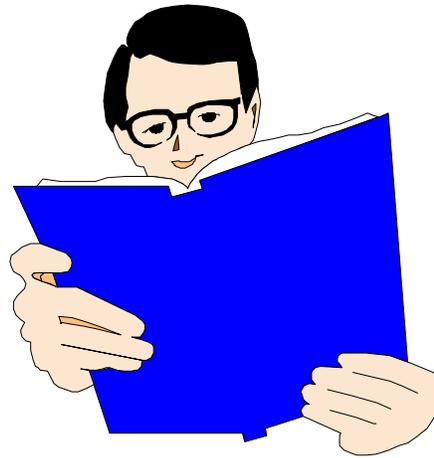


# THE AFCESA GUIDE





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**DEPARTMENT OF THE AIR FORCE**  
**HEADQUARTERS AIR FORCE CIVIL ENGINEER SUPPORT AGENCY**

MEMORANDUM FOR NEWLY ASSIGNED PERSONNEL

FROM: AFCESA/CC

SUBJECT: WELCOME TO AFCESA

Welcome to the Air Force Civil Engineer Support Agency. You are joining an organization with a mission of providing quality technical and professional support to Air Force civil engineers around the world. We support major commands and every base on behalf of the Air Force Civil Engineer. Our mission is challenging, diverse, and rewarding.

AFCESA is a leader in implementing Quality Air Force. Our people are proponents of change, without which the Air Force could not maintain its status as the best in the world. Civil engineers rely on us for expert assistance in organizing, equipping, and training to help them achieve the highest possible state of readiness. The AFCESA core of experience is involved in every major engineering issue, from maintenance to readiness, infrastructure programs to fire fighting, computer modernization to construction cost management. We take great pride in our work and in our people.

I heartily welcome you to the fast-paced life of AFCESA. All of us at the Agency hope your assignment will be rewarding and productive.

*-- SIGNED --*

BRUCE R. BARTHOLD, Colonel, USAF  
Commander

## PREFACE



Welcome to "The AFCESA Guide." This document will help you understand more about the Air Force Civil Engineer Support Agency-- who we are, what we look like, what we do, and who our customers are.

In addition to this Guide, upon arrival you will inprocess through the various areas necessary to set you up as a new member to the Agency. Also, we will schedule you for a Newcomer's Orientation, an opportunity for you to learn and visit the many key areas of the Agency. Finally, you will be meeting with your director, the executive director, and commander. If you have missed any of these activities, please ask (call the executive officer, CCE, ext 3-6107).

The information in this document is divided into easily located sections and provides information on a variety of subjects. It provides information on general administrative responsibilities, use of the various computer and communication functions, quality initiatives, and policies. It also contains an overview of the Office of The Air Force Civil Engineer (AF/ILE) and an in-depth look at the Air Force Civil Engineer Support Agency (AFCESA). There is also a brief history of the Agency, provided by the AFCESA Historian. Finally, there is a line drawing of Building 1120, which houses most of AFCESA's employees, and the location breakdown of the agency.

If you have any suggestions for changes or additions to this document, please forward them to the executive officer, CCE, ext 3-6107.

