to Gribble, 10 October 1974.

[65]Ltr, Prentiss to Gribble, 10 October 1974.

[66]"Debriefing Report, [Brig. Gen. James C. Donovan] to Commander in Chief , US Army, Europe, and Seventh Army," 22 Aug 74, EUD-RHA, Misc Docs; Ltr, Prentiss to Burnell, 13 February 1976 with attachments, and handwritten notes, "Problems To Discuss w/ Gen. Morris," [August 1975], both in EUD-RHA, M–1–9; Ltr, Prentiss to Gribble, 10 October 1974.

[67]Interv, authors with Wheeler, p. 19.

[68]Briefing graphics, "The European Division, The Cutting Edge of New Ideas! A Case Study on FE Support," [1975], EUD-RHA, P–7–11; Ltr, Prentiss to Gribble, 10 October 1974; Fact Sheet prepared for the visit of Gen Gribble, 23–26 Mar 75, "Support to Facilities Engineers," 21 Mar 75, for this and the preceding paragraph, EUD-RHA, M–1–7.

[69]Interv, authors with Washington, pp. 84–88, and with Prentiss, pp. 19–22.

[70]The quoted passages are from Interv, authors with Wheeler, pp. 19–22. See also Min of Staff Mtg, 7 Jan 75, p. 2, EUD-RHA, M–1–11; "OCE Comments on OSD Draft Report," 28 Feb 75, p. 5; Ltr, Prentiss to Gribble, 14 July 1975, Quarterly Rpt, EUD-RHA, M–1–12; EUD Briefing [by Delbridge], n.d. [late 1977], pp. 18–21, Bouchereau Papers, OH HQUSACE; "EUD Bulletin," January 1977, p. 1; "EUD Facilities Support to USAREUR," FY 1976 1st Quarter Briefing, EUD-RHA, Misc Docs.

[71]For the quotations, see Command Inspection, Aug 75, p. 11–12, 20, EUD-RHA, M–1–9.

[72]Quoted passages are from Ltr, Prentiss to Maj. Gen. B. C. Burnell, 13 February 1976, and the attachments thereto, respectively, EUD-RHA, M–1–9. See also "Problems To Discuss w/ Gen. Morris," EUD-RHA, M–1–9. General Morris headed the inspection team.

[73]Intervs, authors with Washington, pp. 84–88, and with Prentiss, pp. 19–22.

[74]In late 1975 the position formerly titled engineer, USAREUR and Seventh Army, was redesignated deputy chief of staff, engineer, USAREUR. Quotations and material for this paragraph are drawn from Ltr, Prentiss to Gribble, 11 May 1976, EUD-RHA, M–1–7.

[75]Ltr, Prentiss to Burnell, 13 February 1976. See also "Problems To Discuss w/Gen. Morris"; Interv, authors with Delbridge, pp. 40–46.

[76]Ltr, Prentiss to Gribble, 11 May 1976.

[77]Min of Staff Mtg, 11 May 76, pp. 1–2, EUD-RHA, M–1–9.

[78]Min of Staff Mtg, 25 May 76 [Delbridge's first meeting], pp. 1–2, and similar minutes, 7 Jun 76, p. 1, EUD-RHA, M–1–9.

[79]Interv, authors with Delbridge, pp. 40–41.

[80]Min of Staff Mtg, 22 Jun 76, p. 1, EUD-RHA, M–1–9.

[81]Interv, authors with Delbridge, pp. 52–54, 65–67.

[82]Unmarked box of old bulletins and editions of *Corps' Line*, EUD-RHA. Before Kappa's arrival, several issues of an "EUD Information Bulletin" had appeared. Kappa dropped "Information" from the title and began renumbering issues with Volume 1, Number 1, in November 1976.

[83]Interv, authors with Delbridge, pp. 65–68; see also minutes of staff meetings for 1976 and 1977, especially Gary Loew's handwritten notes from the meetings. Loew was hired by Prentiss as administrative assistant and continued under Delbridge. The notes are

among a set of handwritten minutes to staff meetings that Loew recorded, in EUD-RHA, M–1–12. Also Interv, authors with Schempp, pp. 18–25.

[84]Interv, authors with Col. Carlyle Charles (Ret.), 31 Jan 90, Frankfurt, pp. 23–24.

[85]Interv, authors with Delbridge, pp. 99–102; the same rendition of the quotation from Snow appears almost word for word in Gary Loew's handwritten notes, EUD-RHA, M–1–12.

[86]MFR, Delbridge, sub: Fund Accountability, 28 May 76, EUD-RHA, M–1–9.

[87]The description in this and the next several paragraphs is derived from the minutes of the weekly staff meetings and from Intervs, authors with Charles, pp. 23–25; with Shadday, p. 11; with Delpin, pp. 19–20; with Birner, pp. 13–14; with Wheeler, pp. 31–34; with Brown, pp. 57–58; with Trowbridge, pp. 16–18; with Lt. Col. Lloyd Colio, 6 Jun 90, Stuttgart, pp. 48–51; with Jose Cruz, 19 Nov 91, Hurst, Tex., pp. 41–44.

[88]The comments quoted are from Intervs, authors with Brown, pp. 57–58, and with Charles, pp. 23–25; Interv, William C. Baldwin with Allan B. Aaron, 21–22 Jun 88, Frankfurt, p. 106. Delbridge's retrospective assessment of the board's usefulness may be found in his interview by authors, pp. 99–102.

[89]Min of Staff Mtg, 24 Jan 77 (not in Loew's handwriting), EUD-RHA, M–1–12.

[90]For this and the following paragraph, see Ltr, Delbridge to All Employees, 20 June 1977, EUD-RHA, Misc Docs, which traces the history of Delbridge's efforts concerning personnel.

[91]Ibid. See also EUD Briefing by Delbridge, n.d. [late 1977], Bouchereau Papers, OH HQUSACE.

[92]Min (handwritten) of Staff Mtg, 21 Mar 77, point C, "Garrett/McNeely Observations on Trip," and 19 Apr 77, EUD-RHA, M–1–12.

[93]Min of Staff Mtg, 23 May 77, EUD-RHA, M–1–12; Ltr, Delbridge to All Employees, 20 June 1977; Interv, authors with Delbridge, pp. 49–52.

[94]"Hail to Our Chiefs," *Corps' Line*, March 1978; Min of Staff Mtg, 3 Oct 77, EUD-RHA, M–1–12; Info Bulletin, EUD, 1 Nov 76; Interv, authors with Cruz, pp. 1–8.

