Air Force Civil Engineer

Vol. 17
No. 4
2009

2009 ALMANAC

Air Force Civil Engineer

Vol. 17
No. 4
2009

Air Staff

Civil Engineering Leaders 5
Air Force Civil Engineers 7
HQ Air Force A7C Divisions 8

Major Commands*

ACC 12
AETC 14
AFMC 16
AFRC 18
AFSOC 20
AFSPC. 22
AMC. 24
ANG. 26
PACAF 28
USAFE. 30

Field Operating Agencies

AFCEE. 32
AFCESA. 34
AFRPA. 36

Direct Reporting Units

AFDW. 38
USAFA 40

Additional Information

Civil Engineering Timeline. 42
CE Career Fields Update 44
Award-Winning CEs 52
Subject Matter Experts 54

Facts and figures presented are based on information submitted to the Air Force Civil Engineer magazine office, current as of Sept. 30, 2009. Air Force Global Strike Command (AFGSC) was officially established Aug. 7, 2009. Information and statistics on AFGSC's Civil Engineering functions will be reported in the 2010 CE Almanac.

On the cover

Airmen from the 407 ECES pull a 3,000 square foot tarp over a shelter on Ali Base, Iraq. (photo by A1C Tony R. Ritter)

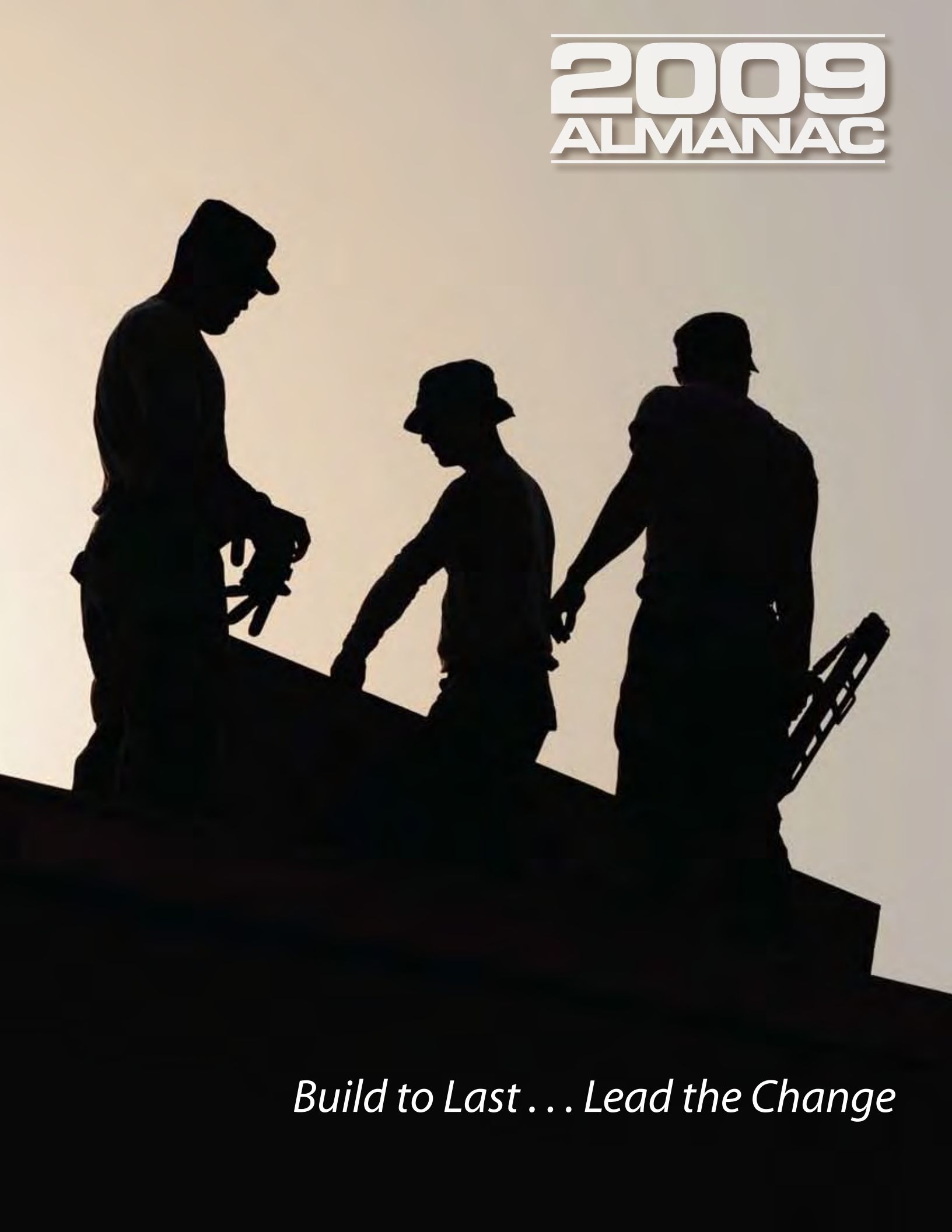
On these pages

JET Airmen of the 732 ECES work until sunset to finish building one of three shower units for a 64-tent camp on FOB Hunter, Iraq. (photo by SrA Elizabeth Rissmiller)

The Civil Engineer
Maj Gen Timothy A. Byers
AFCESA Commander
Col Max E. Kirschbaum
Chief, Professional Communications
Dr. Ronald Hartzer
Editor
Ms. Teresa Hood
Graphic Designer
Mr. Michael Hopper

Air Force Civil Engineer is published quarterly by the Professional Communications staff at the Air Force Civil Engineer Support Agency, Tyndall AFB, Fla. This publication serves the Office of The Civil Engineer, HQ U.S. Air Force, Washington, D.C. Readers may submit articles, photographs, and artwork. Suggestions and criticisms are welcomed. All photos are U.S. Air Force, unless otherwise noted. Contents of *Air Force Civil Engineer* are not necessarily the official views of, or endorsed by, the U.S. government, the Department of Defense, or the Department of the Air Force. Editorial office: *Air Force Civil Engineer*, AFCESA/CEBH, 139 Barnes Drive, Suite 1, Tyndall AFB FL, 32403-5319, Telephone (850) 283-6242, DSN 523-6242, FAX (850) 283-6499, and e-mail: cemag@tyndall.af.mil. All submissions will be edited to conform to standards set forth in Air Force Instruction 35-101 and The Associated Press Stylebook. *Air Force Civil Engineer* is accessible on the Internet from AFCESA's home page: http://www.afcesa.af.mil. Individual subscriptions available via GPO (http://bookstore.gpo.gov).

2009 ALMANAC



Build to Last . . . Lead the Change

Building the Future

As Air Force Civil Engineers, we continue to draw on our proud heritage to build our promising future. This year encompassed a lot of change and tremendous progress for us. When you read through this 2009 Almanac you can — and should — be proud of what engineers are doing around the world in support of the Air Force mission and our Joint and Coalition partners.

During this past year we made significant improvements in how we "Build Ready Engineers." We streamlined training when we instituted CoBRA for our EOD warriors. We led the federal government in the implementation of the National Incident Management System; our firefighters won five of nine DOD-level awards; and we revolutionized the way we present our Forces to the warfighter with the establishment of the first-ever Prime BEEF Group in Afghanistan. Currently, we are revising our doctrine to shape how we respond in future contingencies. These are but a few of the critical components to "Building Ready Engineers."

Civil Engineering continues to have some of the strongest leaders in the Air Force, and it is important that we continue to concentrate on "Building Great Leaders." It is everyone's responsibility to recruit, develop, and retain our skilled Airmen. One of my focus areas has been on increasing mentoring for our Airmen, not only using a "high tech" approach, but also using a more personal, "high touch" approach. To aid in retention, we saw $14.9M in bonuses this past year, proof that the Air Force recognizes the talent we bring to the fight. We began to evaluate all of our education curricula—officer, enlisted and civilian—to ensure that we are providing timely and relevant training. We also focused on getting you the tools to help get your job done smarter, faster, better, and cheaper. We saw the creation of the CE Portal, our first published playbooks, and how our interim IT solutions, the A-file and S-file, enhanced the way we do business. We also realigned our governance structure and published the 2009-2013 Strategic Plan, our roadmap for the next few years. It is critical that we "Build Great Leaders" to lead Air Force Civil Engineering into the next decade.

We must also remain centered on "Building Sustainable Installations" and employing asset management principles as our foundation. This year we tackled many milestones, including building all installation Asset Management Plans. The centralization of MILCON resulted in 85 percent of our projects being awarded in the program year, and we awarded 87 percent of our previously un-awarded projects. In housing privatization, we brought an average of 500 new or renovated homes on line every month, and we continue to look at ways we can rekindle the sense of community on our bases. Our engineers also advocated for and received over $1B in American Recovery and Reinvestment Act stimulus money, funding 1,593 facility S/R&M and 27 MILCON projects across the United States. Finally, approaching the sustainability of our installations holistically, we continue to rely on the Air Force Facility Energy Center at AFCESA, which along with AFCEE, form our Centers of Excellence to provide sustainability expertise and leadership.

You have all shown incredible diligence, determination, and dedication over the past year. I thank you all for your service and look forward to what we, as a team, will build together in 2010.

Timothy A. Byers
Major General, USAF
The Civil Engineer

Civil Engineering LEADERS

Maj Gen Timothy A. Byers is the Air Force Civil Engineer, Headquarters U.S. Air Force, Washington, D.C. He is responsible for installation support functions at 166 Air Force bases worldwide with an annual budget of more than $12B, and for organizing, training and equipping the 60,000-person engineering force. His responsibilities also include planning, development, construction, maintenance, utilities and the environmental quality of Air Force bases valued at more than $251B, which includes services for housing, fire protection, aircraft crash and rescue, explosive ordnance disposal, and disaster preparedness. He oversees the Air Force Civil Engineer Support Agency at Tyndall AFB, Fla., and the Air Force Center for Engineering and the Environment at Brooks City-Base, Texas.

Maj Gen Byers entered the Air Force in October 1981 as a distinguished graduate of the ROTC program at the University of Kentucky, with a degree in Civil Engineering. He has a Master's degree in civil engineer management from the Air Force Institute of Technology, Wright-Patterson AFB, Ohio. He has served as a design engineer, readiness officer, contract management chief, programmer, and environmental chief, with headquarters tours at both the Air Staff and major command levels, base command positions as a civil engineering squadron and mission support group commander, and a career broadening tour with Air Force ROTC.

Mr. Paul Parker, a member of the Senior Executive Service, is the Deputy Air Force Civil Engineer, Headquarters U.S. Air Force, Washington, D.C. He has a B.S. in aerospace engineering and an M.S. in public administration, both from Auburn University. He was previously the Director of the Air Force Center for Engineering and the Environment, Brooks City-Base, Texas, where he guided the center in managing the Air Force's environmental restoration, military construction and military family housing construction programs. Mr. Parker, in an Air Force career spanning more than 30 years, has held civil engineering positions at the base, major command, and headquarters levels.

CMSgt Patrick Abbot is the Chief of Enlisted Matters, Headquarters United States Air Force, Office of The Civil Engineer, Washington, D.C. He advises The Civil Engineer on matters affecting the Civil Engineering workforce with specific emphasis on readiness, morale, retention, training, and workforce utilization. He serves as the functional manager for all Civil Engineering enlisted and wage-grade civilians. He chairs the Air Force Civil Engineer Chiefs' and Airmen's Councils to review issues affecting the workforce, communicate ideas, and develop recommendations for senior leadership consideration.

CMSgt Abbott enlisted in the Air Force in October 1984. His background includes various construction and maintenance duties in Civil Engineering as well as assignments at the wing and headquarters levels . His assignments include bases in Maine, Colorado, Arkansas, North Carolina, Florida, Nevada, and the Republic of Korea. He has also deployed in support of Operations Allied Force, Enduring Freedom, and Iraqi Freedom.

A Message from the Chief of Enlisted Matters

Chiefs of Enlisted Matters

CMSgt Patrick D. Abbott
Feb 2008–present

CMSgt Wayne Quattrone II
Jun 2005–Feb 2008

CMSgt Michael Doris
Jun 2000–Jun 2005

CMSgt Richard D. Park
Aug 1998–Jun 2000

CMSgt Kenneth E. Miller
Aug 1995–Jul 1998

CMSgt Larry R. Ward
Mar 1994–Jul 1995

CMSgt Larry R. Daniels
Sep 1989–Jun 1992

Teamwork and collective accomplishment are highlighted as I reflect back on this past year. Whether traveling to the U.S. Air Forces Central Command area of responsibility (AOR) with The Civil Engineer or visiting our bases and Airmen around the world, it's an honor and a privilege to be a part of the CE family. Working together towards our shared goals, there is nothing we can't accomplish.

With the creation of a Prime BEEF Group in Afghanistan, not only have we been able to transition many of our Joint expeditionary taskings to a Prime BEEF structure (Airmen working for Airmen) but we were able to significantly reduce the number of CE Airmen required to meet the mission. We did the same with the 1st Expeditionary RED HORSE Group reorganization, moving over 200 RED HORSE personnel from Iraq to Afghanistan with a clear group/squadron focus. It was great to be in Afghanistan for the groundbreaking ceremony of the new Prime BEEF Group's Kandahar-based squadron. The teamwork across all CEs collocated on Kandahar was amazing. I saw three organizations of Air Force engineers (RED HORSE, Prime BEEF and base-level CE) working together to share equipment, lodging, and resources to take care of each other and get the job done. This same level of teamwork and support across Active, Guard, and Reserve CEs was seen at every stop of this last AOR visit.

Working to repair our accession numbers in our most stressed career fields has been a focus for some time. Our Pavements and Equipment, Structures, and Explosive Ordnance Disposal (EOD) first-term Airmen have been strained for many years. Through a concerted effort from all involved, we have been able to dramatically increase the number of Airmen we are bringing into and graduating from our Air Education and Training Command schools. This year we will train over 2,200 new Airmen and NCOs to join our CE family. This number represents a 20-percent increase in CE trainees. Remarkably, this includes a 30-40 percent increase in trainees for Dirt Boys, Structures, and EOD. To handle this increase, we have hired additional instructors and obtained more dorm space.

We've also been able to provide for our Wounded Warriors by changing Air Force policy regarding assignments, promotions, and reenlistments for our Airmen and families in need. I'm proud to serve with these Airmen and with you. It is our continuous challenge to address your concerns at the appropriate level, in a timely manner, and to develop and care for you and your families.

I greatly appreciate the work that you do for our nation, our Air Force, and our Airmen.

CMSgt Pat Abbott
Chief of Enlisted Matters
Office of The Air Force Civil Engineer

Air Force Civil Engineers

Maj Gen Timothy A. Byers
5 Jun 2009–present

Maj Gen Del Eulberg
23 Jun 2006–5 Jun 2009

Maj Gen L. Dean Fox
16 May 2003–23 Jun 2006

Maj Gen Earnest O. Robbins II
23 Jul 1999–16 May 2003

Maj Gen Eugene A. Lupia
22 Jul 1995–23 Jul 1999

Maj Gen James E. McCarthy
28 Oct 1992–21 Jul 1995

Mr. Gary S. Flora
1 Feb 1992–27 Oct 1992

Maj Gen Joseph A. Ahearn
1 Mar 1989–31 Jan 1992

Maj Gen George E. Ellis
Mar 1986–Feb 1989

Maj Gen Clifton D. Wright, Jr.
Aug 1982–Feb 1986

Maj Gen William D. Gilbert
Jul 1978–Aug 1982

Maj Gen Robert C. Thompson
Apr 1975–Jun 1978

Maj Gen Billy J. McGarvey
Mar 1974–Apr 1975

Maj Gen Maurice R. Reilly
Jan 1972–Mar 1974

Maj Gen Guy H. Goddard
May 1968–Dec 1971

Maj Gen Robert H. Curtin
Jul 1963–May 1968

Maj Gen Augustus M. Minton
Jul 1957–Jul 1963

Maj Gen Lee B. Washbourne
Jun 1952–Jul 1957

Lt Gen Patrick W. Timberlake
Dec 1950–Jan 1952

Maj Gen James B. Newman
Mar 1949–May 1950

Maj Gen Grandison Gardner
Sep 1948–Mar 1949

Maj Gen Colby M. Myers
Jun–Sep 1948, May–Dec 1950,
Jan–Jun 1952

Brig Gen Robert Kauch
Sep 1944–Jun 1948

The duty titles for the individuals pictured above reflect their changing responsibilities, the development of the career field, and the transformation of the Air Force since 1944.

- Director of Air Installations (1944-1949)
- Director of Installations (1949-1954)
- Assistant Chief of Staff, Installations (1954-1957)
- Director of Installations (1957-1959)
- Director of Civil Engineering (1959-1975)
- Director of Engineering and Services (1975-1991)
- The Civil Engineer (1991 to present)

HQ Air Force A7C DIVISIONS

The Civil Engineer Maj Gen Timothy A. Byers (A7C)
Deputy Civil Engineer Mr. Paul A. Parker
Associate Civil Engineer Col Mark A. Pohlmeier

Chief of Enlisted Matters
CMSgt Pat Abbott

- **Asset Management & Operations** (A7CA)
  Col Joseph Schwarz
- **Planning** (A7CI)
  Col Derrek Sanks
- **Programs** (A7CP)
  Col Beth Brown
- **Resources** (A7CR)
  Mr. Roger Bick
- **Readiness & Emergency Management** (A7CX)
  Col Curt Van De Walle

Asset Management and Operations Division (A7CA)

As the CE Strategic Plan Goal Champion for "Building Sustainable Installations," Asset Management (A7CA) is actively engaged in completing nine transformational objectives designed to improve CE efficiency and effectiveness Air Force-wide.

Asset management optimization and implementation came a long way in 2009. Activity Management Plans (AMPs) were completed at over 80 installations, laying the groundwork for viewing Civil Engineering's portfolio from a holistic perspective. Beta tests of the Base Comprehensive Asset Management Plan (BCAMP) process were completed at two installations. BCAMPs, which "roll up" individual AMPs, will be complete at all installations by early CY10, allowing squadrons to better identify needs and advocate for funds within their respective wings and MAJCOMs. This first iteration of AMPs will facilitate drafting of an Air Force Comprehensive Asset Management Plan in early CY10 that will "inform" the FY12 POM. Finally, we have started a space management process that includes a "how-to" playbook and an "S-File Tool" that enhances analysis of space utilization.

The Housing Management Branch continued to provide Airmen with world-class housing, while moving toward the goal of eliminating inadequate military family housing units at all of our bases by FY10. We will start FY10 with a total housing inventory of 80,300 units (including 38,000 privatized) and through improvement projects, privatization, and demolition, reduce our inventory to 76,400 (including 55,300 privatized) by the end of FY10.

Our built infrastructure team continued utilization and refinement of the Office of the Secretary of Defense cost models, validating facility investment and operations requirements while balancing risk to infrastructure and weapons systems recapitalization needs.

In April 2009, the Air Force was the first federal agency to achieve 100-percent participation in Operation Change Out, a joint effort between the U.S. Department of Defense and the U.S. Department of Energy to replace incandescent bulbs with new energy-efficient compact fluorescent bulbs (CFLs). All 64 major Air Force bases located in the United States participated in the initiative. Each incandescent bulb replaced by a CFL will save about $30 over the CFL bulb's lifetime.

The United States Air Force Academy will represent the Air Force in the Department of Energy's Net Zero Energy Initiative. As part of the Academy's renewable energy initiative, Colorado Springs Utilities will build an $18.3M, 3MW solar farm providing about seven percent of the Academy's annual electrical needs.