# SECTION 1

## ORGANIZATIONAL INFORMATION

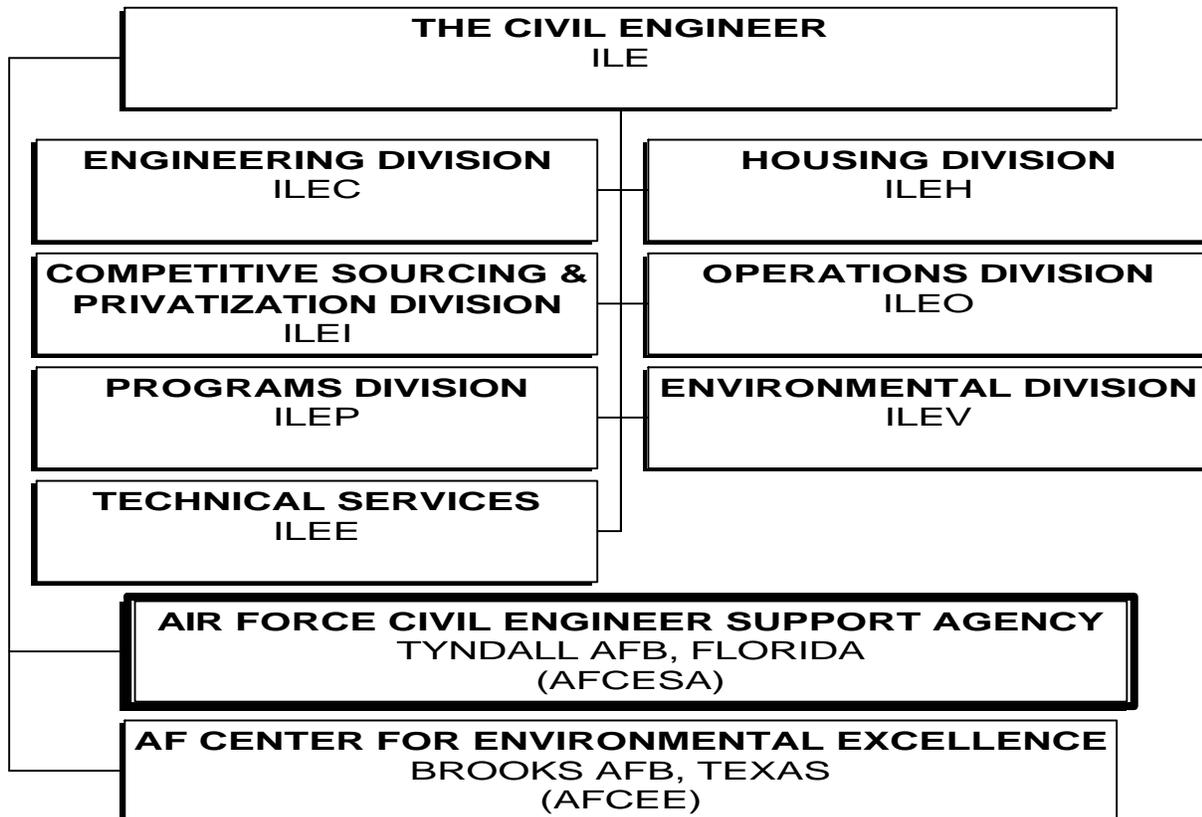
### ■ OFFICE OF THE CIVIL ENGINEER ■



Much of the work accomplished at HQ AFCESA is in support of the Office of the Civil Engineer located in the Pentagon, Washington D.C. The Air Staff functions are to develop and interpret policy, advocate and acquire resources, provide policy and program oversight, determine and validate requirements, and allocate resources. The Office of The Civil Engineer provides the leadership, policies, resources, and oversight to support the Air Force mission by supporting the entire Air Force Civil Engineer team accountable for delivering the highest quality base engineer support to our customers.

### THE MISSION OF THE CIVIL ENGINEER

To support the Secretary of the Air Force and Chief of Staff by accomplishing those Air Staff functions necessary to help commanders acquire, operate, maintain, and protect the installations, facilities, housing, infrastructure, and environment required to support aerospace forces having global reach and global power in peace and war.



# ■ AIR FORCE CIVIL ENGINEER SUPPORT AGENCY ■



The organization known today as the Air Force Civil Engineer Support Agency (AFCESA) was established in 1966. Our goal is to provide focused management, professional and technical expertise, and technology products for our customers. Our guiding principles include people as our greatest strength, with professional ethics guiding our decisions while striving for continuous measurable

development. Head-quartered at Tyndall AFB, Florida, AFCESA employs over 300 military, civilian, and contractor personnel, primarily professionals in engineering and technical fields.

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## VISION

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AFCESA--the customer's choice for quality and timely support in contingency, operational, and technical services.

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## MISSION

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

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## CORE VALUES

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Integrity based upon professional ethics; Respect for our customers and our people; Courage to innovate and take risks; Dedication to excellence; Commitment to mission readiness and quality customer service.

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## KEY THRUST AREAS

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Eight key thrust areas (KTAs)--Readiness; Training; Technical Support; Management Practices; Automation Consultation; Vehicles and Equipment; Research, Development, and Acquisition Consultation; and Internal Agency Improvements--provide direction for the Agency which, if resources and emphasis are placed, should provide agile combat support, improve performance, and customer satisfaction. Seven of the KTAs involve the Agency's products and services; the eighth focuses on continuous internal support and improvements.