[95]Intervs, authors with Delbridge, pp. 45–46, 56–58, and with Joe G. Higgs, 23 Jan 90, Frankfurt, p. 10, and 6 Jan 91, Cincinnati, Ohio, pp. 11–15; Interv, Walker and Baldwin with Higgs, pp. 111, 134.

[96]The quoted phrases are respectively from Ltr, Burnell to Prentiss, 25 May 1976, EUD-RHA, M–1–9, and Ltr, Prentiss to Morris, 26 January 1977, Mil Files XII–41–12, OH HQUSACE. Examples of Prentiss's correspondence with Delbridge, Burnell, and Morris may be found as follows: Ltrs, Prentiss to Delbridge, 1 June 1976, and to Burnell, 21 June 1976, both in Mil Files X 11–41–12, OH HQUSACE, and Prentiss to Morris, 8 Nov 76, NA, RG 77, Access. no. 86–0008, Box 6, RC 10–27–03–5–5.

[97]In addition to the correspondence among Prentiss, Burnell, and Delbridge mentioned in the preceding footnote, the description of this situation is derived from comments in authors' interviews with Delbridge, pp. 49–52; with Charles, pp. 18–19, 24–27, 43; with Wheeler, pp. 31–34; with Wilson, pp. 55–58; with Prentiss, pp. 53–55.

[98]The quoted phrases in this paragraph and the passage in the next paragraph concerning Delbridge's position come from his lengthy letter of 4 November 1977, "USAREUR Suggested Changes in the Way EUD Does Business," EUD-RHA, M–1–9. This is a reply to Prentiss' proposals, contained in Prentiss' letter to Burnell, 8 September 1977, referred to in Delbridge's letter.

[99]Interv, Frank N. Schubert with Lt. Gen. Ernest Graves (USA, Ret.), Mar, Apr 85, Arlington, Va., pp. 114, 117–18, 123, 185, OH HQUSACE.

[100]Interv, authors with Delbridge, pp. 49–52.

[101]Ibid.; Interv, Walker and Baldwin with Higgs, pp. 132–35, quotation from pp. 177–78.

[102]*Stars and Stripes*, European Edition, 13 Aug 78; Memo, Gary Loew, 25 May 78, sub: In-Processing Procedures, EUD-RHA, Hist Files; Ltr, Delbridge to Brig. Gen. Richard M. Connell, OCE, 9 December 1977, EUD-RHA, M–1–9; Ltr, Brig. Gen. Drake Wilson to Lt. Gen. John W. Morris, 2 October 1978, EUD-RHA, M–1–12. For figures on staff strength, see also Ltr, Prentiss to Gribble, 10 October 1975, Quarterly Rpt Ltr, EUD-RHA, M–1–12, and "EUD in Perspective, 1976–78," a spiral-bound survey of EUD's programs (no page numbers) which the division put out in 1978.

[103]Interv, authors with Delbridge, pp. 1, 32–36, 38–39.

[104]Interv, authors with Herbert Wooten, 8 Aug 89, Frankfurt/Bonames, pp. 3–7, 13–14, 16–19. The quotation is from p. 22.

[105]The quotations are, respectively, from MFR, William E. Camblor, 29 Dec 75, sub: Conference with Mediterranean Division (MDD) on Procedures in Italy, Turkey, and Greece, p. 3, and Min of Staff Mtg, 27 Jan 76, both in EUD-RHA, Misc Docs. For the paragraph in general, see also "Arrivals and Departures," and "MED Area," in "EUD Information Bulletin," 1 Mar, 1 Dec 76, respectively; Intervs, authors with Wooten, pp. 6–7, 13–14, 16–17, and with Delbridge, pp. 1, 32–36, 38–39.

[106]Interv, authors with Delbridge, pp. 32–36.

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[108]Interv, authors with Cruz, pp. 46–54.

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Chapter 8

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[8]Interv, Walker with Damm, pp. 28–29; Interv, authors with Damm, 9 Aug 89, pp. 6–11.

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[18]Discussion paper, R. Washington, "Elimination of the Area Offices," 5 May 80, EUD-RHA, M–1–8. For this and subsequent paragraphs, see Intervs, authors with Dave Cox, 13 Dec 91, Frankfurt, pp. 7–10, and with Cruz, pp. 34–41.

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[28]Interv, authors with Maj. Gen. George K. Withers, Jr., 11 Feb 91, Washington, D.C., pp. 4–6, for this and the following paragraph.

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[37]Ltr, Withers to Bratton, 13 May 1981, EUD-RHA, M–2–1; Ltr, Withers to Bratton, 17 September 1981, provided by Withers; Interv, authors with Kathleen Johnson, 10 Dec 91, Frankfurt, pp. 10–11.

[38]Ltrs, Withers to Bratton, 13 May, 17 September 1981.

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[42]Intervs, authors with Withers, pp. 16–20, and with John Blake, 1, 6 Feb 90, Frankfurt, pp. 37, 85; "Special Award," *Corps' Line*, November 1981.

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[60]Interv, authors with Richard Grimm, 19 Jun 90, Incirlik, Turkey, pp. 10–13; Ltr, Withers to Bratton, 3 May 1982.

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[144]Interv, Walker and Baldwin with Ray, pp. 71–76.

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[16]Interv, Baldwin with Aaron, p. 97.

[17]Ltr, Withers to Maj. Gen. Ames S. Albro, Jr., HQ USACE, n.d. [Sep 82?], for this and the next several paragraphs, EUD-RHA, M–2–1.

[18]Intervs, authors with Camblor, 11 Dec 91, pp. 4–5, and with Terry Trowbridge, 10 Dec 91, Frankfurt, pp. 25–30; Ltr, Withers to Albro [Sep 82?], for Withers' quoted remarks; Ltr, Withers to Albro, HQ USACE, 2 Oct 81, provided by Withers; "ABG 75 Outlines German Involvement in U.S. Projects," *Corps' Line*, July 1986.

[19]"Customer Handbook," pp. 11–12.

[20]Ibid.

[21]ESC, "USAEDE (EUD): Organization Study," ann. F, p. F–5.

[22]"Customer Handbook," pp. 10, 12–13.

[23]See Interv, authors with Lt. Col. Robert Baldinger, 23 Aug 89, Hoensbroek, Netherlands, p. 25–31; see also "Briefing on EUD's Mission," [Delbridge, probably prepared in summer 1976], pp. 13–15, 17–18, 25–27, EUD-RHA, Misc Docs, and "Users' Manual, U.S. Army Engineer Division, Europe," 1 Apr 78, pp. 25–27 (hereafter cited as "Users' Manual").