The natural infrastructure team made significant headway in improving Air Force environmental management and stewardship this year. A new instruction, AFI 90-803, ESOHCAMP, was developed and provides a three-tiered assessment process for sustained ESOH compliance and risk management. While the Air Force is expediting its environmental cleanup, it is also committed to conducting its program in a sustainable manner. "Green and sustainable remediation" employs systems that use natural resources and energy efficiently, reduce negative impacts on the environment, minimize or eliminate pollution at the source, protect and benefit the community at large, and reduce waste to the greatest extent possible.

Maj Gen Byers speaks with deployed civil engineering Airmen during a visit to the Southwest Asia AOR. (U.S. Air Force photo)

Planning Division (A7CI)

2009 proved to be an extremely busy year for the Planning Division. Our Strategic Initiatives Branch (A7CIS) updated the 2009-2013 Strategic Plan to set Maj Gen Byers' vector for civil engineers across the career field. In April 2009, we launched the CE Portal, a home site for our standardized process playbooks and A-File (interim Activity Management Plan IT tool), as well as our new strategic communications hub. The A7CIS team led efforts to produce over 25 playbooks this year, with plans to double that number in FY10. In the late Spring, the new Program Board (formerly known as Business Process Teams) Governance Structure was introduced and engineers across the Air Force attended a workshop and participated in their initial Program Board process re-engineering events throughout the later part of the year. Strategic communication capabilities expanded with the new CE Portal, a monthly CE newsletter, "The Engineer's Compass," the introduction of Web 2.0 capabilities, and regular video addresses from Maj Gen Byers through the "CEnterLine."

The Basing Branch (A7CIB) led the Air Force's planning effort on several mission critical initiatives of particular interest to senior Air Force leaders, including Secretary of the Air Force, Mr. Michael Donley. A7CIB oversaw planning, noise analyses, airspace and range planning, encroachment management, and National Environmental Policy Act (NEPA) compliance for establishment of the 24th Air Force, the Air Force Global Strike Command, and the Joint Strike Fighter (JSF) Integrated Joint Training Center. The branch partnered with AF/A8P and SAF/IEI to reinvigorate the basing process, leading to the creation of a new Air Force Basing Office in AF/A8. The Planning and Asset Management Divisions moved closer to integrating transformation processes into strategic basing through capital investment planning and facility utilization IT capability. Our Joint Basing team worked closely with DOD, Army, Navy, MAJCOM, and installation personnel to develop Memorandums of Agreement (MOAs) for the Phase 2 Joint Bases signed by the Air Force Vice Chief of Staff. Joint Basing implementation progressed substantially and is on schedule to meet the September 2011 BRAC deadline.

The Installation and Support Branch (A7CIP), through the Installation Support Panel (ISP), worked with Air Force Program Element Monitors, Integrated Process Teams, and MAJCOM representatives to not only complete the FY10-15 budget request supporting the new administration's budget priorities, but also to develop the FY11-15 budget. The FY11 budget development was challenging as the Branch ensured continued support to Air Force priorities, while meeting substantially constrained fiscal guidance. Although tough decisions were made, including increased but measured risk in infrastructure, gains in critical energy conservation and dormitory funding were maintained in the FY10 POM. Working with the Air Force Corporate Structure, the ISP restructured to better align with the Air Force Service Core Functions, which resulted in enhanced support, but minor changes to the ISP portfolio.

Programs Division (A7CP)

The Programs Division assisted in the development of a $1.3B MILCON request to the President for FY10, including $284M for four DOD-directed projects for U.S. Central Command and 23 projects in support of Overseas Contingency Operations (OCO, formerly called GWOT) valued over $440M. While the Air Force continues to take risk in infrastructure to fund high priority initiatives (recapitalizing and modernizing the force), the FY10 POM build saw greater emphasis in funding MAJCOM commander current-mission requirements. In the end, the Air Force presented a solid MILCON program supporting new mission beddowns, crucial current mission priorities, and corporate-level initiative projects.

The division orchestrated the 2009 Staffer Days, gaining critical review and support of the MILCON and Military Family Housing construction programs submitted in the FY10 President's Budget. The Congressional cell processed more than 400 Congressional inquiries and provided significant assistance to Air Force senior leaders for 16 Congressional hearings. The cell also led the first-ever Congressional Conference reconciliation effort to ensure positive results with the National Defense Authorization Act and appropriation legislation.

2009 was a very productive fiscal year with the award of 81 FY09 MILCON projects totaling $1.2B, including eight OCO supplemental projects ($258M), one unspecified minor construction project ($1.7M) and three Contingency Construction Authority projects ($231M). Thirty-five MILCON projects funded prior to FY09 that totaled $751M were also awarded. Designs for FY10 and FY11 projects were initiated for a combined project net worth of $2,593M. Fifty O&M facility repair projects, each costing more than $5M, were approved by SAF/IEI with a total value of $1.07B. Military Family Housing (MFH) awarded 20 projects valued at over $942M and postured for a $62M FY10 MFH MILCON program. Finally, the Programs Division successfully garnered $1.7B in American Recovery and Reinvestment Act dollars supporting total force facility sustainment, restoration, and maintenance programs, as well as dorm, child development center (CDC), MFH, and energy programs.

The Programs Division compiled the FY10 non-appropriated report to Congress which consisted of 11 major and two minor construction projects worth $109M and $752K, respectively. The division continued to support the CDC Emergency Intervention Program, processing 13 project approvals worth over $40M. Lastly, the BRAC 2005 MILCON program remained underway with 223 total force projects for a total estimated cost of $2.4B. The FY09 BRAC MILCON program included 66 projects valued at $697M. There were 32 projects valued at $144M completed. The FY10 BRAC MILCON program currently under design includes 17 projects valued at $83M and will complete the BRAC 2005 MILCON program.

Resources Division (A7CR)

The past year has been an exciting time for the Resources Division as we continued to evolve to provide more timely and relevant support to our A7C community. We embraced the chief financial officer concept and focused our efforts on delivering "intellect beyond the numbers" by translating data into useful information to aid senior leader decision making in an ever more complex resource environment.

2009 witnessed the creation of a new Information Technology Branch (A7CRT) within the division. Previously residing under A7CI, this new branch is responsible for providing the strategic direction and day-to-day management of our entire NexGen IT acquisition. Taking a holistic approach by including NexGen IT, EESOH-MIS, Environmental Liabilities, and Installation Geospatial Information and Services, we are crafting an IT plan to meet our future needs while delivering near-term core capabilities that allow us to retire our legacy IT systems.

The A7CR Division is committed to shaping the future of Air Force Civil Engineering. In 2009, A7CR was appointed the CE Strategic Plan Goal Champion for "Building Great Leaders." In this capacity, A7CR will oversee the successful accomplishment of six strategic plan objectives.

Our Operations and Maintenance Branch (A7CRO) worked closely with our partners in the financial management community to monitor distribution and execution of over $5.5B FY09 active duty O&M funds, including a $1.6B sustainment effort, a $2B facility operations program, $1.2B in restoration and modernization, and $350M in environmental quality. A7CRO continued to advocate for MAJCOM requirements and garnered $38M for storm damage requirements, plus an additional $50M of dorm improvement focus funds – all of which ensures we provide the quality living and working environments our Airmen and their families deserve.

The Investments Branch (A7CRI) continued their focus on Civil Engineering's capital improvement programs and manpower requirements. They reviewed and coordinated multiple organizational change requests from the field, ensuring that the nearly 66,500 CE authorizations were aligned to appropriate organizational structures and reflected on unit manning documents. Working closely with AFCEE and Asset Management, the branch successfully executed over $493M of Environmental Restoration Account projects and $595M in MFH O&M initiatives. They ensured timely and accurate accounting of nearly $1.021B in congressionally approved MILCON projects, more than $258M in Overseas Contingency Operations MILCON, and an additional $15M for P-341 emergent requirements.

Readiness and Emergency Management (A7CX)

Readiness and Emergency Management (A7CX) continued significant transformational efforts to "Build Ready Engineers."

The nine most stressed groups in the Air Force include members of the Pavement and Equipment, Structures, Operations, and Explosive Ordnance Disposal career fields, as well as CE officers. The high demand for engineers, especially during the Afghan surge, resulted in the need to posture most Prime BEEF unit type codes (UTCs) into AEF Tempo Band E (1:1 dwell). Civil Engineering leadership is committed to return all forces to a 1:2 dwell as soon as possible, while closely monitoring the "responsible drawdown" of forces in Iraq to ensure that Air Force CEs redeploy with the large Army units leaving the theater.

Together with AFCENT, A7CX has implemented a new Expeditionary Prime BEEF concept, which will reduce demand and enable more effective use of engineer resources in theater.

The division launched an integrated process team and functional working groups to begin review of Air Force and Joint Engineer Doctrine, with the goal of codifying the foundational Prime BEEF and RED HORSE mission sets. The working groups will be reviewing their specific functional capabilities to determine gaps in capability while capturing our current doctrine. All the information will be consolidated into a single keystone document, beginning with Expeditionary Engineering.

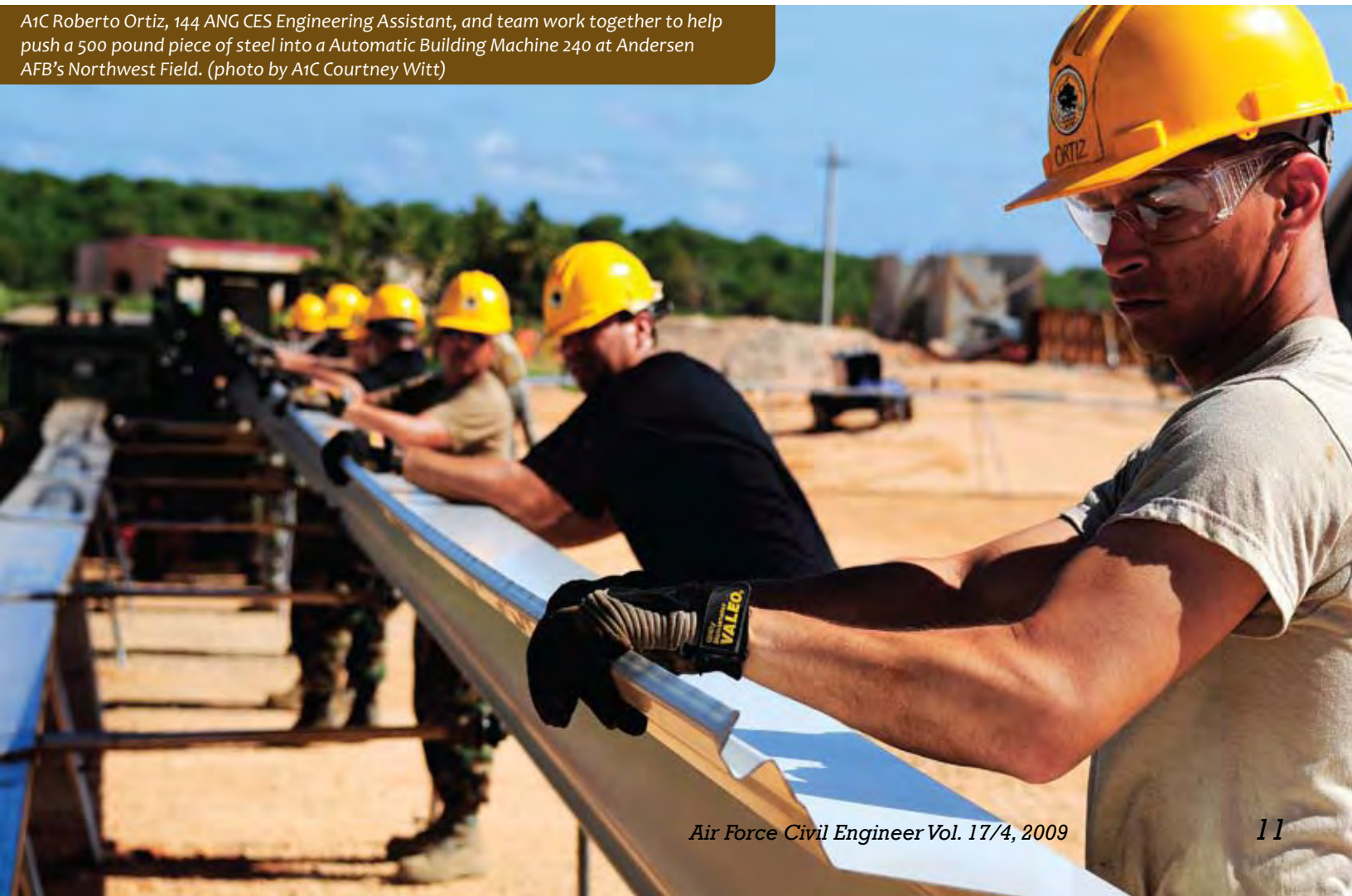
Our team was instrumental in transforming emergency response operations. The Air Force Incident Management System reached full operational capability; a new Joint Service General Purpose Mask and Reactive Skin Decontamination Lotion were fielded; and replacement of CBRN detectors with the new Joint Chemical Agent Detector began.

A7CX played a critical role in the Air Force's goal of reinvigorating the nuclear enterprise and establishing critical assets for Air Force Global Strike Command (AFGSC). Together with AFGSC, Air Combat Command, and Air Force Space Command, we created UTCs for Response Task Force (RTF) equipment and personnel packages and defined training requirements for all Airmen.

Fire Emergency Services CONOPs continued to evolve as our installations reduced stand-by requirements by 50 percent, which greatly enhanced efficiency in mission support and enabled our Airmen to focus on training requirements.

The staff worked with the A1 community to secure Special Duty Assignment Pay, increased Selective Reenlistment Bonuses, and increased technical training school quotas for EOD personnel. Predeployment training underwent a major overhaul as the streamlined CoBRA course was introduced, an important transformational initiative providing ready EOD warfighters to the combatant commanders. Finally, work began with SG, A1, and A4/7 functional communities to initiate reintegration training for Airmen returning from high stress, outside-the-wire deployments.

A1C Roberto Ortiz, 144 ANG CES Engineering Assistant, and team work together to help push a 500 pound piece of steel into a Automatic Building Machine 240 at Andersen AFB's Northwest Field. (photo by A1C Courtney Witt)



ACC
Langley AFB, Va.
ACCCEDIRCE@LANGLEY.AF.MIL
757-764-2001
(DSN 574-2001)

Brig Gen Dave C. Howe
Director of Installations and Mission Support

CMSgt Karl R. Deutsch
Chief Enlisted Manager

Command Mission

The primary force provider of combat airpower to America's war fighting commands.

CE Responsibilities

ACC A7 establishes policy, provides resources, and executes base development, design, construction, operation, asset management, environmental, dorm, housing, quality-of-life, contingency response, emergency services, base defense, force protection, nuclear security, law enforcement, and policy oversight impacting Airmen and families at 27 wings, 15 major bases, and 200 worldwide locations. A7 manages the Acquisition Management and Integration Center, which is responsible for strategic aquisition facilitation, integration, and management for ACC as well as U.S. government agencies, and U.S. allies. We develop and deploy mission ready RED HORSE, Prime BEEF, EOD, Fire, Security Forces, and Contracting Airmen. We manage the natural, cultural, and environmental protection of 119 million square feet of facilities and 3.5 million acres in the United States.

Significant Accomplishments

- Culminated over one year of successful ground-breaking work for Joint Base Langley-Ft. Eustis.
- Awarded approximately $61.2M in dorm MILCON projects, equating to 456 quality rooms for Airmen and reducing tier 1 dorm inventories at Minot and Shaw AFBs.
- Executed almost $51M in CSAF Dorm Focus Funds, the highest single fiscal year S/R&M dorm investment in ACC history.
- Implemented Fire Emergency Services CONOPS; transitioned firefighting capability from risk avoidance to risk management.

While the circuit is de-energized and in an electrically safe condition, SrA Aaron Burgan, 509 CES, replaces a transformer on Whiteman AFB, Mo. (photo by SrA Kenny Holston)

- RED HORSE completed over $14M heavy construction warfighter projects at 11 forward operating locations.
- Deployed more than 1,300 RED HORSE and Prime BEEF engineers to reconstruct runways, install wells, plan/design/construct facilities, install/repair/maintain infrastructure, and train local nationals.
- Obligated $210M ARRA funds for S/R&M, $4.9M for family housing O&M, and $73.3M for MILCON.
- Served as the Air Force Asset Management lead for development of Asset Management Plans, or AMPs.
- Integrated into the Expeditionary Combat Support Cell, linking Headquarters Air Force, Air Component/Numbered Air Forces, and 26 functional areas.
- Provided key design and engineering input to the Air Force Weather Agency building at Offutt AFB, which won the 2009 White House Closing the Circle Award.
- Successfully transferred Air Force Nuclear Weapons Accident/Incident Response Task Force responsibilities to the new Air Force Global Strike Command.
- Provided critical facility, infrastructure, and environmental support for bed down of UAS, F-35, MC-12, F-22 and Global Strike Command.
- Developed infrastructure criteria for F-35 and MC-12 CAF basing plans.
- Developed plans for nuclear enterprise facilities at Barksdale, Whiteman, and Minot AFBs.
- Led the EPA Operation Change-Out Military Challenge, installing over 32,688 compact fluorescent bulbs and saving 9.2Mkwh and $971,000 in energy costs.
- Instituted the ACC Facility Energy Audit program to comply with federally mandated energy policy, providing an integrated Asset Management approach to space optimization and facility investment.
- Achieved sustained environmental compliance for all ACC bases (the first time in history).
- Exceeded the Air Force goal for reduction in environmental actions, with only 117 regulatory inspections.
- Completed ACC-wide staff assistance visits for conformance to Environmental Management System.
- Completed ultra-high pressure technology tests; improved firefighting capability by enhancing agent delivery/agent effectiveness by 300 percent.
- Fielded new self-contained breathing apparatus; significantly reduced costs and improved status monitoring for emergency responders.

Director of Installations & Mission Support (A7)
Dep. Dir. of Installations & Mission Support (A7-2) Col Richard J. Wheeler

Chief Enlisted Manager

- Asset Management (A7A)
- Contracting (A7K)
- Operations (A7O)
- Programs (A7P)
- Resources (A7R)
- Security Forces (A7S)
- Readiness (A7X)
- Expeditionary Combat Support (A7Z)
- Acquisition Management and Integration Center (AMIC)

CE Units in Command

1 CES	Langley AFB, Va.
2 CES	Barksdale, La.
4 CES	Seymour Johnson AFB, N.C.
5 CES	Minot AFB, N.D.
7 CES	Dyess AFB, Texas
9 CES	Beale AFB, Texas
20 CES	Shaw AFB, S.C.
23 CES	Moody AFB, Ga.
28 CES	Ellsworth AFB, S.D.
49 CES	Holloman AFB, N.M.
49 MMG BEAR Base	Holloman AFB, N.M.
55 CES	Offutt AFB, Neb.
99 CES	Nellis AFB, Nev.
355 CES	Davis Monthan AFB, Ariz.
366 CES	Mountain Home AFB, Idaho
509 CES	Whiteman AFB, Mo.
819 RHS	Malmstrom AFB, Mont.
820 RHS	Nellis AFB, Nev.
823 RHS	Hurlburt Field, Fla.