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## WHO'S WHO IN AFCESA

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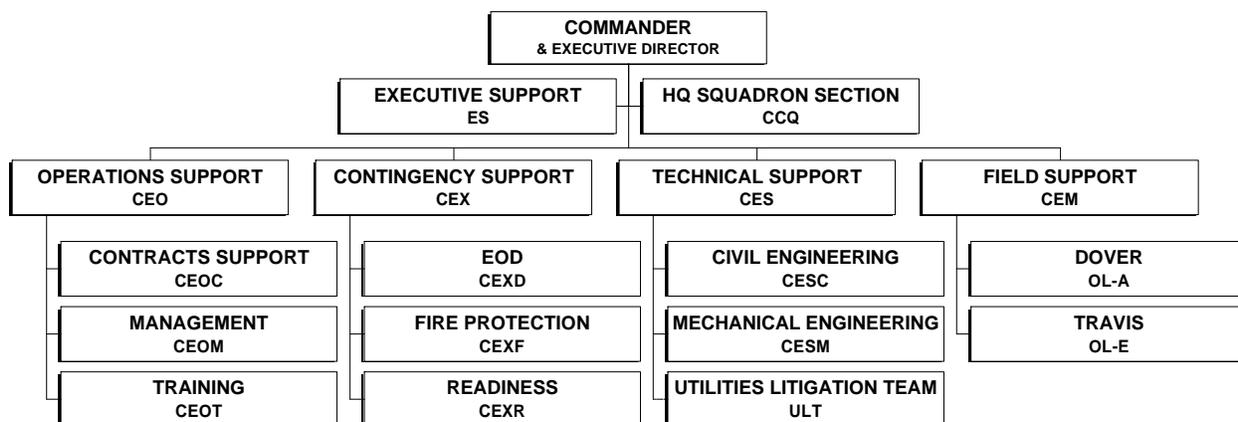


Want to match a name with a position? Want to know who does what? Check out the AFCESA Visual Aid (VA) 38-1. It's located on the LAN "R" drive. It's exact location is: R:\About AFCESA\Phone Listing\VA38-1.doc. Need to locate someone else in the Agency? The AFCESA Phone List everyone (military & civilian) assigned to the Agency by Rank, Name, E-mail Address, Office Symbol, and--of course--phone number. *This valuable list may be accessed from the icon on your desktop labeled "Agency Phone List & Log". If you do not have this icon on your desktop, please e-mail the AFCESA Help Desk.*

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## ORGANIZATION OF AFCESA

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## ORGANIZATIONAL BREAKDOWN & MISSION DESCRIPTIONS

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AFCESA is organized into a Command Section and five directorates: Operations Support, Contingency Support, Technical Support, Field Support, and Executive Support. The directorates are supported by the Headquarters Squadron Section.

All the directorates support the major commands in a number of ways. The commands convene at least annually to discuss major programs, policies, budgets, housing, construction, and a number of important subjects. The Civil Engineer Worldwide Conference is usually held here at Tyndall in the early part of December. This conference is a major undertaking and requires the assistance of everyone assigned to AFCESA. There are many other conferences and workshops convened during the year at AFCESA or other locations.

## ■ AFCESA COMMAND SECTION ■



**CC:** AFCESA's Command Section is comprised of the Commander (**CC**), Executive Director (**CD**), the Commander's secretary, the Executive Officer (**CCE**), the First Sergeant (**CCF**), the Executive Assistant (**CCA**), and the Senior Enlisted Advisor (**CMS**). The CMS is an additional duty performed by a chief master sergeant in the Agency. This individual may be selected from any directorate.

## ■ HEADQUARTER'S SQUADRON SECTION ■



**CCQ:** The HQ Squadron Section Commander provides administrative support to the Agency Commander. Dual-hatted as the Executive Officer (**CCE**), this individual assists the commander in leadership and management of AFCESA; interacts with the Air Staff; formulates policies and implements all military personnel actions; manages all disciplinary, weight management, and social actions programs; and drafts and manages coordination of command correspondence.