[24]"Briefing on EUD's Mission," [Delbridge, 1976], pp. 13–15, 17–18, 25–27; "Users' Manual," pp. 23–25. The "Users' Manual" parallels Delbridge's briefing on process, but contains more on other topics. For the 1980s, see "Customer Handbook," p. 30.

[25]"Briefing on EUD's Mission," [Delbridge, 1976], pp. 17–18, 25–27.

[26]Ibid.

[27]Ibid.

[28]"Customer Handbook," p. 14.

[29]Ibid., pp. 16–17; ESC, "USAEDE (EUD): Organization Study," pp. F–5, F–6.

[30]"Customer Handbook," pp. 15–16.

[31]"Users' Manual," pp. 39–41.

[32]"Briefing on EUD's Mission," [Delbridge, 1976], pp. 17–18; "Customer Handbook," p. 10; Interv, authors with Baldinger, p. 32–33.

[33]"Briefing on EUD's Mission," [Delbridge, 1976], pp. 17–18.

[34]"Users' Manual," p. 36; ESC, "USAEDE (EUD): Organization Study," p. 13.

[35]On value engineering, see MFR, Jacques Bouchereau, 1 Nov 83, and draft Ltr, 30 September 1983, prepared by Fred Wissel for William Camblor's signature, both in Bouchereau Papers, OH HQUSACE; "Customer Handbook," pp. 47–50; Interv, authors with Dave Cox, 13 Dec 91, Frankfurt, p. 48, and with Joe G. Higgs, 6 Jan 92, Cincinnati, Ohio, pp. 67–74. The discussion in subsequent paragraphs is drawn from these sources.

[36]"Customer Handbook," p. 48.

[37]Intervs, authors with Ray, pp. 46–48; with Col. John Moravec, 19 Jan 90, Frankfurt, pp. 33–35; with Lt. Col. C. Leslie Rose, 14 Jun 90, Würzburg, pp. 27–32.

[38]"Briefing on EUD's Mission," [Delbridge, 1976], p. 12.

[39]Historical Review, USAREUR, 1985–1986. Ltr, Prentiss to Morris, 26 January 1977, Mil Files XII–41–12, OH HQUSACE.

[40]Delbridge, incomplete draft for a briefing paper, prepared for delivery after October 1977, pp. 18–21, Bouchereau Papers, OH HQUSACE; Materials for Gribble Visit, "Fact Sheet: Volume of Projects in Programs," 20 Mar 75, EUD-RHA, M–1–7.

[41]Europe Division, "EUD in Perspective, 1976–1978," section "Construction Execution," spiral-bound pamphlet, 1978, page bearing the subhead "MCA Program Execution," EUD, current files.

[42]Ltr, Wilson to Morris, 27 June 1979, sub: Status of Projects, Gen Files, Box 59–3–1, OH HQUSACE.

[43]"Briefing on EUD's Mission," [Delbridge, 1976], p. 13.

[44]Ltr, Prentiss to Morris, 26 January 1977.

[45]"Users' Manual," p. 19; "Briefing on EUD's Mission," [Delbridge, 1976], pp. 11–12. On U.S. Special Programs money, see Memo, Maj. Gen. Richard Groves to Prentiss, 5 Mar 75, sub: NATO Infrastructure: OFFSET, EUD-RHA, M–1–9.

[46]Nelson, *History of U.S. Military Forces in Germany*, pp. 101–02.

[47]Interv, authors with Camblor, 11 Dec 91, pp. 14–16.

[48]The list of eligible categories comes from a pamphlet issued by NATO entitled "NATO Common Infrastructure."

[49]"LTG Bratton Europe Visit 1–12 Mar. 1981," p. 398.

[50]ESC, "USAEDE (EUD): Organization Study," p. 15; "West German Governmental Infrastructure"; and Interv, authors with John Blake, 1, 6 Feb 90, Frankfurt, pp. 68–70.

[51]ESC, "USAEDE (EUD): Organization Study," p. 15; "West German Governmental Infrastructure"; Interv, William C. Baldwin and Paul K. Walker with William E. Camblor, 20, 28 May 87, Frankfurt, p. 86.

[52]"EUD in Perspective, 1976–78."

[53]In addition to "EUD in Perspective 1976–78," see telex communiqué, 18 May 78, sub: Support of Construction for USSA-I, Teheran, Iran, Conversation between General Delbridge and Connell, Week of 8 May 78, Transatlantic Program Center Records Holding Area, Hist Files, location E–5–2, Winchester, Va.

[54]ESC, "USAEDE (EUD): Organization Study," p. 9.

[55]Interv, authors with Rodehaver, 31 Jan 90, p. 3.

[56]In general on this office, see "History of the Northern Area Engineer Office (1975–1988)," updated 1 Sep 88, typescript provided by the Northern Area Office.

[57]EUD General Order 1, 7 Jan 76, Action to Organize Mediterranean Area Office Effective 1 Feb 76, EUD-RHA, Misc Docs.

[58]Ltrs, Prentiss to Gribble, 11 May 1976, and Prentiss to Burnell, 21 June 1976, both in EUD-RHA, M–1–7.

[59]See Min of Staff Mtgs, 20 Apr, 4, 18 May, 7 Jun 76, EUD-RHA, M–1–9; "Annual Report of Major Activities, Office of the Chief of Engineers, 1 Jul. 1974–30 Jun. 1975," pp. 54–55, and "Annual Historical Review, 1 Jul. 1975–30 Sept. 1976," p. 37, both in Gen Files, Box 8, File 1, OH HQUSACE; "EUD in Perspective 1976–78," sections on "Current Design Programs: Iran" and "Construction Execution: Iran."

[60]"Med Area to Navy," *Corps' Line*, September 1980; "Memorandum of Agreement between the U.S. Army Corps of Engineers and the Naval Facilities Engineering Command," 26 Jan 80, Bouchereau Papers, OH HQUSACE; Interv, Baldwin with Camblor, pp. 80–82.

[61]The figures in Table 10 are for 1979 "Program Review and Analysis, 4th Quarter FY 1979," U.S. Army Engineer Division, Europe, EUD-RHA, Misc Docs, and for 1980 from "Program Review and Analysis, 4th Quarter FY 1980," U.S. Army Engr Div, Europe, EUD-RHA, Misc Docs.

[62]"Program Review and Analysis, 4th Quarter FY 1979," U.S. Army Engineer Division, Europe, EUD-RHA, Misc Docs.