Statistics

Major Bases	15
Plant Replacement Value	$35.6B
Buildings	91.9M sq. ft.
Airfield Pavement	40.3M sq. yd.
Housing	17,031 units (46% privatized)
Dorms	12,125 rooms
ACC Personnel	
Active Duty & Civilian	105,000
Reserve & Guard	56,000
CE Personnel	
Active Duty	3,814
Civilian	2,279
Contractor	2,000
MILCON	101 projects ($1.5B)
S/R&M	630 projects ($490M)
Facilities Operation	$343M

Photo Left: *SSgt Brandon Coffman, a fuels maintenance craftsman with the 23 CES, connects two pipes with a vitaulic coupling during a repair at Moody AFB, Ga. (photo by A1C Joshua Green)* ***Photo Right:*** *Mr. Peter Colussy (right), 2009 ACC Outstanding Individual Community Planner, views plans at Al Udeid AB, Qatar, as a member of the 379 ECES.*

AETC
Randolph AFB, Texas
AETC.A7C.inbox@randolph.af.mil
210-652-6326
(dsn 487-6326)

Col Mark A. Correll
The Civil Engineer

CMSgt Ronald Kruse
Chief Enlisted Manager

Command Mission

AETC's mission is to develop America's Airmen today... for tomorrow.

CE Responsibilities

AETC engineers provide comprehensive land-use planning and cradle-to-grave design, construction, and maintenance management for all facilities. AETC's civil engineers plan and program MILCON, O&M, and ECP projects, and manage real property accounting and reporting. They are responsible for the development, preparation, submittal, and maintenance of the financial plans, budget estimates, and the financial management system. AETC/CE provides living quarters for permanent-party and transient military members, students, contractors and TDY personnel. They deliver world-class fire protection and prevention, public education, and other emergency response services and locate, identify, render safe, and neutralize explosive hazards that threaten personnel and resources. AETC/CE trains, equips, and deploys Prime BEEF engineers to support global combat operations and recovery from natural disasters and major accidents.

Significant Accomplishments

- Drafted a MOA and Implementation Plan for Joint Base San Antonio, Texas, which will be officially operational on Oct. 1, 2010; the result of this BRAC-ordered consolidation will be DOD's largest Joint base (3,200 facilities at five geographically separated locations, with 90,000 personnel), and all facilities will fall under one Air Force-led joint command. On Aug. 9, 2009, the 502 ABW stood up on Joint Base San Antonio (Fort Sam Houston) with Brig Gen Len Patrick as commander.
- Led real property efforts for Joint Base San Antonio to complete Army/Air Force real estate transactions absorbing over 1,700 facilities on over 32,000 acres with a plant replacement value of $4B; created a Civil Engineer Division to maintain the 14 million square feet of real property added to Fort Sam Houston by $2.5B in ongoing construction as Air Force assets and real property.
- Oversaw more than $1.17B in regular MILCON projects, including two related to the F-35 Joint Strike Fighter that totaled almost $80M, two for dormitories for over $100M, and a $40M project to replace Keesler's base exchange, which was destroyed by Hurricane Katrina.
- Oversaw more than $1.18B in BRAC-related MILCON, including almost $86M of facilities for the F-35 at Eglin AFB, Fla., more than $74M of facilities at Ft. Lee, N.J., and $45M of facilities at NAS Pensacola.
- Deployed 37 officers and 216 enlisted personnel to 26 different operating locations to support combatant commander requirements.
- Privatized and turned over Goodfellow AFB's electrical distribution system to a contractor and awarded a contract for Tyndall AFB electrical, gas, and water distribution system and wastewater collection system.
- Led the Air Force in the reduction of false fire alarms for the 2nd quarter of CY 2009, which was a 70 percent reduction compared to the CY 2006 baseline.
- Awarded $3M to the three command bases with the greatest reduction in energy usage and consumption under an initiative supporting Air Force's overall energy goals. First, second, and third place bases received $1.5M, $1M, and $0.5M, respectively, to use for any facility projects on their installation.
- Direct-purchased 5 percent of renewable energy sources through installations utility supply contracts for Altus AFB, Okla. and Sheppard, Goodfellow, and Laughlin AFBs in Texas.
- Promoted renewable energy generation growth through signing a power purchase agreement for 8 MW of new wind generation for three Texas installations; four generators will provide approximately 32 percent of Laughlin AFB's electric load via wind generation by 2020, or sooner.
- Led the Air Force with $133M in American Recovery and Reinvestment Act obligations.
- Completed the Lackland base-wide housing privatization effort, bringing the command to 83 percent of housing assets privatized; Keesler AFB, the last remaining base to privatize, is actively moving towards completion by FY11.
- Successfully completed the Sheppard AFB Installation Restoration Program (IRP), closing a total of 19 chemically contaminated sites in full agreement with State regulators, which effectively reduced the IRP environmental liability to zero.
- Completed the first Installation Cultural Resources Management Plan for the Air Force-managed 1.7 million-acre Barry M. Goldwater Range (BMGR) in Arizona.
- Opened the first new curatorial facility approved by the Air Force in the last 15 years at Gila Bend Air Force Auxiliary Field, Ariz., which will save the BMGR management office thousands of dollars in curatorial fees each year.
- Established the AETC/A7C Executive Committee overseeing development and execution of AETC/A7C AFSO21 projects; completed five AFSO21 events and participated in more than five additional events; one A7C program manager achieved Level 2 certification and four achieved Level 1.

The Civil Engineer (A7C)
Deputy Civil Engineer Mr. David Dentino

- Chief Enlisted Manager
- Asset Management (A7CA)
- Operations, Readiness and Emergency Management (A7CO)
- Planning & Programs (A7CP)
- Resources (A7CR)

CE Units in Command

12 MSG/CE	Randolph AFB, Texas
14 CES	Columbus AFB, Miss.
17 CES	Goodfellow AFB, Texas
37 CES	Lackland AFB, Texas
42 MSG/CE	Maxwell AFB, Ala.
47 ISS(P)	Laughlin AFB, Texas
56 CES	Luke AFB, Ariz.
71 LRS/CE	Vance AFB, Okla.
81 MSG/ISD	Keesler AFB, Miss.
82 CES	Sheppard AFB, Texas
97 CES	Altus AFB, Texas
325 CES	Tyndall AFB, Fla.

Amn Sidney Cole, 56 CES, pours water over a filter to test the bacteria levels from the base water supply. (photo by A1C Sandra Welch)

Statistics

Major Bases		12
Plant Replacement Value		$20B*
Buildings		50M sq. ft.
Controlled Land		3.2M sq. ac.
Airfield Pavement		26M sq. yd.
Housing		7,811 units (83% privatized)
Dorms		11,624 rooms
AETC Personnel	Active Duty	52,880*
	Reserve	1,160
	Guard	2,939
	Civilian	14,422
	Contractor	11,723
CE Personnel	Active Duty	1,151
	Reserve	30
	Guard	207
	Civilian	2,120
	Contractor	2,147
MILCON		63 projects ($1.17B) 74 BRAC projects ($1.18B)
S/R&M		$537M
Facilities Operation		$301M

** excludes Fort Sam Houston ** includes 19,335 students*

Basic Expeditionary Airman Skills Training introduces Airmen to the joint expeditionary concept and immerses them in deployment scenarios. (photo by SrA Christopher Griffin)

AFMC
Wright-Patterson AFB, Ohio
AFMC/A6.7.work@wpafb.af.mil
937-522-2349
(dsn 672-2349)

Timothy K. Bridges
Director of Communications, Installations and Mission Support

CMSgt James A. Martin
Chief Enlisted Manager

Command Mission

Deliver war-winning technology, acquisition, test, sustainment, and expeditionary capabilities to the warfighter.

CE Responsibilities

The A6/7 Directorate provides forward operating security support to AFMC installations. AFMC's engineers provide policy, guidance, and technical support for the command's physical plant and property operations and emergency management services. They deliver on-target and responsive strategic facility, infrastructure and environmental planning, programming and execution oversight to sustain and enhance AFMC's real property assets. They provide policy, advocacy, guidance, capital asset expertise and functional oversight of the command's Real Estate, Military Family Housing, Environmental, and Foreign Military Sales programs. AFMC's civil engineers also provide policy, programs and resources to secure their command's operational, acquisition, and sustainment mission capabilities during peace, war, and contingency operations, and handle all aspects of the financial resources and manpower to support command installations and base operating support functions.

Significant Accomplishments

- Received approval to execute 551 projects totaling $261M to support the 2009 American Recovery and Reinvestment Act; obligated 498 projects totaling $240.5M; executed "shovel ready" projects quickly to bring jobs to the market and stimulate the economy.
- Signed Eglin F-35 Joint Strike Fighter Record of Decision on Feb. 5, 2009, which supports $400M MILCON/BRAC construction to bed down 59 F-35s at Eglin.
- Signed Eglin 7 SFG (Army) Record of Decision Nov. 20, 2008, which supports $332M BRAC construction to bed down 2,200 Soldiers.
- Initiated Eglin F-35 Supplemental Environmental Impact Statement on May 27, 2009 at a cost of $4.15M to analyze full operational impacts of 59 F-35s at Eglin with a goal of 113 F-35s beddowns.
- Continued partnership development with AFCEE to ensure timely execution of all AFMC MILCON requirements; successfully awarded 14 of 16 projects in FY09; poised to award 100 percent of AFMC 2010 program during FY10.
- Recognized with a 2008 DOD Value Engineering Achievement Award; the 711th Human Performance Wing BRAC complex was the only Air Force MILCON project selected for its innovative applications/approaches that expanded the traditional scope of value engineering use during request for proposal development.
- Completed final cleanup remedies at seven Installation Restoration Program sites (cleanup complete or final remedies in-place at 95 percent of AFMC's 2,133 identified sites).
- Managed 800+ significant archeological sites and 1,000+ historic structures through cultural resources (CR) protection program; accelerated a massive cultural resource inventory at Arnold AFB, reducing constraints to mission; formal agreements at Edwards and Robins AFBs streamlined CR management, reducing costs and risks.
- Diverted 44 percent of solid waste for a savings of $7.4M.
- Funded $11.8M in FY09 for the demolition of 719 inadequate surplus family housing units at the following bases: Edwards (206 units; $5.7M), Eglin (307 units; $4.5M) and Wright-Patterson (206 units; $1.6M).
- Began implementing common levels of service when either option years were exercised or new contracts were awarded.
- Crafted first Infrastructure Energy Strategic Plan to reduce demand, expand supply, and increase energy awareness.
- Partnered with AFRL and Wright-Patterson AFB to award a comprehensive "Net Zero" study to assess the viability of leveraging potential renewable resources to meet federal renewable energy goals.
- Awarded first utilities privatization contract under 10 U.S.C. § 2688 for Wright-Patterson Electric valued at $176M over 50 years.
- Awarded 66 FY09 energy projects at $70.8M.
- Made 16 saves using Aircraft Arresting Systems in FY09, saving 20 lives and $480M.
- Led formation of Air Force Guidance for Industrial Control Systems to ensure information assurance is met with the spectrum of facility and infrastructure control systems.
- Reenergized the Energy Management Steering Group as the means for the commander to actively manage the command's energy programs across the full spectrum of research and development, aviation, facilities, vehicles, and infrastructure.
- Led the Installation Geospatial Information and Services (IGI&S) Transformation Standard Viewer Working Group to evaluate and implement an Air Force standard viewer for IGI&S initial operating capability.
- Achieved full operational capability of the Air Force Incident Management System.
- Realigned EOD Detachment 63, Indian Head, Md., under ACC to streamline the funding of Joint Service EOD research and development projects and fielding of tools and equipment.

Director of Communications, Installations & Mission Support (A6/7)
Deputy Director of Installations & Mission Support (A7) Col Alan K. Anderson

Chief Enlisted Manager

- Comm Operations (A6O)
- Mission Support (A7M)
- Plans & Requirements (A6X)
- Civil Engineer Operations (A7O)
- Programs (A7P)
- Asset Management (A7A)
- Resource & Integration (A7R)
- Security Forces (A7S)

CE Units in Command

66 MSG/CE	Hanscom AFB, Mass.
72 ABW/CE	Tinker AFB, Okla.
75 CEG	Hill AFB, Utah
78 CEG	Robins AFB, Ga.
88 ABW/CE	Wright-Patterson AFB, Ohio
95 ABW/CE	Edwards AFB, Calif.
96 CEG	Eglin AFB, Fla.
311 MSG/CE	Brooks City-Base, Texas
377 MSG/CE	Kirtland AFB, N.M.
704 CES	Arnold AFB, Tenn.

Statistics

Major Bases		10
Plant Replacement Value		$35B
Buildings		138.5M sq. ft.
Airfield Pavement		32.8M sq. yd.
Housing		7,987 units (72% privatized)
Dorms		5,478 rooms
AFMC Personnel	Active Duty	17,896
	Reserve	1,106
	Civilian	57,707
	Contractor	22,200
CE Personnel	Active Duty	334
	Civilian	2,263
	Contractor	3,170
	Reserve	12
MILCON		8 projects ($142.6M)
S/R&M		257 projects ($160.8M)
Facilities Operation		$388.5M

An excavator loads up a truck during excavation to build the foundation for the Disorientation Research Device facility at the Human Performance Wing, Wright-Patterson AFB, Ohio. (photo by Mr. Kevin Hill)

AFRC
Robins AFB, Ga.
AFRC.A7@AFRC.AF.MIL
478-327-1101
(dsn 497-1101)

Col Nicholas L. Desport
Deputy Director of Installations & Mission Support and The Civil Engineer

CMSgt Patrick Ferrell
Chief Enlisted Manager

Command Mission

The Air Force Reserve Command's Mission is the same as that of the United States Air Force – to fly, fight and win … in air, space and cyberspace.

CE Responsibilities

Civil engineers of AFRC/A7 provide and direct command CE programs and resources affecting over 85,000 AFRC personnel located at nine primary and 46 tenant locations with a $6.3B plant replacement value, and average annual budgets of $40M for MILCON and $250M for operations. CE also organizes, trains, equips and prepares 5,900 engineers at 43 bases for worldwide contingencies.

Significant Accomplishments

- Trained 160 Airmen (60 percent of AFRC CE accessions in FY09) through AFRC Seasoning Training Program (STP); upon tech school graduation, STP attaches AFRC enlisted Airmen to active component CE squadrons for 30-365 days of training depending on AFSC. This accelerates their 5-level upgrade training by over one year.
- Gained 4,256 manpower authorizations through PDM III, including 448 Civil Engineer authorizations to increase Air Force capability in low-density, high demand RED HORSE, EOD, and S-Team specialties as well as AFRC's Expeditionary Combat Support, Training, and Certification Center.
- Repackaged and redistributed W-series Emergency Management UTCs for 112 bases through the Total Force Centralized CE equipment management operation at Grissom ARB; the operation also received and redistributed assets from Camp Darby and moved 3,000 metric tons to support the stand-up of two new RED HORSE squadrons, and redistributed 2,500 metric tons of Prime BEEF equipment across the Air Force as well.
- Implemented Enlisted Force Development panels to provide formal guidance on the development of our Civil Engineer enlisted personnel, which continues to be a mechanism for identifying and recommending enlisted candidates to hiring authorities for key and developmental senior enlisted positions.
- Successfully completed pilot unit tests for Total Force Integration evaluations of AFRC Civil Engineer Prime BEEF Associations at Travis, Barksdale, and Hickam; once formalized, these observations, innovations, and lessons will become the foundations for future CE associations.
- EOD reservists supported approximately 20 VIPPSA missions, including those related to the UN General assembly, G20, and the White House; EOD volunteers also provided 2,200 man days in support of active component home-station shortfalls for five different MAJCOMs.
- Partnered with AFRC Surgeon General to define base operating support medical oversight of the fire emergency services emergency medical service program.
- Deployed a total of 2,422 personnel for the following: AEF (624); SF (756); REOTS (72); AEF CONUS Shortfall (498); IRTs Projects (412); Exercises (60).
- Trained a total of 469 personnel in War Skills and Mission Essential Equipment Training at the Expeditionary Combat Support, Technical Training Center, Dobbins ARB, Ga.

CE Units in Command

(AFRC bases)

94 CES	Dobbins ARB, Ga.
434 CES	Grissom ARB, Ind.
439 CES	Westover ARB, Mass.
452 CES	March ARB, Calif.
482 CES	Homestead ARB, Fla.
910 CES	Youngstown ARS, Ohio
911 CES	Pittsburgh IAP, Pa.
914 CES	Niagara Falls ARS, N.Y.
934 CES	Minneapolis-St. Paul IAP, Minn.

(Tenant Units)

301 CES	NAS JRB Ft. Worth, Texas
302 CES	Peterson AFB, Colo.
307 RHS	Barksdale AFB, La.
315 CEF	Joint Base Charleston, S.C.
349 CES	Travis AFB, Calif.
403 CES	Keesler AFB, Miss.
419 CES	Hill AFB, Utah
433 CES	Lackland AFB, Texas
442 CES	Whiteman AFB, Mo.
445 CES	Wright-Patterson AFB, Ohio

Director of Installations & Mission Support Brig Gen Robert Bailey (A7)
Deputy Director of Installations & Mission Support and The Civil Engineer (DA7)

Chief Enlisted Manager

- Contracting (A7K)
- Installations (A7I)
- Programs (A7P)
- Security Forces (A7S)
- Readiness and Emergency Management (A7X)
- Expeditionary Combat Support (A7Z)

Photo left: *TSgt Derek Williams, 506 ECES structural craftsmen, welds a salvaged high beam into place to be used as an overhang at Fire Station One on Kirkuk AB, Iraq. (photo by TSgt Douglas Shelton)* ***Photo right:*** *TSgt Kevin Dillon, a structures technician with the 910 CES, Youngstown-Warren ARS, Ohio, cuts a block during a construction project in Georgetown, Guyana, as part of New Horizons Guyana. (photo by A1C Perry Aston)*

CE Units in Command

(Tenant Units)

446 CES	McChord AFB, Wash.
459 CES	Andrews AFB, Md.
477 CES	Elmendorf AFB, Alaska
507 CES	Tinker AFB, Okla.
512 CES	Dover AFB, Del.
514 CES	McGuire AFB, N.J.
555 RHS	Nellis AFB, Nev.
556 RHS	Hurlburt Field, Fla.
560 RHS	Joint Base Charleston, S.C.
567 RHS	Seymour Johnson AFB, N.C.
624 CES	Hickam AFB, Hawaii
628 CES	Dobbins ARB, Ga.
810 CEF	NAS JRB Fort Worth, Texas
904 CEF	March ARB, Calif.
908 CES	Maxwell AFB, Ala.
916 CEF	Seymour Johnson AFB, N.C.
917 CES	Barksdale AFB, La.
919 CES	Eglin AFB, Fla.
931 CES	McConnell AFB, Kan.
932 CES	Scott AFB, Ill.
940 CES	Beale AFB, Calif.
944 CES	Luke AFB, Ariz.

Statistics

Major Bases	5
Plant Replacement Value	$6.3B
Buildings	16.4M sq. ft.
Airfield Pavement	10.8M sq. yd.
AFRC Personnel	
Traditional Reserve	54,225
Individual Mobilization Augmentee	12,946
Air Reserve Technician	9,943
Civilian	4,217
Contractor	1,175
Active Guard Reserve	2,290
Active Duty	342
CE Personnel	
Traditional Reserve	4,462
Individual Mobilization Augmentee	401
Air Reserve Technician	196
Civilian	789
Contractor	308
Active Guard Reserve	46
Active Duty	20
MILCON	3 projects ($37M)
S/R&M	$219.6M
Facilities Operation	$88.8M

AFSOC
Hurlburt Field, Fla.
AFSOC/A7@hurlburt.af.mil
850-884-2260
(dsn 579-2260/3169)

Col Van Fuller
Director of Installations & Mission Support

CMSgt Eric J. Honeycutt
CE Functional Manager

Command Mission

America's specialized air power...a step ahead in a changing world, delivering special operations power anytime, anywhere. Air Force Special Operations Command provides Air Force special operations forces (SOF) for worldwide deployment and assignment to regional unified commands. The command's SOF are composed of highly trained, rapidly deployable Airmen, conducting global special operations missions ranging from precision application of firepower to infiltration, exfiltration, resupply, and refueling of SOF operational elements.

CE Responsibilities

AFSOC A7 programs, budgets, and manages civil engineering processes to enable the air component of U.S. Special Operations Command. It executes $164M in annual appropriations, supports more than 15,000 special operations forces at 35 locations worldwide, and advises the AFSOC commander on base development and sustainment, emergency response, force protection and expeditionary combat support. A7 provides specialized agile combat support by employing installation engineering, expeditionary engineering, readiness and emergency management, explosive ordnance disposal, fire emergency services, security forces, and contracting capability in garrison and at deployed locations. To further assist USSOCOM achieve its mission, it provides expeditionary beddown support capability for deployed personnel in contingency locations for up to 14 days using AFSOC-tailored Air Rapid Response Kits (ARRKs).

Significant Accomplishments

- Deployed 180 Air Commandos to nine locations for 32,275 mandays, all in direct support of U.S. Southern Command and Air Expeditionary Force missions.
- AFSOC EOD supported 4,800 combat missions, including 20 post-blast analyses leading to the capture of 10 suspected terrorists.
- Fielded ARRK expeditionary command and control module supporting AFSOC warfighters on three deployments.
- Continued oversight of $86.8M SOF construction beddown underway in U.S. Central Command area of responsibility.
- Transformed Cannon AFB to special operations, supporting movement of seven weapons systems including gunships and Predator/Reaper operations to provide real-time intelligence, surveillance, and reconnaissance for the warfighter.
- Executed $164M in facility construction (combined MILCON and O&M), including approximately $43M in American Recovery and Reinvestment Act stimulus funding; at Cannon AFB, designs are authorized for $41M C-130 corrosion control and fuel cell maintenance hangars, a $15M consolidated communications facility, and an $11.6M CV-22 aircraft maintenance unit addition. At Hurlburt Field, designs are authorized for an $8.3M electrical distribution substation, an $8.2M MC-130 recap simulator facility, and a $2.2M refueling vehicle maintenance facility.
- Hurlburt Field was honored as the 2009 Air Force Commander in Chief's Installation Excellence Award winner.
- Implemented "first in Air Force" $205K asset management (AM) contract, providing monthly training for AFSOC bases, to ensure AM culture change is realized in FY10.
- Developed and implemented an Integrated Base Defense Systems Security Concept of Operations, sourcing over $3M for maintenance and installation design plans that will standardize AFSOC alarm systems and technology upgrades.
- Fostered quality of life for Airmen and their families and prepared for housing privatization by investing $11.5M in roofing, repairs, landscape, and demolition.
- Executed $660K S-file contract capturing AFSOC real property data 12 months ahead of Air Force goal.
- Converted engineering, environmental, and geospatial support contracts to civil service, lead-turning the U.S. president's in-sourcing initiative to bolster organic expertise and save over $3M across the FYDP.
- First in the United States and DOD to demonstrate production of electrical energy and marketable byproducts from garbage using patented plasma arc technology; AFSOC's Waste-2-Energy, or W2E, system is transportable and uses the intense heat of plasma to gasify and vitrify virtually any type of waste, with no harmful pollutants and the syngas produced is consumed in a motor generator to produce electricity and hot water.
- Continued the ongoing Project RED — Renewable Energy Demonstration — building a business case for production of biodiesel using algae; vertical wind turbines, photovoltaic systems, electric vehicles, and charging stations are also being evaluated.

Director of Installations & Mission Support (A7)
Deputy Director of Installations & Mission Support: Col Brady R. Reitz (A71)

CE Functional Manager

- Asset Management (A7A)
- Programs (A7P)
- Readiness (A7X)
- Contracting (A7K)
- Security Forces (A7S)

CE Units in Command

1st SOCES	Hurlburt Field, Fla.
27th SOCES	Cannon AFB, N.M.

Statistics

Major Bases	2
Plant Replacement Value	$4.6B
Buildings	10.2M sq. ft.
Airfield Pavement	2.2M sq. yd.
Housing	2,261 units (0% privatized)
Dorms	1,872 rooms

AFSOC Personnel	Active Duty	12,246
	Reserve	1,334
	Guard	1,449
	Civilian	1,516
	Contractor	705
CE Personnel	Active Duty	471
	Reserve	87
	Guard	143
	Civilian	246
	Contractor	158
MILCON		11 projects ($109M)
S/R&M		167 projects ($115.8M)
Facilities Operation		$16.9M

Graphic "CV-22 Front Constitution©," by Mr. Ken Chandler (Available only to members of the armed forces and military organizations.)

AFSPC
Peterson AFB, Colo.
Afspc/a4/7@peterson.af.mil
719-554-8178
(dsn 692-8178)

Col Carlos R. Cruz-Gonzalez
Deputy Director for Installations and Command CE

CMSgt Lewis H. Weaver
CE Functional Manager

Command Mission

Provide integrated constellation of space and cyberspace capabilities at the speed of need.

CE Responsibilities

Space Command's A4/7 Directorate provides policy, guidance, resources and oversight to design, construct, renovate, operate, sustain, and repair facilities and infrastructure to support the command's space and cyberspace missions and capabilities.

Significant Accomplishments

- Supported 16 space launches with expert, proactive involvement in multiple interfaces: critical infrastructure and utilities, emergency services, environmental analysis, natural and cultural resource mitigation.
- Developed AFSPC's Installation Campaign Plan focusing limited resources and providing combat support and ready installations and people to combatant and wing commanders.
- Executed a $265M facilities S/R&M demolition program, delivering 900+ projects to reduce facility/infrastructure risks, enable mission, and improve quality of life for Airmen and families.
- Created new jobs and boosted the economy by quickly awarding 290 American Recovery and Reinvestment Act projects totaling $112M.
- Recapitalized AFSPC installations by designing and constructing $417M of MILCON projects.
- Invested $10.8M to sustain, restore, and modernize seven AFSPC dormitories; demolished surplus dorms at Peterson and Vandenberg AFBs.
- Under the housing privatization effort, constructed 314 housing units valued at $108.9M at three bases and renovated 303 units and demolished 422 legacy units at three bases.
- Delivered 382 quality homes to Malmstrom families 20 percent ahead of schedule and $4M below $140M budget; additional $26.2M ARRA repair project awarded in record time.
- Created innovative MILCON Investment Strategy which was adopted in Air Force MILCON playbook—Congressional engagement strategy garnered three FY09 inserts ($23M), and six FY10 potential inserts ($41M).
- Completed initial Activity Management Plans at all eight major AFSPC installations, increased 10-year S/R&M program by over $850M (36 percent).
- Continued leading Air Force Military Munitions Response Program (MMRP): secured 51 percent of entire Air Force MMRP budget for FY09 and returned over 50,000 acres of property for safe, unrestricted use.
- Developed an Electronic Plan (E-Plan) Tool to maintain Natural Infrastructure Management Plans in-house, estimated to save the command $2.4M across the FYDP.
- Transferred 12 housing units (six duplexes) to Operation Walking Shield at Malmstrom AFB.
- Spearheaded AFSPC response to the first-ever National Level Nuclear Weapon Accident/Incident Exercise (NUWAIX); conducted the largest-ever Tier II NUWAIX.
- Preserved 200 acres of real estate for space launch mission at Cape Canaveral, Fla., with $900K in DOD Readiness and Environmental Protection Initiative funding.
- Enabled continued Pave PAWS radar (missile detection/tracking system) operations by completing seven-year, $6.5M, health study, which met with satisfaction from Cape Cod citizens/scientific community and received compliments from the Massachusetts Congressional Delegation.
- Led the Air Force CE community through the development of an Air Force-wide enterprise architecture for installation geospatial information and services.
- Developed the first U.S. Air Force operational system to provide real-time positional tracking of assets in ICBM ranges.
- Led Cyber Numbered Air Force basing/standup; developed basing criteria (adopted as model by HQ Air Force) and delivered environmental assessment in 60 percent less time, thus enabling on-time basing decision.
- Institutionalized Encroachment Prevention (EP) command-wide with wing and HQ EP committees; developed EP action plans for all AFSPC installations. HQ Air Force commented, "AFSPC is only command postured to effectively fight encroachment."
- Pioneered electromagnetic compatible use zone to address what AFSPC commander called "#1 encroachment threat"; HQ Air Force urging DOD-wide use.
- Won four Air Force Design Awards: Design Excellence Award by Ms. Marriann Schofield, command interior designer; Interior Design of the Army Aviation Support Facility at Buckley AFB; Concept Design for the Air Reserve Personnel Center at Buckley AFB; and Interior Design for the GI Java coffee house at Vandenberg AFB.
- Reduced command's potable water consumption by 28 percent, far exceeding Executive Order 13423 goal of 4 percent.
- Provided infrastructure condition assessments at eight units, validating 275 infrastructure projects valued at $204M.
- Operated and maintained 448 emergency generators and 276 uninterruptable power supply systems to deliver 99.998 percent electrical power availability in support of critical missions.

Director of Logistics, Installations & Mission Support Ms. Chris Puckett (A4/7)
Deputy Director for Installations/Command CE (DA7)

CE Functional Manager

- Asset Management (A7A)
- Resources (A4/7R)
- CE Operations (A7O)
- Programs (A4/7P)
- Contracting (A7K)
- Security Forces (A7S)
- Readiness & ECS (A4/7X)
- Missle Engineer Squadron
- Contracting Flight

CE Units in Command

21 CES	Peterson AFB, Colo.
30 CES	Vandenberg AFB, Calif.
45 CES	Patrick AFB, Fla.
50 CES	Schriever AFB, Colo.
61 CELS	Los Angeles AFB, Calif.
90 CES	F.E. Warren AFB, Wyo.
341 CES	Malmstrom AFB, Mont.
460 CES	Buckley AFB, Colo.
821 SPTS/CE	Thule AB, Greenland

Statistics

Major Bases		9
Plant Replacement Value		$22.5B
Buildings		40M sq. ft.
Airfield Pavement		6.3M sq. yd.
Housing		5,444 units (63% priv.)
Dorms		5,678 rooms
AFSPC Personnel	Active Duty	19,846
	Reserve	1,398
	Guard	845
	Civilian	8,629
CE Personnel	Active Duty	1,305
	Reserve	130
	Guard	0
	Civilian	1,645
MILCON		$277M (26 projects)
S/R&M		$247.6M (495 projects)

Photo left: *A Delta II rocket launches the U.S. Missile Defense Agency's Space Tracking and Surveillance System demo payload from Patrick AFB, Fla. The launch service for the mission was provided on behalf of NASA. (U.S. Air Force photo)* ***Photo right:*** *Mark Boser, 341 CES welder, programs a cutting press at the base metal shop. (photo by SrA Dillon White)*

AMC
Scott AFB, Illinois
AMC.A7@scott.af.mil
618-229-0738
(dsn 779-0738)

Col Theresa C. Carter
Director of Installations & Mission Support

CMSgt Troy C. Wiitala
CE Command Functional Manager

Command Mission

Provides airlift, air refueling, special air missions, and aeromedical evacuation for United States forces. Prepares forces for independent, joint, or combined operations in the roles of force sustainment, power projection, and military operations other than war. Also supplies forces to theater commands to support wartime tasking. As the Air Force component of the United States Transportation Command, AMC is the single manager for air mobility.

CE Responsibilities

Engineers in AMC's A7 directorate oversee planning, programming, policy, and financial oversight for the command's civil engineering programs: fire protection, explosive ordnance disposal, emergency management operations, A7 manpower, technical support, maintenance, repair, energy programs, military construction, environmental programs, housing, infrastructure, and facilities sustainment, restoration, and modernization.

Significant Accomplishments

- Deployed 40 EOD, 65 Fire Emergency Services, and 291 Prime BEEF active duty personnel and mobilized 84 EOD and 513 Prime BEEF AMC-gained ARC personnel in support of overseas contingency operations.
- Executed $50.4M in support of Environmental Restoration Program (ERP) projects across the command; Little Rock was the fourth AMC base to achieve remedy-in-place for all ERP sites.
- Completed design for eight MILCON projects with a total program amount of $71M; issued $27.1M for design of 214 facility and infrastructure projects.
- Executed $11.6M in family housing real property maintenance contracts (32 projects).
- Funded $29.9M in dormitory major renovations at five bases and miscellaneous repair projects across the command; demolished five substandard dormitories two bases.
- Led preparation of a multi-MAJCOM Environmental Impact Statement for beddown of Predator (ANG) and Global Hawk (ACC) Unmanned Aircraft Systems at Grand Forks AFB, with targeted completion date of August 2010.
- Implemented Joint basing at McGuire/Dix/Lakehurst (Air Force lead), with establishment of the 87 ABW in March 2009 and full operational capability on Oct. 1, 2009; continuing implementation at Charleston/NWS Charleston (Air Force lead), and Lewis/McChord (Army lead).
- Designated as the lead for the formal commissioning package for several IT Transformation components: Automated Work Requirements, Automated Work Clearance, and Automated Environmental Impact Analysis Program.
- Conducted 458 EOD incident responses to improvised explosive device threats, aircraft crashes, and unexploded ordnance recovery and destruction; performed 80 missions to protect the U.S. President and Vice President and other U.S. and foreign dignitaries.
- Purchased $2.4M in new aircraft rescue firefighting apparatus, introducing ultra high pressure firefighting technology; fielded $6M of new self-contained breathing apparatus (SCBA).
- Responded to 7,414 Fire Emergency Service-related emergencies, including 119 fires; 1,276 emergency medical services calls; and 4,449 aircraft, HAZMAT, wild land, and public service calls.
- Developed Emergency Management (EM) guidance, including an Emergency Operations Center Guide, a Readiness and Emergency Management Flight Officer Guide, a detailed AMC Contingency Recovery Guide, and a Proficiency Training Task Evaluation Guide; provided SCBA for each EM position.
- Completed a proposal for an energy savings performance contract at McGuire for $43M in infrastructure modernization, with an expected decrease in consumption of 40 percent by FY12.
- Obtained approval for $7M in FY10 Air Force energy program centralized funding and identified additional requirements of $12.5M in energy conservation investment program funding (decision pending).
- Completed $2.9M energy audit program covering 12.5M facility square feet (30 percent of AMC total); exceeds EISA 2007 audit requirement.
- Leveraged $101K from Department of Energy's National Renewable Energy Lab to perform renewable energy studies at six AMC bases, focusing on renewable energy investment requirements and supporting enhanced base-level energy security.
- Awarded $135.3M for 166 American Recovery and Reinvestment Act of 2009 (Economic Stimulus) and 17 AFSO21 projects.
- Completed $92M in airfield- and infrastructure-related repairs, which included the McGuire runway repair ($40M).
- Awarded $21M in demolition projects (875,000 square feet of facilities) to bring AMC in line with Air Force target to achieve 20 percent footprint reduction by 2020.

Director of Installations & Mission Support (A7C)
Deputy Director of Installations & Mission Support (DA7-1) Col Richard Stonestreet

CE Command Functional Manager

- Asset Management (A7A)
- Operations (A7O)
- Contracting (A7K)
- Resources (A7R)
- Plans & Programs (A7P)
- Readiness (A7X)
- Security Forces (A7S)
- Expeditionary Combat Support (A7Z)

CE Units in Command

6 CES	MacDill AFB, Fla.
19 CES	Little Rock AFB, Ark.
22 CES	McConnell AFB, Kan.
43 CES	Pope AFB, N.C.
60 CES	Travis AFB, Calif.
62 CES	McChord AFB, Wash.
87 CES	McGuire AFB, N.J.
92 CES	Fairchild AFB, Wash.
319 CES	Grand Forks AFB, N.D.
375 CES	Scott AFB, Ill.
436 CES	Dover AFB, Del.
437 CES	Charleston AFB, S.C.

Statistics

Major Bases		12
Plant Replacement Value		$21.5B
Buildings		43.67M sq. ft.
Airfield pavement		22.8M sq. yd.
Housing		11,374 units (75% privatized)
Dorms		7,444 rooms
AMC Personnel	Active Duty	43,582
	Reserve	36,895
	Guard	31,772
	Civilian	9,080
CE Personnel	Active Duty	2,402
	Reserve	2,422
	Guard	3,234
	Civilian	1,594
MILCON		18 projects ($222M total)
S/R&M		549 projects ($372.5M total)*

**Includes S/R&M, Demo, Transportation Working Capital Fund, ARRA*

SrA Christopher Bowen, 60 CES, takes part in a major accident response exercise held at Travis AFB. (photo by Ms. Nan Wylie)

ANG
Andrews AFB, Md.
NGB.A7@ang.af.mil
301-836-8060
(dsn 278-8060)

Mr. William P. Albro
Director of Installations and Mission Support

CMSgt Lincoln M. Stevens
Chief Enlisted Advisor

Command Mission

The Air National Guard Readiness Center develops, manages, and directs Air National Guard programs that implement national-level policies set by the Department of Defense, the Air Force, and the National Guard Bureau. It also performs operational and technical functions to ensure combat readiness of ANG units and is a channel of communications between the NGB and the states on ANG operational activities.

CE Units in Command

101 CES	Bangor ANGB, Maine
102 CES	Otis ANGB, Mass.
103 CES	Bradley IAP, Conn.
104 CES	Westfield, Mass.
105 CES	Newburgh, N.Y.
106 CES	Westhampton Beach, N.Y.
107 CES	Niagara Falls, N.Y.
108 CES	McGuire AFB, N.J.
109 CES	Schenectady County AP, N.Y.
110 CES	Battle Creek, Mich.
113 CES	Andrews AFB, Md.
114 CES	Joe Foss Field, Sioux Falls, S.D.
115 CES	Truax Field, Madison, Wis.
116 CES	Robins AFB, Ga.
117 CES	Birmingham, Ala.
118 CES	Nashville, Tenn.
119 CES	Hector Field, Fargo, N.D.
119 RTS	Hector Field, Fargo, N.D.
120 CES	Great Falls, Mont.
121 CES	Columbus IAP, Ohio
122 CES	Ft. Wayne IAP, Ind.
123 CES	Louisville, Ky.
124 CES	Boise, Idaho
125 CES	Jacksonville, Fla.
126 CES	Scott AFB, Ill.
127 CES	Selfridge ANGB, Mich.
128 CES	Milwaukee, Wis.
129 CES	Moffett Federal Air Field, Calif.

Significant Accomplishments

- Deployed more than 5,000 engineers for Operations Iraqi Freedom, Enduring Freedom, and Jump Start.
- Received three Air Force Design Awards, one Merit and two Citation Awards.
- Executed over $745M in facility projects.
- Partnered with the Department of Justice to proactively resolve three judgments on a 1982 land condemnation project that resulted in a cost avoidance of $14M.
- Added ten LEED Accredited Professionals to headquarters staff.
- Trained 125 personnel on Sustainable Design and LEED.