[63]Interv, authors with Lt. Col. Grosvenor Fish, Jr., 11 Jun 90, Nuremberg, p. 12.

[64]Memo, Col. Robert Baldinger to all Members of EUD-NO [Northern Area Office], 4 Jan 88, sub: FY 87 Review–Northern Area, p. 1, provided by the Northern Area Office.

[65]"History of the Northern Area Engineer Office (1975–1988)"; Periodic Rpt, Ray to Heiberg, 27 Feb 86, EUD, RM, current files.

[66]Interv, authors with Ray, pp. 38–40.

[67]Ibid., pp. 32–37; EUD Engr Div, briefing item for Withers, 22 Sep 82, sub: FY 84 MCAF Airbase Upgrade, various locations, Turkey, EUD-RHA, Misc Docs; Interv, authors with Blake, 1, 6 Feb 90, Frankfurt, pp. 65–66.

[68]Ltrs, Heiberg to Gen. Otis, CINCUSAREUR, 20 December 1984, EUD-RHA, M–1–6, and Ray to Heiberg, 15 August 1986; Interv, authors with Ray, pp. 42–43; Interv, Baldwin and Walker with Camblor, pp. 80–81; Interv, William C. Baldwin and Paul Walker with Brig. Gen. James W. Ray, 22, 27 May 87, Frankfurt, pp. 82–84, Intervs at OH HQUSACE.

[69]"Greece Resident Office: Another Bad Day in Paradise," *Corps' Line*, February 1988. The programs involved in the 1980s, the Long Range Security Program (LRSP) and Weapons Access Denial System (WADS), are discussed in Chapter 10.

[70]Interv, authors with R. Grimm, pp. 9–10.

[71]Interv, authors with Hensley, pp. 18–19.

[72]Interv, authors with Veronica Rovero, 19 Jun 90, Incirlik, Turkey, pp. 16–17.

[73]Interv, authors with Cox, pp. 40–41.

[74]Interv, authors with Rovero, pp. 26–30.

Chapter 10

[1]The information for this and the following paragraph comes from Debriefing Rpt, Brig. Gen. James C. Donovan to CINC USAREUR and Seventh Army, 22 Aug 74, EUD-RHA, Misc Docs; Draft Fact Sheet, prepared by Lt. Col. [George] Miller for Prentiss' Signature, 31 Oct 74, EUD-RHA, M–1–7. The final version of the Fact Sheet is dated 1 November and is signed by Prentiss, EUD-RHA, Misc Files. See also Materials for Gribble Visit, "Fact Sheet: S&A MOUSF Funding," 17 Mar 75, and "Fact Sheet: Formation of EUD," 20 Mar 75, both in M–1–7; Ltr, Maj. Gen. F. P. Koisch, [USAREUR] Engineer, to Ministerialdirektor Schmunk, Abteilungsleiter U, Bundesmininsterium der Verteidigung, Bonn, 21 Jun 74, Misc Docs, all in EUD-RHA; and Fact Sheet, Office Engineering Branch, 13 Mar 75, "Supervision and Administration, MOUSF Funding," Bouchereau Papers, OH HQUSACE.

[2]Draft Fact Sheet prepared by Miller for Prentiss' signature, 31 Oct 74.

[3]"Personnel Requirements for the MOUSF Program," n.d., attached to material filed with MFR, Camblor, 17 Oct 74, sub: MOUSF, EUD-RHA, Misc Docs; DF, USAREUR Engineer [Maj. Gen. R. H. Groves] to Chief of Staff [USAREUR], 5 Mar 75, sub: MOUSF Construction Surveillance, Bouchereau Papers, OH HQUSACE.

[4]Annual Report, USAREUR, 1975, pp. 154–56.

[5]Compare Ltr, Prentiss to Gribble, 10 October 1974, to an incomplete draft marked "Lieutenant General William C. Gribble, Jr." Whole passages indicate that the latter is a preliminary draft of the letter for 10 October 1974. The dated letter is in EUD-RHA, M–1–12. See also Interv, Baldwin with Camblor, pp. 25, 66–67, 86.

[6]The quotation is from Ltr, Prentiss to Gribble, 17 January 1975, EUD-RHA, M–1–12; see also Ltr, Maj. Gen. William R. Kraft, Jr., to Div. Engr., 16 December 1974, ann. B to "Supplementary Agreement between the USAREUR Engineer and the Division Engineer, USA Engineer Division, Europe (EUD) on the Modernization of US Facilities (MOUSF)," signed by R. H. Groves and Louis W. Prentiss, Jr., 23 Jul 75, EUD-RHA, M–1–10.

[7]DF, MOUSF Construction Surveillance; "Supplementary Agreement between the USAREUR Engineer and the Division Engineer, EUD, on MOUSF," 23 Jul 75.

[8]Min of Staff Mtg, 21 Jan 76, EUD-RHA, M–1–9.

[9]Materials for Gribble Visit, Fact Sheet, Ofc Engr Br, 13 Mar 75, sub: Supervision and Administration, MOUSF Funding, Bouchereau Papers.

[10]Additional Remarks Keyed to Attachment to Fact Sheet, 23 Oct 74, sub: Duties of MOUSF Project Officers US FRG Construction Agencies, EUD-RHA, M–1–7.

[11]Ibid.

[12]Ibid.

[13]Untitled attachment to MFR by Camblor, 17 Oct 74, sub Conference—MOUSF Design Procedures, EUD-RHA, Misc Docs.

[14]Memo, Delbridge to CINC USAREUR, 7 Jan 77, sub: Mechanical Kitchen Equipment (MKE) MOUSF Renovation Projects, EUD-RHA, P–7–11.

[15]Annual Report, USAREUR, 1975, pp. 154–56; USAREUR AHR, 1976, p. 155.

[16]Memo, Maj. Gen. J. W. Morris, OCE, Deputy Chief of Engineers, to HQDA through Div Engr, Europe, 26 Sep 75, sub: Command Inspection, U.S. Army Engineer Division, Europe, 18–22 August 1975, p. 5, EUD-RHA, M–1–9.

[17]Ibid.

[18]Annual Report, USAREUR, 1975, pp. 154–56; USAREUR AHR, 1976, p. 155.

[19]USAREUR AHR, 1984, pp. 253–54.

[20]Typescript, "Brig. Gen. G. K. Withers to EUD Employees during March 1981," [Command Briefing], provided by Withers.