CE Units in Command

130 CES	Charleston, W.V.
131 CES	Lambert St Louis IAP, Mo.
132 CES	Des Moines, Iowa
133 CES	St. Paul, Minn.
134 ACS	McConnell AFB, Kan.
134 CES	McGhee/Tyson AP, Knoxville, Tenn.
136 CES	Ft. Worth, Texas
137 CES	Oklahoma City, Okla.
138 CES	Tulsa, Okla.
139 CES	St. Joseph, Mo.
140 CES	Aurora, Colo.
141 CES	Fairchild AFB, Wash.
142 CES	Portland, Ore.
143 CES	Quonset State AP, N. Kingstown, R.I.
144 CES	Fresno, Calif.
145 CES	Charlotte, N.C.
145 RTS	Stanley County, N.C.
146 CES	Channel Islands AGS, Pt. Mugu, Calif.
147 CES	Houston, Texas
148 CES	Duluth, Minn.
149 CES	Lackland AFB, Texas
150 CES	Albuquerque, N.M.
151 CES	Salt Lake City, Utah
152 CES	Reno, Nev.
153 CES	Cheyenne, Wyo.
154 CES	Hickam AFB, Hawaii

Director of Installations & Mission Support (NGB/A7)
Deputy Director of Installations & Mission Support (NGB/A7) Col Renee Tatro

Chief Enlisted Advisor

- Operations (A7O)
- Asset Mgmt. (A7A)
- Readiness (A7X)
- Security Forces (A7S)
- Resources (A7R)

CE Units in Command

155 CES	Lincoln, Neb.
156 CES	Luis Muñiz Marin IAP, P.R.
157 AOG/DE	St. Louis, Mo.
157 CES	Pease ANGB, N.H.
158 CES	South Burlington, Vt.
159 CES	New Orleans, La.
161 CES	Sky Harbor IAP, Ariz.
162 CCG	North Highlands, Calif.
162 CES	Tucson, Ariz.
163 CES	March ARB, Calif.
163 RTS	March ARB, Calif.
164 CES	Memphis, Tenn.
165 CES	Garden City, Ga.
166 CES	New Castle County ANGB, Del.
167 CES	Martinsburg, W.V.
168 CES	Eielson AFB, Alaska
169 CES	Eastover, S.C.
171 CES	Pittsburgh IAP, Pa.
172 CES	Jackson, Miss.
173 CES	Klamath Falls, Ore.
174 CES	Syracuse Hancock IAP, N.Y.
175 CES	Martin State AP, Md.
176 CES	Anchorage, Alaska
177 CES	Atlantic City IAP, N.J.
178 CES	Springfield-Beckley MAP, Ohio
179 CES	Mansfield, Ohio
180 CES	Toledo, Ohio
181 CES	Terre Haute, Ind.
182 CES	Peoria, Ill.
183 CES	Springfield, Ill.
184 CES	McConnell AFB, Kan.
185 CES	Sioux City, Iowa
186 CES	Meridian, Miss.
187 CES	Montgomery, Ala.
188 CES	Fort Smith, Ark.
188 RTS	Fort Smith, Ark.
189 CES	Little Rock AFB, Ark.
190 CES	Topeka, Kan.

CE Units in Command

192 CES	Langley AFB, Va.
193 CES	Harrisburg IAP, Pa.
200 RHS	Port Clinton, Ohio
200 RHS Det 1	Mansfield, Ohio
201 RHS	Annville, Pa.
201 RHS Det 1	Willow Grove, Pa.
202 RHS	Starke, Fla.
203 RHF	Virginia Beach, Va.
219 RHF	Malmstrom AFB, Mont.
231 S-Team	Lambert St. Louis IAP, Mo.
235 S-Team	Baltimore, Md.
240 S-Team	Aurora, Colo.
245 S-Team	Charlotte, N.C.
254 RHS	Andersen AFB, Guam
254 S-Team	Camp Murray, Wash.
CRTC GA	Garden City, Ga.
CRTC MI	Alpena, Mich.
CRTC MS	Gulport, Miss.
CRTC WI	Camp Douglas, Wis.
REOTS	Annville, Pa.

Statistics

Major Bases		88
Plant Replacement Value		$14.5B
Buildings		50.2M sq. ft.
Airfield Pavement		24M sq. yd.
NGB Personnel	Active Guard Reserve	14,090
	Drill Status Guard	95,056*
	Technician	22,600
	Civilian	1,252
CE Personnel**	Active Guard Reserve	392
	Drill Status Guard	8,538*
	Technician	699
	Civilian	181
MILCON		$445M (93 projects)
S/R&M		$302M (354 projects)
Facilities Operation		$235M

**Drill status guard total includes technicians*
***Total numbers include Fire Protection*

PACAF
Hickam AFB, Hawaii
v3PACAF.A7@hickam.af.mil
808-449-3857
(dsn 315-449-3857)

Col Karl S. Bosworth
Director, Installations and Mission Support

CMSgt Christian M. Pugh
Chief Enlisted Manager

Command Mission

PACAF's primary mission is to provide U.S. Pacific Command integrated expeditionary Air Force capabilities to defend the homeland, promote stability, dissuade/deter aggression, and swiftly defeat enemies. The command's vision is to bring the full power of America's Air Force and the skill of its Airmen to promote peace and stability in the Asia-Pacific region. PACAF's area of responsibility extends from the west coast of the United States to the east coast of Africa and from the Arctic to the Antarctic, covering more than 100 million square miles. The area is home to 50 percent of the world's population in 36 nations and over one-third of the global economic output. The unique location of the Strategic Triangle (Hawaii-Guam-Alaska) gives our nation persistent presence and options to project U.S. airpower from sovereign territory.

CE Responsibilities

The Installations and Mission Support Directorate (A7) leads Civil Engineer, Contracting, and Security Forces activities supporting nine installations and 46,000 personnel throughout PACAF. The directorate manages policy, resources, and execution of emergency services, base development, readiness, environmental, force protection, housing, and acquisition programs for $44B in infrastructure and $10B in annual contracts. A7 provides combatant commanders with trained Agile Combat Support forces in support of theater operational plans.

Significant Accomplishments

- Deployed 894 Airmen from seven installations in support of OIF and OEF.
- Provided operational requirements and review for $22.9M airfield damage repair modernization Joint Concept Technology Demonstration, to reduce assessment times and increase the capability of repairing more small craters with quicker, more permanent methods to support all airframes.
- Created area development plans to support the more than $3B U.S. Forces Korea Tour Normalization initiative to increase accompanied assignments in Korea.
- Developed $2.5B Guam Strike program at Andersen AFB for hardened assets to support continuous bomber presence, tanker task force, and theater security packages.
- Completed final programming actions for FY11 to fund over $273M in requirements to beddown the F-22A in Alaska.
- Executed S/R&M projects for $53M to repair 10,000-foot 1950's airfield pavements at Eareckson AS in Alaska (the front lines of missile defense) and for $73.9M to repair 10,500-foot airfield pavements at Andersen AFB, Guam.
- Garnered $214M through the 2009 American Recovery and Reinvestment Act (ARRA) for U.S. PACAF installations; awarded a $22M ARRA project to modernize historic HQ PACAF Bldg 1102 on Hickam AFB.
- Orchestrated implementation of Joint Basing at three Pacific installations: Joint Region Marianas (Guam); Joint Base Pearl Harbor – Hickam (Hawaii); and Joint Base Elmendorf – Richardson (Alaska); oversaw MOA development to provide $1B of installation support to nearly 100,000 people.
- Implemented PACAF's space utilization management initiative; collected data on 22 million square feet of space to generate all HAF Key Performance Indicators for administrative space utilization.
- Established Asset Optimization Branch comprising Activity Management Plans (AMPs) and Real Property; launched AMPs at seven major and two minor installations encompassing over $15B in requirements over the next ten years.
- Renovated 816 dorm rooms with $22.9M in funds; established PACAF Dormitory Task Force to prepare/coordinate command-wide plans to renovate, construct, and furnish dorms.
- Awarded six Military Family Housing MILCON projects at Eielson, Kadena, Learmonth, and Yokota to renovate 1,821 homes worth $433M.
- Led the PACAF Environmental Safety and Occupational Health Management System initiative enabling PACAF to rank risks across the command and incorporate support and expertise back into the process — the first in the Air Force.
- Trained over 75,000 PACAF personnel in the Environmental Safety and Occupational Health Training Network.
- Received $10M Congressional earmark to examine the feasibility, cost effectiveness, and environmental impacts of building a coal-to-liquid fuels plant on Eielson AFB using enhanced use leasing.
- Led the Air Force in energy reduction for third consecutive year through a cutting-edge energy program; Kadena AB CE squadron and individual recognized with a 2009 Federal Energy and Water Management Award.
- Established Air Force and Department of Energy interagency agreement for PACAF-wide facility energy and water audits required by Energy Independence and Security Act of 2007.
- Constructed the first station in the Air Force and Hawaii to provide non-petroleum–based power for vehicles; the 146-kilowatt solar powered hydrogen production and fueling station at Hickam AFB was built in conjunction with the Air Force Advanced Power Technology Office and Hawaii Center for Advanced Transportation Technologies.

Director of Installations & Mission Support (A7)
Deputy Director of Installations & Mission Support (A7Z) Col John Cawthorn

Chief Enlisted Manager

- Asset Management (A7A)
- Programs (A7P)
- Operations and Readiness (A7O)
- Contracting (A7K)
- Resources (A7R)
- Security Forces (A7S)

CE Units in Command

3 CES	Elmendorf AFB, Alaska
8 CES	Kunsan AB, Korea
15 CES	Hickam AFB, Hawaii
18 CEG	Kadena AB, Japan
18 CES	Kadena AB, Japan
35 CES	Misawa AB, Japan
36 CES	Andersen AFB, Guam
51 CES	Osan AB, Korea
354 CES	Eielson AFB, Alaska
374 CES	Yokota AB, Japan
554 RHS	Andersen, Guam
Det 1, 554 RHS	Kadena AB, Japan
611 CES	Elmendorf AFB, Alaska
607 MMS/CE	Osan AB, Korea
718 CES	Kadena AB, Japan

Statistics

Major Bases		9
Plant Replacement Value		$47.8B
Buildings		85.4M sq. ft.
Airfield Pavement		23.9M sq. yd.
Housing		20,681 units (21% privatized)
Dorms		15,582 rooms
PACAF Personnel	Active Duty	28,746
	Reserve	872
	Guard	2,988
	Civilian	8,230
	Contractor	4,690
CE Personnel	Active Duty	2,787
	Guard/ Reserve	717
	Civilian	3,323
	Contractor	2,143
MILCON		28 projects ($448.6M)
S/R&M		836 projects ($475.8M)
Facilities Operation		$240M

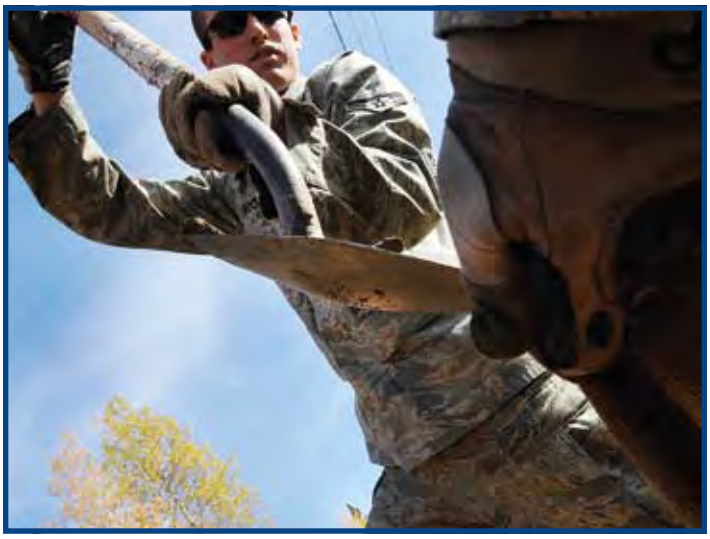


Photo left: *SSgt William Deguzman uses an pneumatic drill to connect two folded fiberglass mats together on a simulated runway at Jungwon AB, Republic of Korea. (photo by SrA Stephenie Wade)* ***Photo right:*** *A1C Brandon Wood shovels dirt into a sand bag at Eielson AFB, Alaska. (photo by A1C Laura Goodgame)*

USAFE
Ramstein AB, Germany
USAFE.A4.7@RAMSTEIN.AF.MIL
49-6371-47-0707
(dsn 314-480-0707)

Col Robert E. Moriarty
Deputy Director of Installations & Mission Support and The USAFE Civil Engineer

CMSgt Dirk McDowell
Chief Enlisted Manager

Command Mission

Delivering full-spectrum options to the Combatant Commander: leading and supporting Joint, coalition, NATO, and Warfighting Headquarters operations; promoting regional stability through focused theater engagement.

CE Responsibilities

Provide civil engineering programs expertise for senior USAFE leaders, and oversight, policy, and guidance to USAFE civil engineers. Provide civil engineering expertise with oversight, policy, and guidance in managing natural and built assets and their associated performance, risk, and expenditures over the life cycle to a level of service to support missions and organizational goals.

Significant Accomplishments

- Completed the 844,000 square foot Kaiserslautern Military Community Center on Ramstein AB, which provides lodging, shopping and entertainment under one roof to 45,000 U.S. military members, civilians, and families working and living in Kaiserslautern, as well as thousands of travelers transiting the European theater.
- Provided world-class mission support training to over 1,400 U.S. and Allied forces through the USAFE Silver Flag Exercise site, which houses the Air Force's only Expeditionary Leadership Program to train mid-level leaders from all mission support specialties, plus judge advocate, medical, chaplain, and finance personnel.
- Executed six infrastructure SAVs; assessed/validated $2.4B of USAFE infrastructure requirements.
- Executed and planned continuing initiatives to support $55M in AFSO21 air base consolidation efforts; will ultimately divest 2.3M square feet of space and garner expected savings of over $13M per year in operating costs.
- Continued GeoPlan study initiative providing USAFE decision-makers with Web-based Base Comprehensive Planning tools that are execution oriented and easy to understand; this initiative is complete at eight USAFE installations and links programming data and short/long-range development recommendations with up-to-date maps tied to the Common Installation Picture.
- Deployed over 450 engineers in 13 specialties supporting EUCOM and overseas contingency operations.
- Postured 100 Airmen to Full Spectrum Threat Response Strike teams supporting EUCOM with C2, emergency services, and support functions; trained 50 Airmen and provided $1.2M in equipment to teams.
- Established an 18-man humanitarian horizontal/vertical construction team in the 435 CTS focused on theater security cooperation and exercise-related construction within the EUCOM area of responsibility; team completed a $50K hospital renovation in Knin, Croatia, and a $30K school renovation in Foca, Bosnia.
- Established a proactive intergovernmental coordination process with host nation Ministry of Defense and regulatory counterparts, fostering consultation and partnering, building trust and confidence with USAFE operations involving host nation environmental requirements.
- Completed five environmental baseline surveys in support of real estate returns to host nations and seven operational range assessments in the United Kingdom and Germany.
- Completed natural infrastructure assessments at all seven major installations, which will provide critical information for planning and basing issues to leadership to address areas related to mission growth and potential encroachment.
- Provided comprehensive housing program support to over 27,000 households (military personnel and DOD civilians and their families), including complete referral and relocation services to community housing, management of government-controlled family and unaccompanied units, and furniture supply.
- Invested over $72M in MILCON and $10.2M in Real Property Maintenance by Contract for sustainment, improvements, and replacement of military family housing.
- Implemented 196 new data elements (about 3M data inputs) within ACES, satisfying the Air Force Real Property Inventory Requirements initiative; saved over $2M by using USAFE "in-house" resources to meet all Air Force goals on time.

A1C Mathew Kindoll, 48 CES, and SSgt Christopher McFefries, 100 CES, participate in the 2009 CBRN Challenge at Ramstein AB, Germany. (photo by SSgt Stephen J. Otero)

Director of Logistics, Installations & Mission Support
Brig Gen Mark A. Atkinson (A4/7)

Deputy Director of Installations & Mission Support and The USAFE Civil Engineer (A7D)

Chief Enlisted Manager

- Security Forces (A7S)
- Contracting (A7K)
- Programs with Operations & Resources (A7P)
- Asset Management (A7A)
- Readiness (A7X)

CE Units in Command

31 CES	Aviano AB, Italy
39 CES	Incirlik AB, Turkey
48 CES	RAF Lakenheath, UK
52 CES	Spangdahlem AB, Germany
65 CES	Lajes Field, Azores
86 CEG	Ramstein AB, Germany
100 CES	RAF Mildenhall, UK
420 ABS	RAF Fairford, UK
421 CES	RAF Menwith Hill, UK
422 CES	RAF Croughton, UK
423 CES	RAF Alconbury, UK
425 ABG	Izmir AB, Turkey
435 CTS	Ramstein AB, Germany
496 ABS	Morón AB, Spain

Statistics

Major Bases		7
Plant Replacement Value		$27B
Buildings		58M sq. ft.
Airfield Pavement		12M sq. yd.
Housing		8,719 units (0% priv., 19% leased)
Dorms		6,669 rooms
USAFE Personnel	Active Duty	26,612
	Civilian (U.S.)	6,760
	Civilian (local)	6,798
	Contractor	3,664
CE Personnel	Active Duty	2,164
	Civilian (U.S.)	216
	Civilian (local)	2,102
	Contractor	2,115
MILCON		$245M
S/R&M		$328.3M
Facilities Operation		$239.3M

Photo left: *Members of the 31 CES Horizontal Shop work on Aviano AB's runway. (photo by TSgt Patrick R. Hyde)* ***Photo right:*** *Ministry of Defence worker Mr. Philip Bower, 100 CES, works as a maintenance carpenter at RAF Mildenhall, England. (photo by SSgt Jerry Fleshman)*

AFCEE
Brooks City-Base, Texas
AFCEE.CCE@us.af.mil
210-395-8623
(dsn 969-8623)

Mr. Dennis Firman
Director

Col Wilfred Cassidy
Deputy Director

Agency Mission

To provide integrated engineering and environmental management, execution and technical services that optimize Air Force and joint capabilities through sustainable installations.

The agency comprises 48 military and more than 500 civilian employees.

Significant Accomplishments

- AFCEE continues to manage construction of the first fully green building at Randolph AFB, Texas. The new, 35,000-square-foot, $9.7M Air Force Personnel Center, expected to be completed by March 2010, is designed to meet criteria to qualify for a Leadership in Energy and Environmental Design silver certificate.
- Began construction on a new 250,000-square-foot, $75M headquarters building for the U.S. Central Command at MacDill AFB, Fla., with completion scheduled for the summer of 2011; the new facility is part of a complex that includes the recently completed Joint Intelligence Center.
- Managed construction project for the new Army and Air Force Exchange Service Base Exchange at Kadena Air Base, Japan, the largest AAFES facility in the Pacific, the second largest base and post exchange in the world.
- Leading construction efforts at Building 171 on the former Kelly AFB, Texas, now Port San Antonio. Twelve field operating agencies, including AFCEE, will be moving into the facility as part of the most recent Base Realignment and Closure process. At a quarter of a mile long and measuring 452,000 square-feet, the building is the largest one-story facility in the Southwestern United States.
- Managed the housing complex project at Keesler AFB, Miss., which with more than 730 units is the largest development to receive a LEED silver certification; the work is currently 86 percent finished, with completion scheduled for February 2010.
- AFCEE's Privatized Military Family Housing Program has successfully privatized 37,224 homes, or nearly 70 percent of the military family housing inventory. Recently, the program launched the first phase of a $94M project at Bolling AFB in Washington, D.C., which is part of a larger $591M, 3,189-unit program – the largest housing privatization effort in the Air Force to date.
- In Afghanistan, AFCEE is managing a number of construction projects for the Combined Security Transition Command-Afghanistan. These include the $70.2M Afghan Defense University (Afghanistan's "West Point"); the $48.7M

Photo left: *The new Afghanistan National Army compound under construction in Kabul. AFCEE is managing the $18.3M project. (U.S. Air Force photo)*

Opposite page: *Architectural rendering of U.S. Central Command Headquarters under construction at MacDill AFB, Fla. Completion is scheduled for summer 2011. (courtesy graphic)*

Director (CL)
Deputy Director (DD)

- Contracting (AC)
- Legal (JA)
- Operations Supt (OS)
- Strategic Initiatives (SI)
- Technical Support (TD)
- Capital Investment Management (CM)
- Capital Investment Execution (EX)
- Contingency Construction (CX)
- Housing Privatization (HP)

Ministry of Defense Headquarters; and the Afghanistan National Army Intelligence compound.

- Made repairs on two aircraft refueling hydrant systems at Kunsan AB, Korea, which supports multiple fighter squadrons, including Republic of Korea units, that fly a large number of sorties. The base's fuel requirements during contingencies exceed 400,000 gallons of JP-8 fuel per day.
- AFCEE's Environmental Restoration Program Management Office staff made 12 Environmental Restoration Program Optimization visits to Air Force installations. When implemented, resulting recommendations will save the service more than $87M, a return of investment of $11 for every $1 the service spends on a cleanup project.
- AFCEE successfully tested sensors that can detect very small amounts of volatile organic compounds in water at a drinking water plant in Spangdahlem AB, Germany.
- The secretary of the Air Force delegated authority to Mr. Dennis Firman, AFCEE director, to sign the Federal Facility Agreements for seven bases. The FFAs are enforceable contracts between the DOD and EPA, requiring the Air Force to clean up any remaining contamination on the installations.
- Successfully trained more than 1,000 personnel at 14 workshops on LEED fundamentals and federal sustainability requirements, leading to the accreditation of more than 90 Air Force LEED Accredited Professionals; conducted sustainability surveys at 30 facilities on five bases; and led two tri-service workshops on sustainable communities.
- Orchestrated the Air Force Civil Engineer transformation initiative to centralize management of the MILCON and Environmental Restoration Account (ERA) programs: Reorganized program management of 800 projects valued at $14B (FY02-FY10 MILCON programs); built MILCON and ERA project delivery teams to provide accurate management, tracking, and reporting of project status; drove tri-service and Air Force-wide process and management improvements to clean out the backlog of unexecuted prior-year MILCON projects and set record for current year MILCON execution.
- Executed 13 projects for the American Recovery and Reinvestment Act to provide improved housing, child care centers and other facilities to our Airmen and their families. (All 13 projects were taken through contract award before the end of the fiscal year.) Ensured that the right projects were selected and established a DOD benchmark in defining project risk through a quick-response effort administered through an automated, accessible Web-based system.

AFCESA
Tyndall AFB, Fla.
afcesar@tyndall.af.mil
888-AFCESA1
(dsn 523-6995)

Col Max E. Kirschbaum
Commander

CMSgt Todd Gumprecht
Chief Enlisted Manager

Agency Mission

Provide the best tools, practices, and professional support to maximize Air Force Civil Engineer capabilities in base and contingency operations.

The agency comprises 97 active duty and Reserve military, 148 civilian employees, and 142 contractor personnel. These professionals provide expertise in three core competencies: readiness, operations, and energy.

Significant Accomplishments

Readiness

- The Expeditionary Engineering Branch provided answers to over 8,000 requests for information through the AFCESA Reach-Back Center and migrated 72 CE Lessons Learned to the new Joint Lessons Learned Information System.
- Contingency training underwent several important changes and updates. CEs will receive combat skills training at a single location in Ft. McCoy, Wisconsin. An integrated process team completely reviewed CE expeditionary training requirements and revised Silver Flag training curriculum.
- AFCESA accomplished several efforts for the EOD Career Field, including reaching approval through HQAF/A1 for an EOD special duty assignment pay and the first-ever zone "E" selective reenlistment bonus; developing, with ACC, the new Combat Battle Ready Airman, or CoBRA, predeployment course for EOD (over 500 Airmen trained by Airmen are already succeeding in Joint Expeditionary Taskings); and implementing the EOD Significant-incident Analysis Report to ensure senior leaders receive the most accurate information about serious duty-related incidents.
- Fire Emergency Services (FES) procured 84 fire vehicles for $27.3M and 13,961 self contained breathing apparatus for $60.3M for Air Force installations worldwide and issued 42,127 certifications to DOD emergency responders. FES took ownership of incident commander training and response, streamlining incident management processes and enabling immediate execution of lessons learned Air Force-wide, and ownership of national credentialing of CE responders required to implement with the National Incident Management System.
- The Air Force Certified Emergency Manager Program was implemented; the program provides credentialing that parallels that of civilian agencies and lays out a clear career path encompassing upgrade training, professional military education, and advanced education requirements.

Operations

- The Operations and Resources Management Division worked with MAJCOMs and bases to implement the approved "Big 3" (Grounds, Custodial Services, and Integrated Solid Waste Management) performance work statements.
- HQ AFCESA Force Development is nearing the completion of a comprehensive review of CE training courses. Career field managers have been paired with the CE Chiefs' Council to validate all levels of computer-based training, supplemental training, and 7-Skill level upgrade training.
- Fielded the first of 42 Cummings Interim Power units in January at Kadena AB and provided factory training for 24 Air Force technicians; with last delivery date set for 2011, these units will provide relief for the stressed/high demand MEP12 generators.
- The new Emergency Management apprentice course was brought online with significant changes, including certification of graduating students at the HAZMAT Technician level, which makes 3E9 the only AFSC graduating three levels at the technician level.
- AFCESA's Subject Matter Experts guided over $21.2M in technical research on airfield damage repair and infrastructure, facility energy, fire protection, water, infrastructure security, and force protection development, and with the Air Force Research Laboratory and U.S. Army Corps of Engineers, led three field tests for the DOD three-year Critical Runway Assessment and Repair, Joint Capabilities Technical Demonstration project; they produced 11 Engineering Technical Letters and three Air Force instructions.
- The Airfield Pavements Evaluation branch published 19 detailed reports and completed evaluations for main operating airfields on CONUS and OCONUS bases around the world, including contingency locations in Afghanistan. They trained 66 Air Force, Army, and Marine Corps personnel in Contingency Pavement Evaluations.
- The Civil Engineer Maintenance, Inspection, and Repair Team completed 425 work requests in all CEMIRT capabilities at a cost of only $9M: aircraft arresting system overhauls; MEP overhauls; generator overhauls, maintenance, and instal-

Commander (CC)
Executive Director Mr. Bryon Bednar, P.E. (CD)

Chief Enlisted Manager

- Readiness Support (CEX)
- Operations and Programs Support (CEO)
- Facility Energy Center (CEN)
- Contract Support (CEK)
- Field Support (CEM)
- Mission Support (CEB)

lations; infrared scans; relay calibrations; HVAC assessments, commissioning, and balancing; and supervisory control and data acquisition system design and installation. Compared to FY08, this is a 16 percent increase in completed work requests.

- Now centrally funded, AFCESA's Contract Support Division provided execution capability for sustainment, restoration, and modernization (S/R&M) by awarding over $443.5M in FY09 projects; 767 separate contracting actions supported 300 projects supporting customers from 58 bases. Bases granted decentralized authority on AFCESA's SATOC contract awarded an additional $59M in S/R&M construction tasks.
- AFCESA's Air Force Contract Augmentation Program supported contingencies for the Air Force as well as other DOD agencies and the Office of Foreign Disaster Assistance. Support included $314.2M in new task orders to meet mission demands.

Energy

- The Air Force Facility Energy Center's (AFFEC's) Conservation Branch (CENE) utilized energy initiative funding to expand the availability of Resource Efficiency Managers (REMs) to 29 bases and MAJCOMS; an additional 28 REMs were funded by MAJCOMs; supported funding and instruction of two AFIT Energy Manager courses (26 students) and sponsored a Certified Energy Manager course for 35 students; worked with A7CI/R to begin development of new software to document and report facility energy.
- The AFFEC's new Capital Investment Branch (CENI) serves as the energy program management office for a $2.2B funding strategy through FY2015; CENI distributed funds to the MAJCOMS for 280 energy and demolition projects ($164M) and 59 third party contract buyouts ($272M); 155 American Recovery and Reinvestment Act (ARRA) energy conservation projects were funded at $139M; executed $9.5M in Energy Initiative projects.
- Awarded all AFCESA-executed Energy Conservation Investment Program projects June 30; $22.5M was funded for Air Force FY09 ECIP construction and $17.4M for ARRA ECIP construction; $2.55M was allocated for design of the $24.5M FY10 program.
- The Energy Rates and Renewables Branch (CENR) managed installation of a 2-MW wind turbine at F.E. Warren AFB as part of a congressional earmark-funded demonstration project (when transferred to the Air Force it will result in an annual estimated cost avoidance of $275K); initiated a partnership with the Edison Electric Institute and electric utility companies to develop a joint approach for comprehensive energy conservation, renewable energy, and energy security strategy for installations.
- CENR's Utility Rate Management Team (URMT) developed annual natural gas risk assessment plans for 22 bases to use risk management techniques to price lock through their DESC contracts; worked with the Western Area Power Administration, the Bonneville Power Administration, the Southwest Power Administration, and the Tennessee Valley Authority on low cost hydropower allocations to save approximately $50M annually; intervened at five state utility commission rates cases; and supported contract negotiation for proposed rate increases at over 15 bases.
- The Utilities Privatization (UP) program management office solicited 78 utility systems, privatized 8 systems, and achieved award decisions for 27 more. The UP team fielded the first electronic Air Force A7C Playbook, and signed a seven-year memorandum of understanding to formally partner with the Defense Energy Support Center to be the primary contracting agent for all Air Force UP actions.

AFCESA's Airfield Pavements Evaluation team evaluated main operating airfields at bases and contingency locations around the world. (U. S. Air Force photo)

AFRPA
San Antonio, Texas
AFRPA.PA@Lackland.af.mil
210-395-9503
(dsn 969-9503)

Mr. Robert Moore
Director

Agency Mission

The mission of the Air Force Real Property Agency (AFRPA) is to acquire, manage, and dispose of all Air Force–controlled real property worldwide. AFRPA has restructured to integrate new concepts in asset management, enhanced use leasing, energy, active duty real property transactions, and secretariat real property legal advisors, who are embedded within AFRPA, providing world-class legal expertise. AFRPA will be the leading provider of full-spectrum real property portfolio management and transactional services to enable sound decision making by Air Force leadership.

The agency comprises 171 civilian personnel and contractors, including real property, asset management, environmental cleanup, financial management, public affairs, environmental and real estate law, and information system specialists.

Significant Accomplishments

- Mr. Robert "Bob" Moore joined AFRPA in January as the Director. The agency has restructured to emphasize real estate transactions, strategic asset utilization, real property management, and BRAC program management, establishing AFRPA as the honest broker on real property management to meet customers' needs and deliver value to the warfighter.
- AFRPA established the Real Estate Transactions (RET) Division to deliver specialized expertise in supporting 12 MAJCOMs in active duty real estate transactions and to prepare policy and guidance for the Office of the Deputy Assistant Secretary of the Air Force (Installations). The RET division processed over 800 real estate transactions in FY09, including $19.7M in real property gifts in the past five years; the establishment of Fisher Houses at three bases (Eglin, Elmendorf, and Wright-Patterson AFBs); real estate easements, leases, and licenses valued in the millions of dollars; property acquisition; disposals; federal-to-federal property transfers; and BRAC transactions.
- The Enhanced Use Lease (EUL) program, managed by the Strategic Asset Utilization (SAU) Division, allows the Air Force flexibility to lease some assets to local developers in exchange for fair market value cash or in-kind consideration. In FY09, the SAU division was instrumental in revitalizing a large part of Hill AFB, Utah, into a vibrant research park for modern office buildings, and giving Airmen at Nellis AFB, Nev., a newly renovated fitness facility through the construction of a wastewater treatment plant that also supplies the base and the desert community with much needed water for irrigation. The Air Force EUL Industry Days event showcases several potential commercial development projects, including alternative energy opportunities.
- The Real Property Management (RPM) Division provides Air Force corporate level management of all Air Force real property assets by promoting the efficient and economical use of these assets and assuring management accountability through implementation of federal real property management reforms identified in Executive Order 13327, Federal Real Property Asset Management. The RPM Division focuses on providing expert analysis of real property data and transactions with a programmatic/portfolio management perspective. The division supports real property data verification and reporting compliance, training for MAJCOM and installation real property officers, and standardization of real property processes.
- With more than 15 years of experience, the BRAC Program Management (BPM) Division has developed a BRAC Master Plan that will accelerate property transfer by integrating aggressive environmental restoration with community involvement and proven real property portfolio management. Only 13 percent of total BRAC acres remain for transfer in the next three years. The BPM division is responsible for remediation and property transfer at 40 former Air Force installations (32 legacy BRAC and eight BRAC 2005). At the height of the BRAC process, AFRPA managed 87,000 acres, or approximately 137 square miles of property. In the two decades since the first BRAC round in 1988, the agency has transferred 87 percent, or more than 116 square miles of land – twice the area of Washington, D.C. – back to communities for public use.
- On March 20, an official announcement by EPA officials satisfied environmental cleanup requirements by removing 2,897 acres at the former Griffiss AFB, N.Y. off the National Priorities List. AFRPA, along with local and state regulatory agencies, performed the cleanup actions at Griffiss AFB, giving the city of Rome 4.5 square miles of land with development potential.
- On July 17, AFRPA transferred by deed nearly 540 acres of BRAC property at the former Plattsburgh AFB, N.Y. to the Plattsburgh Airbase Redevelopment Corporation for economic reuse.
- On August 21, AFRPA, along with AFCEE, completed an excavation remedy of about 42,000 cubic yards of contaminated soil just outside the newly renovated Building 171 at the former Kelly AFB, Texas. The Air Force began remedy implementation in January 2009 and completed the task two months ahead of schedule.

Director (DR)
Deputy Director Mr. Jeffrey Domm (DDR)

General Counsel Environment & Installations (SAF/GCN)

SAF/IEI Liaison

- Chief Financial Office (CFO)
- Chief Information Office (CIO)
- Real Estate Transactions (RET)
- Real Property Management (RPM)
- Strategic Asset Utilization (SAU)
- BRAC Program Management (BPM)

Photo top left: *In August, AFRPA's director hosted a two-day EUL industry forum in Boston that focused on showcasing the Air Force's EUL program and increasing program visibility within the developer community.* ***Photo center left:*** *Dignitaries participate in a groundbreaking ceremony on the "Falcon Hill" EUL Project.* ***Photo bottom left:*** *A metal plating shop site on the former Kelly AFB in Texas undergoes remediation.* ***Photo right:*** *On behalf of Eglin AFB, AFRPA negotiated the bypass easement for the first phase of the Mid-Bay Bridge project which returned more than $11M of in-kind services to the base. (U.S. Air Force photos)*

AFDW
Andrews AFB, Md.
Afdw.a7@afncr.af.mil
240-857-1666
(dsn 857-1666)

Mr. Mike Hassan
AFDW Civil Engineer and Programs Chief

CMSgt Peter A. Vielandi
Chief Enlisted Manager

Command Mission

Air Force District of Washington (AFDW) is the single Air Force voice for planning and implementing Air Force and joint solutions within the National Capital Region (NCR). AFDW organizes, trains, equips, and provides forces for Air and Space Expeditionary Force (AEF) deployment, homeland operations, and ceremonial support within the NCR and worldwide. AFDW executes specified military department statutory responsibilities for administration and support of Headquarters Air Force and assigned Air Force units and personnel within the NCR and worldwide.

CE Responsibilities

AFDW engineers perform major command functions as well as provide regional warfighting support to the Joint Task Force–NCR. They direct planning, programming and oversight for installation construction, maintenance, and operations projects. They are responsible for implementing CE-specific policies and directives for AFDW bases. AFDW CEs maintain high-visibility areas such as the Air Force Ceremonial Lawn and the Air Force Memorial, and provide support to the Air Force Band and The Air Force Honor Guard missions. They support Headquarters Air Force continuity of operations as well as the facilities and infrastructure required for Air Force One and other distinguished visitor aerial transportation. They are responsible for locating and neutralizing explosive hazards that threaten personnel, resources, and local, regional, and national interests, and support the VIP protection activity. They also train, equip, and deploy Prime BEEF CEs to support global combat operations and recovery from natural disasters and major accidents.

Significant Accomplishments

- AFDW participated in American Recovery and Reinvestment Act, preparing execution of $193M in operations and maintenance (O&M) and MILCON projects and receiving $16M for 51 O&M level projects.
- Established procedures and issued policy and guidance for a $58M annual S/R&M program.
- Provided guidance, project management for 16 MILCON projects worth $387M including the Chief of Staff Strategic Planning and Development Facility; the BRAC/National Capitol Region (NCR) Relocation Administrative Facility; and Airfield Recapitalization.
- Provided project programming support for 17 O&M projects worth $19M for the BRAC/NCR relocation.
- Finalized Joint Base Anacostia-Bolling Memorandum of Agreement (MOA), transferring or embedding over 950 Air Force personnel and approximately $60M per year to the Navy.
- Coordinated the transfer of 18 civilians and annual funds of approximately $15M from the Navy, plus an additional 79 Air Force billets from the Office of the Secretary of Defense, to Joint Base Andrews-Naval Air Facility Washington.
- Developed a budget and detailed schedule to relocate more than 2,300 personnel and all associated equipment, into the new BRAC National Capitol Region Air Force Administration Facility; relocation is slated to start in March 2011.
- Relocated more than 200 personnel into antiterrorism/force protection–compliant facilities from leased space in Northern Virginia to accommodate the continued building renovation at Bolling AFB.
- Implemented AFDW's enhanced concept for CBRNE response; refined the concept and showcased the capability with 55 first responders at the Center for National Response training complex in Gallagher, W.V.
- Conducted CBRNE and Defense Security Cooperation Agency planning for the presidential inauguration; conducted operations for AFDW/320 AEW Command Center during the inauguration and presidential address to congress.