[21]MFR, Louis J. Tinnerello, 3 Jul 74, sub: FY–75 Physical Protection Program, VARLOC, Min from Mtg in Mainz on Aircraft Shelter Program Held 21 Jun 74, p. 1, EUD-RHA, Misc Docs (hereafter cited as MFR, 3 Jul 74, Mainz Mtg).

[22]Ibid.

[23]Ibid. See also Interv, authors with Louis Brettschneider, 12 Dec 91, Frankfurt, p. 32.

[24]MFR, 3 Jul 74, Mainz Mtg.

[25]Ltr, Prentiss to Gribble, 10 October 1974, EUD-RHA, M–1–12; Intervs, authors with Brig. Gen. James Donovan, 20 Nov 90, Arlington, Va., pp. 56–58, and with Maj. Gen. Louis Prentiss, Jr., 14 Sep 90, Indian Beach, Del., pp. 34–36.

[26]Intervs, authors with Prentiss, pp. 34–35, and with Ralph Wheeler, 12 Feb 91, Arlington, Va., pp. 11–16.

[27]See Memo, Camblor to Prentiss, 10 Dec 74, sub: Meeting with Brigadier General Cortenraad, Director of Works, Ministry of Defense, Netherlands, 1000–1200 hrs, 12 Dec 74, EUD-RHA, M–1–7.

[28]Interv, authors with Wheeler, p. 11–13; Ltr, Prentiss to Gribble, 17 January 1975, EUD-RHA, M–1–12; Memo, Camblor for Prentiss, 10 Dec 74; Materials for Gribble Visit, "Fact Sheet: Aircraft Shelter Project—Spangdahlem Air Base," 13 Mar 75, EUD-RHA, M–1–7.

[29]Ltr, Gribble to Prentiss, 18 February 1975, EUD-RHA, M–1–9; Min of Staff Mtg, 9 Sep 75, EUD-RHA, M–1–11.

[30]Materials for Gribble Visit, "Fact Sheet: Aircraft Shelter Project—Spangdahlem Air Base"; "Annual Report," [OCE], 1975, p. 41; MFR, Camblor, 12 Aug 75, sub: Netherlands-EUD Conference on Procedures for Execution of Gilze-Rijen and Soesterberg Aircraft Shelter Projects, Bouchereau Papers, OH HQUSACE; Min of Staff Mtg, 22 Oct 75, p. 2, EUD-RHA, M–1–11.

[31]Materials for Gribble Visit, "Fact Sheet: Aircraft Protective Facilities, Lahr Air Base, Germany," 20 Mar 75, EUD-RHA, M–1–7; Ltrs, Prentiss to Gribble, 18 April, 14 July 1975, EUD-RHA, M–1–12.

[32]Min of Staff Mtg, 22 Jul 75, EUD-RHA, M–1–11.

[33]Intervs, authors with Hasso Damm, 12 Dec 91, Frankfurt, p. 32; with Col. Roy Brown, 25 Aug 89, Hoensbroek, Netherlands, pp. 22–23, 32–36, 86–87; with Johann Kersbergen, 24 Aug 89, Soesterberg, Netherlands, pp. 2–4.

[34]Min of Staff Mtgs, 13, 21 Jan 75, and Msg, Brown to Col. N. Rhodes, sub: Contract no. DACA 90–75–c–0180, Airfield Shelters …, both in EUD-RHA, M–1–9.

[35]For the progress of construction, see Min of Staff Mtgs, 18 May, 1 Jun 76, EUD-RHA, M–1–9; and "EUD Information Bulletin," August, November, and December 1976;

"History—Northern Area Office, EUD, May 1975–Aug. 1978" [Aug 78], p. 1, EUD-RHA, M–1–12; *EUD Bulletin*, March 1977.

[36]Intervs, authors with Brown, pp. 83–87; with Kersbergen, pp. 2–4; with Wheeler, pp. 11–16; with Prentiss, pp. 34–36.

[37]EUD Briefing for Command Inspection, 1977, p. 10, Bouchereau Papers.

[38]"Annual Historical Summary, Office of the Chief of Engineers, 1 Jul. 1970–30 Jun. 1971," p. 35, Gen Files, 6–5, OH HQUSACE; "Annual Report of Major Activities, Office of the Chief of Engineers, 1 Jul. 1974–30 Jun. 1975" (hereafter cited as Annual Report, OCE, 1975), p. 46, Gen Files, Box 8, File 1, OH HQUSACE.

[39]Fact Sheet, 20 Nov 75, sub: Transfer of Construction Responsibility South of the Alps, p. 2, EUD-RHA, Misc Docs.

[40]Min of Staff Mtg, 7 Jun 76, EUD-RHA, M–1–9.

[41]Min of Staff Mtgs, 7, 29 Jun 76, quotations from the latter, EUD-RHA, M–1–9.

[42]Ibid.; OCE AHR, 1976, pp. 8–9.

[43]Delbridge, Incomplete Draft for a Briefing Paper Prepared for Delivery after October 1977, (hereafter cited as Briefing, Delbridge, late 1977), p. 15, Bouchereau Papers, OH HQUSACE.

[44]See Europe Division, "EUD in Perspective, 1976–78," n.d., sections on "Current Design Programs: Navy," and "Construction Execution," EUD current files; "Engineers Build Up on Personnel," *Stars and Stripes*, European Edition, 13 Aug 78; "Maturing from Minor to Major," *Corps' Line*, February 1979; Ltr, Wilson to Lt. Gen. Morris, 27 June 1979, sub: Status of Projects, Gen Files, 59–3–1, OH HQUSACE.

[45]The figures used derive from two different sources that are not quite comparable but that overlap for just two fiscal years, 1980 and 1981. The figures used for the 1970s to 1981 come from Attachments to MFR, 16 Mar 81, sub: LTG J. K. Bratton Europe Visit, 1–12 Mar 81 (hereafter cited as Attachments, Bratton Visit). Attachments have no page numbers, but the figures on MCA dollars come from a chart on what would be page 397, Mil Files XIV–1–B2, OH HQUSACE. The figures for the 1980s come from USAREUR AHR, 1985 and 1986, p. 4.22.

[46]Engineer Studies Center, "U.S. Army Engineer Division, Europe (EUD): Organization Study," Apr 85, p. 2, EUD-RHA, M–1–8 (hereafter cited as ESC "USAEDE (EUD): Organization Study"); EUD Briefing, Delbridge, late 1977, p. 18; Attachments, Bratton Visit, p. 397.

[47]"Brig. Gen. G. K. Withers to EUD Employees during Mar. 1981."

[48]Nelson, *History of U.S. Military Forces in Germany*, p. 115.

[49]Information for this and the preceding paragraph is drawn from "Upgrade & Rehabilitation of Ammunition Storage Facilities (ASP's and PSP's)," 16 Oct 73, copy provided by Col. Claude Roberts; Brig. Gen. James C. Donovan, Cdr, USAENGCOMEUR, to Brig. Gen. Paul M. Timmerberg, PM, HQ USAREUR & 7A, 16 Nov 73, sub: Site Criteria, EUD-RHA, M–1–11; Annual Report, OCE, 1 Jul 73–30 Jun 74, pp. 32–33; Interv, authors with Carl E. Nelson, 12 Jun 90, Ansbach, pp. 43–46.

[50][Fact Sheet], 20 Mar 75, sub: Improvements for the Reaction to the Terrorist Threat to Nuclear Weapons (FY 76 MCA), EUD-RHA, M–1–7.

[51]Interv, authors with Maj. Gen. G. K. Withers, 12 Apr 91, Washington, D.C., pp. 1–2, 27–28. Withers commanded the brigade at that time.

[52]Nelson, *History of U.S. Military Forces in Germany*, pp. 167–71.

[53]On Pastore's provision of the report to the press and for general information, see Nelson, *History of U.S. Military Forces in Germany*, pp. 167–71; on USAREUR's earlier request to prefinance, see Record by John L. Shadday, EUD, Chief, Army Section, of a telephone call made to Lt. Col. Focht, OCE, sub: FY 76 MCA Project Security Improvements, SAS Sites, 31 Oct 74, and Memo, William E. Camblor to Chief, Engineer Division, 6 Dec 74, sub: FY

76 MCA Project, Security Improvement, SAS Sites—Coordination and Approval through German and Other Host Nation Agencies, both in EUD-RHA, Misc Docs.

[54]The figures on nuclear weapons are from Nelson, *History of U.S. Military Forces in Germany*, p. 164; for information on OCE's support, see OCE AHR, 1976, pp. 8–9, Gen Files, Box 8, File 4, OH HQUSACE.

[55]OCE AHR, 1976; [Fact Sheet], sub: Improvements for the Reaction to the Terrorist Threat to Nuclear Weapons (FY 76 MCA).

[56]Ltrs, Prentiss to Gribble, 17 January 1975, and Gribble to Prentiss, 18 February 1975, EUD-RHA, M–1–12 and M–1–9, respectively.

[57]Ltr, Prentiss to Gribble, 18 April 1975, EUD-RHA, M–1–12.

[58]For Prentiss' request that the staff find terms to differentiate, see Min of Staff Mtg, 29 Jul 75, EUD-RHA, M–1–11; the imprecise use of terms emerges from looking at an array of documents for the period.

[59]"EUD in Perspective, 1976–78," see page headed "LRSP" in section "Current Design Programs" and page headed "EUD Construction Execution, May 76 to Aug. 78, MCA Program Execution," for the comparison of terms and amounts. In a letter to Lt. Gen. John W. Morris, 26 January 1977, General Prentiss, by then DCSENG in Heidelberg, gives slightly different numbers and a slightly different timetable.

[60]"EUD in Perspective, 1976–78," page headed "LRSP"; Briefing, Delbridge, late 1977, p. 13; Delbridge Briefing, marked in longhand "Sept. 78 revised briefing," with longhand additions, p. 10, provided by Delbridge.

[61]Information Paper, sub: Long Range Security Program, 29 Sep 82, tab 16, Briefing Book, Europe Trip, Maj. Gen. Ames S. Albro, Jr., Mil Files XIV–1–8a, OH HQUSACE.

[62]"Report of Lessons Learned as Related to Design and Construction in EUD," Oct 78, pp. 5–11, EUD-RHA, Misc Docs; Interv, authors with Wayne Lewis, 4 Jun 90, Kaiserslautern, p. 9.

[63]Interv, authors with Jose Cruz, 19 Nov 91, Hurst, Tex., pp. 70–73.

[64]Wilson's comments are from Interv, authors with Maj. Gen. Drake Wilson, 29 Oct 90, Alexandria, Va., pp. 51–54; see also Min of Staff Mtg, 15 Jan 79, EUD-RHA, M–1–12; Cruz's comment is from his interview with authors, 19 November 1991, p. 70.

[65]For the information and the comment concerning the Dutch reaction, see Min of Staff Mtg, 3 Apr 79, EUD-RHA, M–1–12.

[66]Min of Staff Mtg, 5 Feb 79, EUD-RHA, M–1–12.

[67]Ltr, Wilson to Morris, 27 June 1979, Gen Files, Box 59–3–1, OH HQUSACE; Ltr, Withers to Bratton, 28 Jan 81, p. 3, EUD-RHA, M–2–1; Attachments, Bratton Visit, 16 Mar 81, n.p. [p. 407], Mil Files XIV–1–32, OH HQUSACE. General Crizer's name is Pat, not Patrick.

[68]Interv, authors with Col. Daniel Waldo, Jr., 31 Aug 89, Frankfurt, pp. 6–7; "Brig. Gen. G. K. Withers to EUD Employees during March 1981," p. 2, EUD-RHA, Misc Docs; Attachments, Bratton Visit, 16 Mar 81, chart, [p. 432].

[69]Attachments, Bratton Visit, 16 Mar 81.

[70]Nelson, *History of U.S. Military Forces in Germany*, p. 185; Interv, authors with Wise, 1 Feb 90; "Project Data and Justification—NATO Common Funded Infrastructure," n.d. [1983?], p. 2, EUD-RHA, M–1–10.

[71]Ltr, Withers to Bratton, 3 May 1982, EUD-RHA, M–2–1; "Project Data and Justification—NATO Common Funded Infrastructure."

[72]Interv, authors with Wise, 1 Feb 90, pp. 17–21; "Project Data and Justification—NATO Common Funded Infrastructure."

[73]For the first quotation, see Interv, authors with Wise, 1 Feb 90, pp. 17–21; for the second, see Interv, authors with John Blake, 1, 6 Feb 90, Frankfurt, pp. 22–23.

[74]Interv, authors with Maj. Gen. James W. van Loben Sels, 12 Apr 91, Fort Monroe, Va., pp. 52–54.

[75]Interv, authors with Blake, 1, 6 Feb 90, p. 22.

[76]"Project Highlights in Kaiserslautern," *Corps' Line*, August 1990.