Artist's rendition of the new Air Force administration facility, under construction on Andrews AFB, Md. Planned tenants for the $114.3M facility include the AFDW and 316th Wing staffs, and more than 2,000 Air Force personnel displaced as a result of BRAC 2005 and antiterrorism and force protection standards. (courtesy graphic)

Director of Logistics, Installations & Mission Support Col Brian Belacicco (A4/7)
Deputy Director of Logistics, Installations & Mission Support
Col Frank Heinsohn (A4/7D)

Chief Enlisted Manager

- Asset Management & Operations (A7A)
- Basing (A7B)
- Contracting (A7K)
- Programs (A7P)
- Readiness (A7X)
- Resource Management (A4/7R)
- Security Forces (A7S)
- Logistics (A4R/M)

CE Units in Command

11 CES	Bolling AFB, D.C.
316 CES	Andrews AFB, Md.

Photo above: *Mr. Darren Booker, 11th Wing Safety Office; Ms. Robin Robinson, 11th Civil Engineer Environmental; and TSgt Roy Johnson, 11th CE Safety Representative, go over their findings following a spot inspection at Bolling AFB. (photo by SrA Marleah Miller)*

Photo below: *Members of the Air Force Honor Guard Drill Team perform in an open hangar at Hickam AFB, Hawaii. The Drill Team is the traveling component of the U.S. Air Force Honor Guard and tours worldwide. (photo by SSgt Dan DeCook)*

Statistics

Major Bases		2
Plant Replacement Value		$6B
Buildings		10.46M sq. ft
Airfield Pavement		2.6M sq. yd.
Housing		1,571 units (100% privatized)*
Dorms		1,261 rooms
AFDW Personnel		
	Active Duty	4,228
	Reserve	118
	Guard	11
	Civilian	1,370
	Contractor	2,276
CE Personnel	Active Duty	424
	Reserve/Guard	8
	Civilian	374
	Contractor	2,156
MILCON		16 projects ($387M)
S/R&M		733 projects ($601M)

**includes 14 Historic GOQ units*

USAFA
Colorado Springs, Colo.
10ces.cc@usafa.af.mil
719-333-2660
(dsn 333-2660)

Lt Col Justin C. Davey
USAFA Civil Engineer
and 10 CES Commander

Command Mission

The United States Air Force Academy offers a four-year program of instruction and experience designed to educate, train, and inspire young men and women to become leaders of character for the Air Force and the nation. The Academy is recognized nationally as the premier educational institution in the Department of Defense.

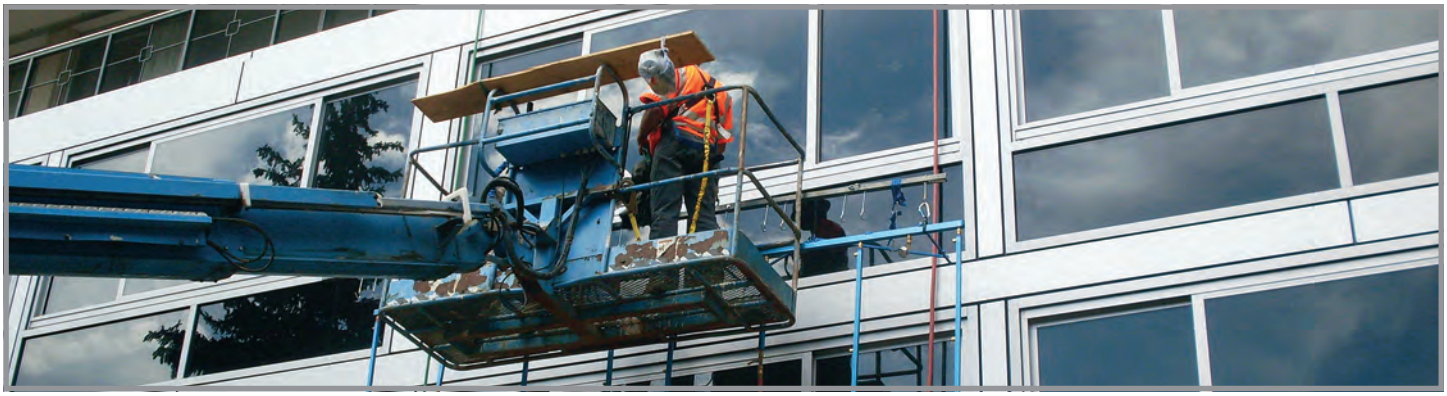
CE Responsibilities

Civil engineers at the USAFA provide the physical foundation necessary to produce our future leaders. They advise the Mission Support Group Commander, Air Base Wing Commander, and Academy Superintendent on civil engineer planning and programming facility matters for active and proposed mission requirements. The USAFA Civil Engineer directly coordinates with Air Staff and other agencies pertaining to management of Academy real property and utilities; maintenance and repair of structures and equipment; provision of custodial, sanitation, and entomological services; fire and emergency services/rescue; and base recovery from damage to facilities from any cause. The USAFA CE directs, guides, and provides supervision on real estate, environmental/natural resources, housing, readiness, engineering, construction, and daily support operations.

Significant Accomplishments

- Awarded $79.6M in FY09 S/R&M projects, including $64.4M in "Fix USAFA" work.
- Launched inaugural funding of "Fix USAFA"—planned approach to recapitalize and enhance renovated 50-yr old infrastructure/facilities to promote long-term, cost-effective sustainability.
- Awarded $18.3M solar array construction to provide 3MW of electric power (up to 7 percent of USAFA's demand), a first step to become a "net-zero" installation by 2015.
- CE personnel received several awards:
  - Mr. Brian Pille was named USAFA Category 1, Civilian of the Year 2008
  - Mr. Lawrence Duran was named USAFA Category 3, Manager/Supervisor Civilian of the Year 2008
  - SrA Tyler Moran won the Air Force Sergeant's Association's First Term Airman of the Year for the Colorado Springs Region
  - SrA Nicole Longwell won the Spirit of Service Award for her volunteer efforts
- Fire and Emergency Services Flight responded to more than 950 emergency incidents, including more than 280 vehicle accidents along a major stretch of interstate highway.
- Academy firefighters executed a diverse mission, including a technical rescue at more than 9,000 feet; several wildland fires; 364 medical emergencies; and 230 vehicle accidents.
- USAFA hosted the Firefighter Combat Challenge with more than 100 competitors from across the nation attending.
- Team USAFA competed in the International Firefighter Combat Challenge with an Open Relay, Over 40 Relay, and Women's relay with two of the three teams posting the fastest time of the year in their category.

Photo Below: *Contractors put the finishing touches on a section of the new Vandenberg Hall curtain wall, part of a nine-phase, $227M 30-year recapitalization of the Academy's oldest and largest cadet quarters building. (U.S. Air Force photo)*



USAFA Civil Engineer/10 CES Commander (CE)
Deputy Civil Engineer (DCE) Mr. Keith L. Butala

- Asset Management (CEA)
- Programs (CEP)
- Resources (CER)
- Operations (CEO)
- Fire & Emergency Services (CEF)
- Readiness (CEX)

Statistics

Major Bases		1
Plant Replacement Value		$2.43B
Buildings		6.4M sq. ft.
Airfield Pavement		408K sq. yd.
Housing		427 units (100% priv.)
Dorms		2,340 rooms
CE Personnel	Active Duty	29
	Civilian	101
	Contractor	553
MILCON		1 project ($17.5M)
S/R&M		175 projects ($79.6M)
Facilities Operation		$37M

Photo Below: *Contractors mill a section of South Gate Boulevard, part of a $3.5M full-depth repair of 10 lane-miles of the Academy's main thoroughfare.* ***Photo Right:*** *Firefighter Ron Prettyman competes in a regional Scott Firefighter Combat Challenge hosted by USAFA. (U. S. Air Force photos)*

Civil Engineering History

4 June 1940	The 21st Engineer (Aviation) Regiment was activated at Ft. Benning, Georgia.
18 Sep 1947	The Air Force became a separate service, responsible for operation and maintenance of its installations and airfields. The Army was designated the construction agent for the Air Force and the agent for acquisition and disposal of real estate.
Oct 1947	The Air Installations School was created at the Air Force Institute of Technology at Wright Field, Ohio.
10 Oct 1947	The Air Force established the Directorate of Air Installations under the DCS Materiel.
11 Jul 1950	Company A of the 802nd Engineer Aviation Battalion became the first Aviation Engineer unit to land in Korea, where they began work on a 500-foot extension to the runway at Pohang AB.
4 Jun 1954	The Air Force Academy Construction Agency was established to oversee work for the new institution.
28 Feb 1959	The Installations Engineering Occupational Field title was changed to Civil Engineering.
7 Mar 1959	The Directorate of Installations was redesignated the Directorate of Civil Engineering, DCS Operations. At base level, Air Installation Officers became Base Civil Engineers.
1 Jan 1963	The Air Force Real Estate Agency was established as an AFOCE Field Extension office.
1 May 1965	The first Prime BEEF unit deployed to San Isidro AB, Dominican Republic, from Myrtle Beach AFB, S.C.
10 May 1965	The Secretary of Defense sent a short note to the Secretary of the Air Force that resulted in the creation of **RED HORSE**.
6 Aug 1965	The first Prime BEEF teams deployed to Bien Hoa, Tan Son Nhut, and Da Nang Air Bases, Vietnam, to construct revetments.
Feb 1966	The first two RED HORSE units, the 554th and 555th Civil Engineering Squadrons (Heavy Repair), deployed to Vietnam.
1 Apr 1966	The Civil Engineer Construction Operations Group, the forerunner of AFCESA, was created at Wright-Patterson AFB, Ohio.
15 Nov 1966	Tuy Hoa AB, Vietnam, the only Vietnam-era base built by the Air Force, became operational.
3 Apr 1967	CMSgt Paul W. Airey, a civil engineer first sergeant at the 4756th Civil Engineering Squadron at Tyndall AFB, became the first Chief Master Sergeant of the Air Force.
Aug 1975	The HQ USAF Directorate of Engineering and Services was created with the merger of the two functional areas.
30 Jun 1978	The Air Force Engineering and Services Center (AFESC) was activated at Tyndall AFB.
Jun 1986	The First Readiness Challenge competition was held at Eglin AFB, Fla.
Jan 1988	RED HORSE opened to women.

A Timeline of Significant Events

Aug 1990 — Air Force civil engineers began deploying in support of Operation Desert Shield.

Dec 1990 — OSD released DMRD 967 which called for regionalizing base engineering services and zonal maintenance. The Air Force proposed its own initiative that resulted in a major restructuring of the base CE squadron under the Objective Squadron structure.

1991 — AFESC was redesignated as the Air Force Civil Engineering Support Agency. The Air Force Center for Environmental Excellence was established as a new field operating agency.

5 Feb 1991 — HQ USAF Directorate of Engineering and Services was realigned under the Chief of Staff and redesignated The Civil Engineer, an assistant chief of staff. Services separated and was integrated into Morale, Welfare, and Recreation.

3 Oct 1991 — The Vice Chief of Staff aligned Airbase Operability, Disaster Preparedness, and Explosive Ordnance Disposal under Civil Engineering.

19 Dec 1997 — AFCAP issued its first funded task order for recovery efforts from Super Typhoon Paka at Andersen AFB.

11 Sep 2001 — In the aftermath of the World Trade Center and Pentagon bombings on 11 September 2001, Air Force civil engineers provided a wide range of support to the recovery efforts and homeland defense initiatives.

Sep 2001 — Operation Enduring Freedom Prime BEEF teams conducted beddown operations at bases in Southwest and Central Asia. 823 RHS undertook construction projects, including major MILCON projects.

10 Oct 2001 — An Air Force civil engineer became the first fatality of Operation Enduring Freedom. MSgt Evander E. Andrews, assigned to the 366 CES at Mountain Home AFB, Idaho, died in a heavy equipment accident at Al Udeid AB, Qatar.

19 Mar 2003 — Operation Iraqi Freedom began as Air Force engineers opened new bases, expanded additional bases, and recovered captured Iraqi bases.

1 Oct 2003 — HQ Air Mobility Command established an A7 Installations and Mission Support organization. Brig Gen Del Eulberg, the AMC Director of Civil Engineering, became the first A7 director.

1 Feb 2006 — HQ USAF/ILE was redesignated A7C as part of the HAF transition to the A-Staff structure.

19 Oct 2006 — Gen John Corley, AF/CV, signed a memo approving Civil Engineering's five transformation proposals: centralizing capital construction execution at AFCEE; reengineering fire emergency operations based on risk assessment; reengineering three AFMC CE Groups to smaller units; realigning military positions into EOD and RED HORSE; and restructuring CE units at all organizational levels.

1 Jun 2007 — The Air Force Center for Environmental Excellence was renamed the Air Force Center for Engineering and the Environment.

30 June 2009 — CMSgt James A. Roy became the 16th Chief Master Sergeant of the Air Force. Chief Roy began his career in civil engineering as a heavy equipment operator.

9 July 2009 — Col Jeffry D. Knippel became the first Air Force officer to command an Army Corps of Engineers District when he assumed leadership of the Gulf Region Division's South District in Iraq.

Sep 2009 — The first-ever Prime BEEF group and squadrons were activated in Afghanistan.

CE

CAREER

FIRE
BRIGADE MFG.

FI

RAW WATER
NO. 1
START
STOP

DCP DATA SHEET
FEATURE:
TEST LOCATION:
Accum. No. of blows
Accum. Penetration mm
Accum. No. of blows
Accum. Penetration mm

ELDS Update

The HQ AFCESA Force Development Branch is responsible for Civil Engineer enlisted training for 35,000 Active Duty, Guard, and Reserve personnel in 12 Air Force Specialty Codes (AFSCs). Within the branch, experts in each of the AFSCs work with career field representatives at the Air Force Personnel Center to provide guidance and civil engineer classification. They develop education plans and manage over 250 Web-based courses on the Advanced Distributed Learning Service (ADLS) and the Civil Engineer Virtual Learning Center, while ensuring that specialty training remains responsive to installation and deployed site requirements. The latter was an important focus in FY09, as was new curriculum at Silver Flag, and reviewing course attendance numbers. AFCESA's career field managers also maintain a Community of Practice, or CoP, which contains the most up-to-date information and guidance for their respective AFSCs.

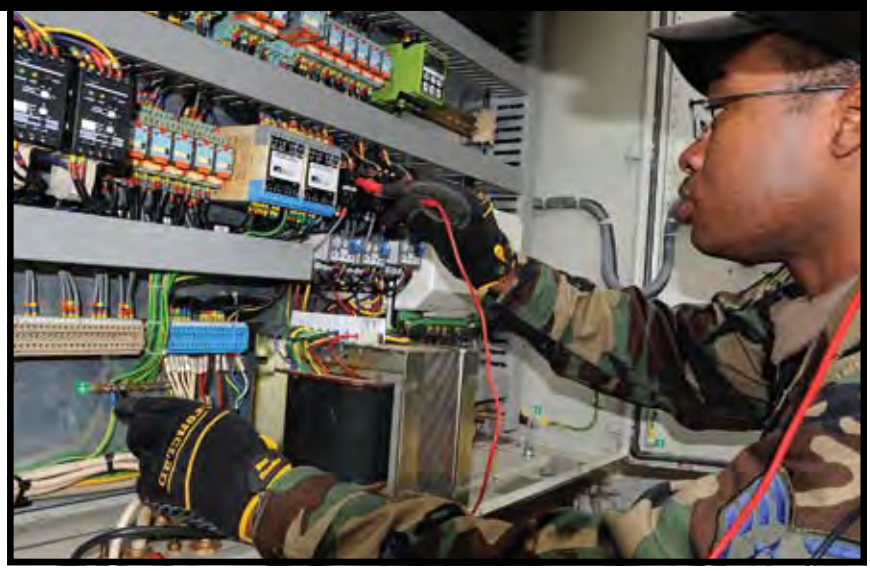
The following pages provide specific information regarding the current status of each of the enlisted CE AFSCs. Points of contact are listed for each AFSC, and they can be reached through AFCESA's Reach-back Center (1-888-AFCESA1 or DSN 523-6995; afcesar@tyndall.af.mil). Individual AFSC CoPs can be located from the main Civil Engineer CoPs page on the Air Force Knowledge Now, or AFKN, site. Please take advantage of these valuable resources.

CMSgt Todd Gumprecht
Air Force Civil Engineer
Career Field Manager
HQ AFCESA/CEOF

CMSgt Trevor Shattuck
IMA to the Air Force Civil Engineer
Career Field Manager
HQ AFCESA/CEOF

3E0X1 Electric

In FY09, faulty wiring and inadequate grounding resulted in unnecessary deaths in the Southwest Asia area of responsibility (AOR). These mishaps brought international attention and congressional action on electrical safety in the AOR. The Air Force used temporary and long-term electrical guidance to lead the charge on averting future AOR accidents. The new guidance included AOR-established universal policy and adoption of the National Electrical Code as the principal AOR electrical guide. Safety, career development, and formal training were also top priorities for Airmen in the 3E0X1 career field.



SSgt Taraus Boyd, 100 CES electrical technician craftsman, checks for proper voltage using a multimeter during troubleshooting procedures at the waste plant, RAF Mildenhall, England. (photo by SSgt Jerry Fleshman)

Throughout the AOR, 3E0X1 Airmen are sought out for their sound electrical knowledge and training, as evidenced by the frequent requests from our sister services for 3E0X1 to conduct electrical planning, installation, or repairs. To ensure that 3E0X1 Airmen are equipped with the latest knowledge and practices, the entire career development course (CDC) volumes were reviewed for accuracies and dated material. The new eight-volume set of CDCs, released in FY08, were fully implemented in FY09.

Two key documents that drive Air Force electrical safety were updated and released in FY09: 1) the 2009 National Fire Prevention Association (NFPA) 70E, and 2) an updated revision of the Unified Facilities Criteria (UFC) 3-560-01 (http://www.wbdg.org/ccb/DOD/UFC/ufc_3_560_01.pdf).

Student attendance dropped below minimum numbers and caused Sheppard AFB to cancel several 3E0X1 supplemental courses during FY09. This action triggered a review of all formal courses to determine the root cause of low attendance. As part of the review, the curriculum was scrutinized for relevancy and vendor training was explored as an option.

POC: SMSgt Robert "Frank" Lovett

3E0X2 Power Production

In FY09, the Power Pro career field focused on contingency training and the procurement, delivery, and training for interim power units (IPUs).

Recognizing a need for additional proficiency training on the Mobile Aircraft Arresting System (MAAS), 3E0X2, along with the other Civil Engineering career fields, restructured the CE Silver Flag contingency training curriculum. The new curriculum encompasses in-depth training on contingency equipment, such as the MAAS, to ensure that deploying technicians are qualified to certify a MAAS system in service upon initial installation or re-installation.

The Basic Expeditionary Airfield Resources (BEAR) IPU is a new generator the Air Force recently purchased to fill the shortfall of available WRM Prime Power Generator Mission Essential Power-12 (MEP-12) generators. A total of 42 BEAR IPUs are being procured, with the majority going to various PACAF bases. DET 1, 554 RHS, Kadena AB, Japan (PACAF Silver Flag) is developing a two-week training course for PACAF technicians to provide hands-on certification on the IPUs.

POC: MSgt Gary Szekely

SSgt Vincent Rizzo, 100 CES barrier maintenance team, checks one of two 1,200-foot straps used to stop aircraft in an emergency on the RAF Mildenhall flightline. (photo by SSgt Austin M. May)

3E1X1 HVAC & Refrigeration

Stemming from the forum between MAJCOM leaders and the career field manager, the 3E1 AFS supplemental courses are in the final stages of consolidation. This consolidation will mesh the direct and indirect expansion courses into one and create a new control course geared toward energy conservation (think direct digital control). Target launch date for the two new courses is the first quarter of 2010. Internal testing of the new Web-based course on the 130-BTU heater is in the final stages and is slated for an early 2010 launch on the ADLS.

In the AOR, the Air Force continues to explore ways to reduce power consumption. In line with this goal, a team from the Air Force Research Laboratory is currently testing a new retrofitted Field Deployable Environmental Control Unit (FDECU); testing on this unit is slated to continue well into the latter part of 2010. Along with reducing power consumption, this unit will correct capacity woes and circuit card faults of units currently in the Air Force's inventory. The decision to add this new model into the Air Force's inventory hinges on the test results.

POC: SMSgt Rich Williamson

SSgt Justin Guertin, 823 RHS Det 1, an HVAC instructor at the Silver Flag exercise site, Tyndall AFB, Fla., demonstrates the correct technique for checking unit power. (photo by Ms. Teresa Hood)

3E2X1 Pavements and Equipment

FY09 saw several changes to the 3E2X1 career field, which drove actions in formal training courses, guidance, and key personnel. In formal training, the Snow and Ice Control Techniques course replaced the outdated Civil Engineer Airfield Snow and Ice Control Operations course. AFI 32-1002, *Snow and Ice Control* (Oct 99), which references all program information, is currently under revision.