[77]"Brig. Gen. G. K. Withers to EUD Employees during March 1981"; see also "REFORGER," *Military Engineer* 67 (January/February 1975): 28, and "Airlift Is Key to Commuter Army," *Military Engineer* 68 (July/August 1976): 308.

[78]Ibid., and Interv, Hendricks with Cooper, pp. 9–10.

[79]"Providing Quick-Reaction in Crisis," *Corps' Line*, February 1979; "Engineers, Designers, Diplomats," in *Engineer Update*, July 1979; Ltr, Wilson to Morris, 27 June 1979, Gen Files, Box 59–3–1, OH HQUSACE.

[80]Nelson, *History of U.S. Military Forces in Germany*, pp. 171–80; the MCA figures for FY 1978 are from USAREUR AHRs, 1977, pp. 172–76, and 1978, pp. 158–60, quotation from p. 159, both at CMH.

[81]Headquarters, U.S. Army Europe and Seventh Army, "Historical Review, Calendar Years 1979–1980," p. 303, CMH; Attachments, Bratton Visit, table listing "NATO Supported Systems in EUD," 16 Mar 81, [p. 430].

[82]"Brig. Gen. G. K. Withers to EUD Employees during March 1981."

[83]*Berger World* 11, no. 2 (June 1981): [6], periodical brochure without page numbers printed by Louis Berger International, Inc., one of the contractors on POMCUS construction.

[84]Ibid.

[85]Interv, authors with Arthur Textor, 1 Feb 90, Frankfurt, pp. 14–16; "Prepositioned Materials Kept in Readiness for Time of Need," *Corps' Line*, September 1989.

[86]*Berger World* 11, no. 2 (June 1981): [6].

[87]Interv, authors with Textor, pp. 14–16, describes the process of preparing equipment for storage. For descriptions of the sites, see "Prepositioned Materiel Storage Sites Strengthen NATO Defense Capability," *Corps' Line*, May 1986.

[88]"Prepositioned Materiel Storage Sites Strengthen NATO Defense Capability."

[89]Ibid.; "Prepositioned Materials Kept in Readiness for Time of Need."

[90]"Prepositioned Materiel Storage Sites Strengthen NATO Defense Capability."

[91]For the 1987 figures, see "Northern Area Briefing, as of 1 Aug. 1989," p. 23, Northern Area Office Files.

Chapter 11

[1]Nelson, *History of U.S. Military Forces in Germany*, pp. 78–82, 88, 98, 147–51.

[2]Ibid.

[3]HQ, USAREUR, *Strengthening NATO: Stationing of the 2nd Armored Division (Forward) in Northern Germany*, May 1980. On the early discussions and deployment of Brigades 75 and 76, see pp. 1–7.

[4]Ibid., p. 7; Nelson, *History of U.S. Military Forces in Germany*, p. 156.

[5]HQ, USAREUR, *Strengthening NATO*, p. 7.

[6]Ltr, Prentiss to Gribble, 10 October 1975, Box M–1–12; Min of EUD Staff Mtgs, 22 Oct, 18 Nov 75, Box M–1–11; Ltr, Gribble to Prentiss, 8 December 1975, Box M–1–12. All in EUD-RHA.

[7]Min of EUD Staff Mtgs, 21 Jan, 20 Apr 76, EUD-RHA, Box M–1–9.

[8]Min of EUD Staff Mtg, 27 Apr 76, EUD-RHA, Box M–1–9.

[9]See HQ, USAREUR, *Strengthening NATO*, passim, and Nelson, *History of U.S. Military Forces in Germany*, pp. 151–61.

[10]The quotation is from HQ, USAREUR, *Strengthening NATO*, p. 53; on the bid openings, see "Construction News," in "EUD Information Bulletin," 1 Nov 76, p. 7.

[11]HQ, USAREUR, *Strengthening NATO*, pp. 12–13, 54–56.

[12]Ibid., pp. 11, 15, 23, 54.

[13]Ibid., pp. 23, 55–56.

[14]Ibid., pp. 15, 27; Nelson, *History of U.S. Military Forces in Germany*, p. 160; Interv, authors with Prentiss, pp. 65–68.

[15]HQ, USAREUR, *Strengthening NATO*, pp. 15, 27; Interv, authors with Prentiss, pp. 65–68.

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Chapter 12

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Chapter 13

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[14]Intervs, authors with Dale, pp. 54–58, and with Harrell, 30 Jan 92, pp. 33–39.

[15]Interv, authors with Terry Trowbridge, 10 Dec 91, Frankfurt, pp. 33–36.

[16]Intervs, authors with Minton, pp. 86, and with Laverne Love, 5 Dec 91, Frankfurt, pp. 1–3.

[17]Intervs, authors with Damm, 9 Aug 89, pp. 11–12; with Prentiss, pp. 24–26; with Ursula Pfefferlein, 12 Jun 90, Nuremberg, pp. 12–13; with Reimer Delpin, 29 Jan 90, Frankfurt, pp. 31–34.

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[19]"Works Council Chairman Addresses EUD Local National Employees," *Corps' Line*, November 1987; Interv, Walker and Baldwin with Damm, 21 Jun 88, pp. 62–66.

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[29]Interv, authors with Harrell, 30 Jan 92, pp. 6–8.

[30]"Assistant Secretary Page Discusses Association with Corps," *Engineer Update*, August 1989; Intervs, authors with Wise, 11 Dec 91, pp. 30–36, and with Moravec, 19 Jan 90, pp. 33–35; "Headquarters Reorganization: Change Emphasizes Project Management," *Engineer Update*, August 1989.

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[40]Intervs, authors with Mellard, pp. 2–3; with Damm, 1 Feb 90, pp. 18–21; with Moravec, 18 Nov 91, pp. 1–4.

[41]Intervs, authors with Mellard, pp. 2–3, 7–8, and with Blake, 1, 6 Feb 1990, pp. 94–97.

[42]"Chronology 1989," ed. Peter Hayes, *Foreign Affairs* 69, no. 1 (1990): 230. Other events mentioned in this paragraph may be verified in the same source.

[43]In addition to "Chronology 1989," cited above, see Jim Hoagland, "Europe's Destiny," *Foreign Affairs* 69, no. 1 (1990): 40.

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[48]"Commander's Call Addresses Reorganization, Force Reduction," *Corps' Line*, February 1990.

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[51]The discussion of local nationals is drawn from Intervs, authors with Harrell, 30 Jan 92, pp. 59–60; with Damm, 12 Dec 91, pp. 2–3; with Waldo, 4 Dec 91, pp. 4–5; with Trowbridge, pp. 10–12.