Mr. Preston Benedyk is the new Civil Engineer Vehicle Program Manager, MSgt Michael Nikolaus (Ft. Leonard Wood) is the new 3E2XI CDC writer, and MSgt Lance E. Duncan (Sheppard AFB) is the new training manager. Ft. Leonard Wood's Pavement, Maintenance, Inspection and Repair MTT course was identified as a U.S. Air Forces Central training requirement for some 3E2X1 Airmen targeted for future deployment; please email allen.swatsworth@us.army.mil with questions regarding hosting the course.

SSgt Samuel McDowell, spall team member with the 332 ECES, removes damaged portions of the runway to make repairs at Joint Base Balad, Iraq. (photo by SSgt Heather M. Norris)

The CE Virtual Learning Center Web site hosts a vast list of completed Air Force Qualification Training Packages (e.g., Spall Repair Procedures, Airfield Rubber Removal Procedures, etc.), and additional airfield repair training products are in the works to help our deployed troops. However, these products cannot replace live training. Therefore, supervisors must continue to push real world home station training in areas like repairing slabs and spalls and routing and sealing joints.

POC: SMSgt Victor Block

3E3X1 Structural

SrA Eric Horn, 455 ECES, uses a nail gun to build a flight line guard shack at Bagram Airfield, Afghanistan. (photo by SrA Felicia Juenke)

The new 3E3X1 Silver Flag curriculum started in October; the curriculum was enhanced to train Airmen on wartime skills required in the AOR. Throughout the AOR, all the Services frequently request 3E3X1 Airmen to plan, install, and make repairs on small and major projects. Therefore, an increased number — more than 500 — of 3E3X1 Airmen will be going through the schoolhouse in FY10 because of increased AOR demands on the career field.

Because of low attendance numbers, an integrated process team (IPT) event was held at Sheppard AFB to look at 3E3X1 supplemental courses. The IPT was charged with identifying possible causes of low attendance and determining if the courses are still relevant and taught at the right time or if vendor training could accomplish the training in a more flexible and efficient manner. The findings will be forwarded to the major commands and posted on the Structural CoP.

POC: SMSgt Jason Frigon

3E4X1 Water and Fuel Systems Maintenance

The Water and Fuels Systems Maintenance career field, created by the merger of the Utilities and Liquid Fuels career fields, has experienced some major alterations since the merger announcement in June 2008, especially during this past year. As with mergers of the past, such as combining the Water/Waste and Plumbing career fields in the 1990s, 3E4X1 Airmen will continue to face challenges over the next few years.

This year we have published new CDCs, a new career field education training package (CFETP), and several qualification training packages (QTPs), and have initiated the merger in the Air Force Training Records. Currently there are several new computer-based training (CBT) modules to complement the new QTPs. The only seven-level upgrade requirements will be the seven-level common core CBT and the core task items listed in the CFETP Part II Specialty Training Standard.

SrA Ivan Alandzak and A1C Jennea Allen, 52 CES, replace a single point nozzle over a drip-pan on one of Spangdahlem AB truck refueling stands. (photo by SrA Benjamin Wilson)

Completing the opposing CDCs, qualification training, and upgrade training requirements should be top priority for everyone. We have gone from specialized career fields to a now diversified field that incorporates water, wastewater, and fuels systems. It will be a team effort among all involved to successfully complete this merger transition.

POCs: SMSgt Mark Garvin and MSgt Craig Stubbs

3E4X3 Pest Management

The 3E4X3 career field has had several changes this year in personnel, publications, and training. At the Pest Management schoolhouse MSgt Lawrence Robinson in now the CDC writer and TSgt Jim Cummings is the instructor supervisor. Mr. Don Teig is the Air Force Entomologist and three MAJCOMs have new entomologists: Mr. Steven Robertson (ACC); Mr. Mathew Kramm (AETC); and Mr. Keith Harris (ANG). Col William Rogers is now the deputy director of the Armed Forces Pest Management Board.

The two documents serving as principal guidance for Air Force pest managers, AFI 32-1053, *Integrated Pest Management* and AFI 32-1074, *Aerial Application of Pesticide*, have been republished with major changes and need to be carefully reviewed. DOD Instruction 4150.7M Volumes 2 and 3 have also been updated. The 10-day Operational Entomology course taught at Brooks City-Base, Texas, is required for all Pest Managers to receive their seven-level, and the Education and Training Course Announcements Web page will be updated accordingly.

A deployed pest manager applies a barrier treatment for insects.

The new Pest Management Wartime Standard has been incorporated into the new seven-day Silver Flag curriculum. The Prime BEEF panel has approved shotgun qualification for Pest Managers, and after approval by Security Forces, it will be added to AFI 10-210, *Prime Base Engineer Emergency Force Program* as an annual requirement.

POC: SMSgt Kevin Delaney

3E5X1 Engineering

The Engineering career field has undergone some great improvements and a "back to building stuff" mantra is at the heart of all AFSC career development programs. New seven-level and five-level CDCs, enhanced technical training, and a new CFETP are all in the final approval stages. The efforts supporting these included a holistic review of all training products as well as recommendations from the 2008 Utilization and Training Workshop. Silver Flag training and advanced courses are also refocusing on the current construction/sustainment 3E5X1 roles. As the Air Force continues to exploit geospatial technologies, Engineering Journeymen, Craftsmen, and Superintendents will keep their role as data creators and maintainers – no more, no less. The revised training continuum will better develop our competencies and set the stage for the proper career progression.

3E5 utilization remains a critical focus – *every* Engineering Airman must master core competencies through work at home station. Recent deployments demonstrate the continued need for mastery in drafting, construction surveying, mapping, materials testing, and construction management. Any employment in other than those disciplines creates lapses in competence and decreased availability of Airmen that our deployment tempo simply cannot afford.

POC: SMSgt David Sosa

A1C Wesley Nesbitt, 28 CES engineer technician, uses a survey rover to measure sidewalks, curbs, and gutters at Ellsworth AFB. (photo by SrA Kasey Zickmund)

3E6X1 Operations Management

The 3E6X1 career field took a critical look at all areas of Silver Flag instruction based on past IPTs, with the goals of adding and streamlining training requirements and ensuring appropriate levels of training. Silver Flag 3E6 instructors at each site were assigned courses of instruction and charged to build training material, thereby aiding in the success of each other's programs. This collaboration, combined with benchmarking best practices, helped to identify additional resources and training requirements.

Transformation of the Operations Management career field is a driving concern for the Civil Engineering Air Force career field manager (CE AFCFM) and the 3E6X1 CFM. New technologies, such as the Air Force Automated Form 332 and NexGen IT, will help to improve efficiencies and effectiveness. The 2009 Education and Training Requirement Committee tasked the 3E6 community to provide the CE AFCFM with advance course requirements to be followed up with the schoolhouse. The revision of AFI 32-1001, AFPAM 32-1004v4, and other Operations Management instructions will make 3E6X1 Airmen more effective and efficient.

POC: MSgt Edward Quinn

SSgt Melody Winterringer, 786 CES, takes a service call at Einseidlerhof Air Station, Germany (U.S. Air Force photo)

3E7X1 Fire Emergency Services

Student firefighters handle two fire hoses as they try to extinguish a simulated aircraft fire in the burn pit at the DOD Fire Academy at Goodfellow AFB, Texas. (photo by A1C Michele G. Misiano)

An Air Force Fire Emergency Services (FES) Emergency Medical Services Working Group has been established to develop the Air Force FES position on Emergency Medical Services (EMS) delivery, linking it to the CE Strategic Plan and capturing associated costs, risks, benefits, proposed concepts of operations, and recommendations. For this initiative, ACC is lead command, working directly with Mr. Frank Koninski at the DOD level. Navy EMS counterparts will be brought on board at the appropriate time. The Office of The Civil Engineer will work with the Surgeon General at Headquarters Air Force to standardize EMS care across the Air Force.

FES has taken the lead in developing a process within the Air Force for incident command system credentialing. A working group has developed a draft program guide that includes a candidate portfolio (basic information, experience, professional development, and task evaluations) and identification of various levels of the incident command system. How identification badges will include credentials for individuals is still to be determined.

POC: CMSgt Joseph Rivera, 3E7X1 Career Field Manager

3E8X1 Explosive Ordnance Disposal

EOD Airmen reenlist at a forward deployed location. (U. S. Air Force photo.)

The Explosive Ordnance Disposal (EOD) Career Field is in the middle of a huge transformation. Changes to the way EOD Airmen organize, train, equip, and fight is morphing the career field into a forward-leaning battlefield Airmen AFS.

One of EOD's biggest and far-reaching successes is the Combat Battlefield Ready Airmen (CoBRA) course at Silver Flag, which transforms EOD Airmen from solely service support to true battlefield Airmen. CoBRA increased the relevance and timeliness of required training while decreasing training time by two weeks – a plus for EOD's 1:1 dwell Airmen.

The transformational EOD Capabilities-based Manpower Standard, which will fulfill all EOD wartime manpower requirements, is almost complete. EOD leaders are documenting the way operations are being run and institutionalizing winning strategic methods in Air Force doctrine and governing policy documents, and instructions.

Every EOD troop in the field will soon be able to order their entire individual equipment gear online through the Battlefield Airmen Management System, easing the workload logistically and providing a standard load-out of go-to-war gear for all EOD warfighters.

Although the Air Force has made significant strides in combat stress counseling, more work is needed. EOD is institutionalizing the HAF/SG Airman Resiliency Program during pre- and post-deployment briefings and working to add some type of traumatic brain injury motor skills screening to the briefings.

POC: CMSgt Robert Hodges, 3E8X1 Career Field Manager

3E9X1 Emergency Management

Based on the revised CFETP, the Air Force Emergency Manager's Apprentice Course was added to the curriculum at Ft. Leonard Wood, with course graduates certified as HAZMAT Technicians. Course graduates will have the knowledge and skills to provide emergency response capabilities and implement installation plans and processes to deal with vulnerabilities and hazards.

All Air Force Emergency Managers will soon be eligible for a new voluntary Air Force Certified Emergency Management (AFCEM) program, designed for 3E9X1 Airmen who work within and outside their communities to create a framework for coping with disasters and reducing vulnerability to hazards. The program encourages Air Force Emergency Managers to enhance their career development, broaden and expand their knowledge of emergency management, and demonstrate requisite skill knowledge by successful completion of Air Force Certified Tests. The process of obtaining the three certifications levels complements the 3E9X1 upgrade and career progression program. This system nurtures an applicant from the level of emergency responder to full Air Force certified emergency manager.

SSgt Steve Breeden, 134 CES, practices the proper operation of equipment designed to detect and identify chemical, toxic and biological hazards during an emergency management exercise at Sather AB, Iraq. (photo by MSgt Brian Davidson)

POC: CMSgt Fred Casale, 3E9X1 Career Field Manager

Award-CEs

2009 Outstanding Airman of the Year
TSgt Manuel J. Herrera

375 CES, Scott AFB, Ill.

While deployed to Iraq, TSgt Herrera, NCOIC for the 375 EOD Flight, led 251 missions, survived four attacks, and captured 36 terrorists. He destroyed 23 IEDs and disarmed two devices to counter an attempted attack on a convoy carrying 40 coalition troops and $12M in equipment. He received the Bronze Star and Combat Action Medals for his efforts that led to the capture 19 high-value terrorists while interrupting weapons flow into northern Iraq. He guided the recovery and disposal of 4,683 IED components and UXOs. Requested by name, TSgt Herrera led a 14-day, four-country U.S. Secret Service mission to protect the President of the United States and 18 other dignitaries. He also helped organize the first Kirkuk EOD Memorial run and ran the 5K in a full bomb suit, raising $3K for the memorial fund. At his home base, he directed the safe removal of 14 UXOs found by local police, instructed 100 deploying warfighters on IED and UXO recognition, and developed and presented an EOD mission brief for 91 Junior ROTC cadets at three schools. TSgt Herrera is the 2008 Air Mobility Command Civil Engineer Military Technician of the Year; he also won the Air Force Association's Pistsenbarger Award for scholastic performance and the Airlift/Tanker Assoctaion Young Leadership Award. "I feel extremely proud yet humble," said TSgt Herrera, "when I think of the numerous individuals that deserve the recognition I have been given."

2009 Outstanding Airman of the Year
TSgt Benjamin P. Horton

775 CES, Hill AFB, Utah

TSgt Horton, an EOD technician, received the Bronze Star and Combat Action Medals and the Army Combat Action Badge, for his battle service while deployed. At Kirkuk AB, Iraq, TSgt Horton led 346 missions, investigated 40 blast sites, and raided 14 weapons cache sites, destroying 2,398 munitions and 14,388 pounds of explosives. He was responsible for 111 road-clearing missions covering 5,000 miles and neutralized 79 IEDs. During an IED attack, he removed four injured Soldiers from wreckage and cleared a landing zone for quick removal of the injured. TSgt Horton analyzed attacks and provided intelligence on enemy tactics that helped capture six of the top ten terrorists in Kirkuk. At Hill AFB, TSgt Horton supervises a $1.8M budget with an $11.9M asset resource section for the 775 EOD Flight, which received the 2008 AFMC Gerald Stryzak award. He organized a fund-raising drive for an EOD memorial and worked as a volunteer with the elderly and homeless. TSgt Horton earned the 2008 Air Force Materiel Command Civil Engineer Best Military Technician award and was selected to be among 20 Department of Defense National Heroes for Independence Day 2009.

winning

In 2009, four civil engineers were among the recipients of two major awards—Outstanding Airman of the Year and the Capt Lance P. Sijan Award. The 12 Outstanding Airmen of the Year are chosen from 33 Airmen representing the major commands, direct reporting units, field operating agencies, and Air Staff agencies, based on leadership, job performance, self-improvement, personal achievements, and base and community involvement. The Sijan Award annually recognizes the accomplishments of officers and enlisted members who have demonstrated the highest qualities of leadership in the performance of their duties and the conduct of their lives.

2009 Outstanding Airman of the Year MSgt Christopher W. Pollock

18 CES, Kadena AB, Japan

MSgt Pollock, 18 CES superintendent of heavy repair, was deployed for 210 days to Afghanistan as the Task Force Anzio Brigade engineer. As the sole U.S. engineer tasked with construction on Kandahar Airfield and six remote forward operating bases (a total of 36 units), he executed $156M in construction and led cradle-to-grave construction for 16 buildings at Kandahar Airfield, Afghanistan. During a four-hour firefight, MSgt Pollock killed five insurgents and wounded nine others, earning a Bronze Star Medal and Air Force Combat Action Medal. He spearheaded a $241,000 project to replace a failed landing directly allowing 1,200 combat air support missions to launch. An anti-terrorism and force protection expert, he made 23 fence repairs on 27 miles of base perimeter, protecting 6,500 troops and $8B in assets. At his home base, he is an avid volunteer with Special Olympics and the Boy Scouts, and organized a $2,000 clothes and toy drive for an orphanage in Japan. He is the 2008 SNCO of the Year for Pacific Air Forces. "… it's not about how much you do," said MSgt Pollock. "It's about the quality and the significance of the things you do."

2008 Lance P. Sijan Air Force Leadership Award Capt Thomas Eckel

366 TRS Det 3, Eglin AFB, Florida

Capt. Thomas Eckel, 366th Training Squadron Detachment 3 deputy commander, was selected as the Sijan Award junior officer category winner. The award recognizes his assignment as EOD instructor at Eglin, from July 1, 2007, to June 30, 2008. During this time period, he oversaw two EOD training divisions that annually trained more than 1,000 students from all services and 37 foreign nations. While deployed to Afghanistan, he led teams that handled 96 IEDs and successfully recovered the air base after 57 terrorist attacks. He also helped raise more than $138,000 for scholarships for family members of fallen EOD technicians. During his third, and most recent, deployment, Capt Eckel was the operations officer for a Weapons Intelligence Team in Iraq. "It is a tremendous honor to have been selected for this award," said Capt Eckel. "It is a direct reflection of my family's continued support through three deployments in three years and the men and women within the EOD community that I work with on a daily basis, both deployed and at home station."

Directory of Civil Engineering
Subject Matter Experts (SMEs)

Program	SME Name	Contact Information
Air Resource Management	Frank Castaneda III, P.E.	DSN 240-6417/(210) 536-6417
Antiterrorism-Force Protection, Small Arms Ranges	Jeffrey Nielsen, P.E.	DSN 523-6119/(850) 283-6119
Architecture	Rick Sinkfield, A.I.A.	DSN 240-3485/(210) 536-3485
Chemistry	G. Cornell Long	DSN 240-3958/(210) 536-3958
Construction Technology	Vacant	DSN 240-3072/(210) 536-3072
Corrosion Control	Michael Zapata, P.E. (acting)	DSN 523-6070/(850) 283-6070
Cultural Resources	James D. Wilde, Ph.D., R.P.A.	DSN 523-6546/(850) 283-6546
Electrical	Daryl Hammond, Ph.D., P.E.	DSN 523-6352/(850) 283-6352
Electronics/Controls	Joanie Campbell, P.E.	DSN 523-6354/(850) 283-6354
Emergency Management	Mike Connors	DSN 523-6165/(850) 283-6165
Environmental Restoration	Javier Santillan, Ph.D.	DSN 240-4366/(210) 536-4366
Fire Protection Engineering	Fred Walker	DSN 523-6315/(850) 283-6315
Fuels Facilities	Michael Zapata, P.E.	DSN 523-6070/(850) 283-6070
Heating, Ventilation, and Air Conditioning	K. Quinn Hart, P.E.	DSN 523-6343/(850) 283-6343
Hydrogeology	John Gillespie	DSN 240-4196/(210) 536-4196
Installation Planning	Mark A. Sanchez, A.I.C.P.	DSN 240-1261/(210) 536-1261
Life Cycle Cost Engineering	Steve Shoaf, P.E.	DSN 523-6263/(850) 283-6263
Natural Resources	Kevin Porteck	DSN 240-5631/(210) 536-5631
Pavements	Craig Rutland, Ph.D., P.E.	DSN 523-6439/(850) 283-6439
Pest Management	Donald A. Teig	DSN 523-6465/(850) 283-6465
Pollution Prevention/Hazwaste/ HAZMAT	Vacant	DSN 240-3072/(210) 536-3072
Ranges	Jon Haliscak	DSN 240-5522/(210) 536-5522
Real Estate	Bobby Roberts	DSN 969-9485/(210) 395-9485
Renewable Energy	Mike Giniger, P.E.	DSN 523-6168/(850) 283-6168
Roofing	Jeffrey Nielsen, P.E. (acting)	DSN 523-6119/(850) 283-6119
Structural Engineering	Robert Dinan, Ph.D.	DSN 523-6209/(850) 283-6209
Toxicology and Risk Management	Samuel L. Brock, D.V.M., M.P.H.	DSN 240-7936/(210) 536-7936
Water Quality	Larry K. Isaacs, Ph.D., P.E.	DSN 240-5645/(210) 536-5645
Water/Wastewater	Vacant	DSN 523-6995/(850) 283-6995

U.S. Air Force • Civil Engineering

From the Top... Straight to You

The CE Portal

Available on the CE Portal: https://cs.eis.af.mil/a7cportal

Printed on recycled paper (30% post-consumer waste)