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[58]Interv, authors with Damm, 12 Dec 91, pp. 18–20.

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[65]"Commander's Comments," *Corps' Line*, April 1990.

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[67]Intervs, authors with Minton, pp. 72–75; with Higgs, 6 Jan 92, pp. 40–44; with Robert Rodehaver, 10 Dec 91, Frankfurt, p. 2; with Moravec, 18 Nov 91, p. 4; with Wise, 11 Dec 91, pp. 21–23; with Waldo, 4 Dec 91, pp. 2–3; with Harrell, 30 Jan 92, pp. 19–21.

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[69]Intervs, authors with Waldo, 4 Dec 91, pp. 2–3, and with Conway, pp. 40–45.

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[71]"Commander's Comments" and "Reduction in Force Procedures Show Employees Their Standing," both in *Corps' Line*, June 1990.

[72]Interv, Moorhus with Allen M. Carton, 14 Apr 97, Potomac, Md., p. 322.

[73]Intervs, authors with Kathleen Johnson, 10 Dec 91, Frankfurt, pp. 3–6; with Dale, p. 65; with Love, pp. 14–18. "Reduction in Force Procedures Show Employees Their Standing."

[74]Interv, authors with Waldo, 4 Dec 91, pp. 4–5.

[75]"Reduction in Force Procedures Show Employees Their Standing."

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[80]Ibid., pp. 1–2.

[81]Ibid., p. 3; Interv, authors with Damm, 1 Feb 90, pp. 16–17.

[82]Interv, authors with Damm, 12 Dec 91, pp. 1–3.

[83]Interv, authors with Trowbridge, pp. 10–12.

[84]Interv, authors with Damm, 12 Dec 91, pp. 4–13.

[85]"Military Construction Prohibition Continues," HQ USACE Internal News Briefs, 26 Nov 90, HQ USACE, current files.

[86]"Commander's Comments: Despite Reduction, Freeze, Division Has Important Mission," *Corps' Line*, July 1990.

[87]Interv, authors with Harrell, 30 Jan 90, pp. 8–12.

[88]Ibid. Also, "Facing Declining Projects, Budget Cuts: Good News Arrives for Europe Members," *Engineer Update*, May 1990.

[89]Interv, authors with Dale, pp. 22–23.

[90]Briefing dtd 13 Jul 90, EUD-RMO, current files; Interv, authors with Mellard, pp. 4–6, 15–18.

[91]Briefing, 17 Jun 90, updated to 17 Jul 90, EUD-RMO, current files.

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[94]Memo, Harrell to Distribution, 24 Jul 90, sub: Tentative Authorizations/Budget Guidance for FY91, EUD-RMO, current files.

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[101]"Commander's Call: Reduction, Merger Addressed." For more information on Desert Shield, see Frank N. Schubert and Theresa L. Kraus, eds., *The Whirlwind War : The United States Army in Operations Desert Shield and Desert Storm* Washington, D.C.: U.S. Army Center of Military History, 1994).

[102]Interv, authors with Harrell, 30 Jan 92, pp. 26–28; Briefing, n.d. [late October 1990], EUD-RMO, current files.

[103]DCG MSG, DTG 050005Z, October 1990, EUD-RMO, current files.

[104]Msg, Harrell to Edgar, n.d. [mid-October 1990], EUD-RMO, current files.

[105]"Second RIF Faces EUD."

[106]Ibid.

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[108]Intervs, authors with Harrell, 30 Jan 92, pp. 13–15; with Mellard, pp. 15–20; with Waldo, 4 Dec 91, pp. 3–4, 7–9, 24–26.

[109]"Commander's Comments: Agreements Allow for More Orderly Transition," *Corps' Line*, November 1990; Intervs, authors with Waldo, 4 Dec 91, pp. 5–6, and with Mellard, pp. 15–16.

[110]Interv, authors with Conway, pp. 37–45.

[111]Quotation from Interv, authors with Moravec, 18 Nov 91, pp. 12–14; see also Intervs, authors with Harrell, 30 Jan 91, pp. 17–18, 22–23, and with Minton, pp. 75–77.

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[113]"Military Construction Prohibition Continues," HQ USACE Internal News Briefs, 26 Nov 90, EUD PAO, current files; "Cheney Continues Temporary Prohibition on Military Construction," *Corps' Line*, December 1990.

[114]"Europe Division To Merge with MEAPO," *Corps' Line*, December 1990.

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[116]"Corps of Engineers Europe District To Be Activated Mar. 1," *Corps' Line*, February 1991.

[117]Interv, authors with Damm, 12 Dec 91, p. 14.

[118]Interv, authors with Colio, pp. 28–31.

[119]Interv, authors with Lamothe, pp. 8–10.

[120]"Division Organizational Reassignments Mean Better Efficiency," *Corps' Line*, February 1991.

[121]Interv, authors with Rodehaver, 10 Dec 91, pp. 13–15.

[122]Interv, authors with Conway, pp. 67–68.

[123]Interv, authors with Love, pp. 14–16, 28–29.

[124]Interv, authors with Brettschneider, 12 Dec 91, pp. 19–20.

[125]Interv, authors with Damm, 12 Dec 91, pp. 14–15.

[126]Interv, authors with Dale, pp. 65–67.

[127]Interv, authors with Minton, pp. 93–96.

[128]"Commander's Comments: Final Chapter on Division No End to Mission," *Corps' Line*, February 1991.

[129]Interv, authors with Harrell, 30 Jan 92, pp. 3, 28–29, 43–44.

Epilogue

[1]The $5 billion figure does not reflect the changing value of the dollar over those forty-five years. Money spent in the 1940s must be multiplied by a rough factor of 6.25, in the 1950s by 5.5, in the 1960s by 4.5, in the 1970s by 3, and in the 1980s by 1.5, to reflect the value (buying power) of the dollar in 1994.

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[3]"Briefing by Director, USACAG," 13 Oct 61, for visit by Lt. Gen. Walter K. Wilson, Jr., to USAREUR, 9–22 Oct 61, Mil Files XII–43–1, OH HQUSACE. For similar reflections, see Ltr, Prentiss to Gribble, 11 May 1976, EUD-RHA, Box M–1–7; Interv, authors with Harrell, 30 Aug 89, pp. 29–30.

[4]Interv, authors with Butschan, pp. 2, 7.

[5]Interv, authors with Hartwig Braun, 5 Jun 90, Kaiserslautern, pp. 36–37.

[6]"Dedication Marks Corps Contributions," *Corps' Line*, December 1990.