**IM:** The Information Management Division provides information management advice and assistance to the commander and supports the mission through an effective information management program. It manages suspense systems for the Agency and implements policies, procedures, systems, and standards relating to publications and forms management, reproduction, and distribution. IM is responsible for records maintenance and disposition programs, facsimile communications, and reproduction and printing, and provides guidance and assistance in the Freedom of Information and Privacy Act programs. It is also responsible for the Command Section administrative function. The senior information manager is also the First Sergeant (**CCF**).

**DP:** Personnel is responsible for the administration and oversight of all personnel-related programs. It manages all professional military education (enlisted, civilian, and officer), manages TDY-to-school programs, serves as the OPR for officer retention and professional development programs, and administers requests for technical training. It also programs, monitors, and reports the use of man-days for reservists; monitors retention, reenlistment, retirement, and separation programs; administers promotion programs; and is responsible for the awards and decorations programs. Part of Personnel, **CCQA**, serves as the Orderly Room, who manages the Commander's programs such as leaves, weight management, and EPR/OPRs.

## ■ EXECUTIVE SUPPORT DIRECTORATE ■



**ES:** The commander's Executive Support Staff is headed by the Executive Support Director. The staff includes Professional Communications, Financial Management, Quality Improvement, Civilian Personnel, and a Computer liaison. The Executive Support Director is responsible to the Commander for providing technical guidance to the directorates and oversight of all internal agency support activities.

**PC:** Professional Communications includes several functions--the Historian, Public Affairs, Graphics, Technical Publications, and Computer Operations. This office provides quality communications avenues to effectively tell the AFCESA story to our customers.

**PCH:** The Historian documents significant events for The Civil Engineer, preserves and maintains important records and photographs dating back to WW II, collects lessons learned, and disseminates historical information and data related to Air Force civil engineering. This office's significant document collections include: Air Staff civil engineer histories since 1949; Vietnam War materials (including information on the beginnings of Prime BEEF and RED HORSE); WW II Aviation Engineer records; AFCESA histories since 1972; and Gulf War Documents.

**PCP:** Public Affairs is responsible for security and policy review of information designated for public release. The office is also responsible for managing the agency's media relation issues, hometown news, and community relations programs.

**PCG:** Graphics is a self-help area and has a wide variety of capabilities to generate high-quality visual information products. Action officers generally create their own briefing slides using Powerpoint software, but a Graphics expert is available for more complex requirements.

**PCT:** Technical Publications publishes *The Air Force Civil Engineer* on behalf of the USAF Civil Engineer. The magazine reports the latest news in the civil engineer community and is distributed to the Air Staff, major commands, bases, and other subscribers. This office also publishes AFCESA Grams, known as *A-Grams*, monthly.

**PCC:** Computer Operations is responsible for the operation and maintenance of AFCESA's computer systems. This office also serves as the Video Teleconferencing (VTC) System Administrator.

**QI:** The Quality Improvement Office implements Quality Air Force (QAF) policies. This one-deep office acts as the principal advisor to the AFCESA commander on QAF criteria and improving productivity and efficiency in AFCESA, including its geographically separated units. This office also acts as executive secretary and facilitator of the AFCESA Quality Council, the steering group that formulates and executes Agency goals, objectives, and quality programs. For more quality information see Section 5 (Meeting Our Customer's Needs).

**RE:** The Air Reserve Components (ARC), i.e. Air National Guard, Air Force Reserve, and Air Force Reserve Individual Mobilization Augmentee (IMA) program, make up when combined, over 50 percent of the total Air Force civil engineer force. The ARC Advisor (RE) to the Commander of AFCESA has a role of coordinating all aspects of the ARC civil engineer forces with the active duty civil engineer forces. The ARC Advisor participates in studies which determine the size, location, composition, equipage, and training requirements of ARC units and IMAs to ensure they meet the readiness and wartime mission requirements. As the HQ USAF/ILE liaison to the HQ Air Reserve Personnel Center, HQ AFRES, and HQ ANG, this officer guides HQ USAF/ILE, AFCESA, AFCEE, MAJCOMs, bases, and units on manning, training, mobilization, deployment, and employment of the ARC. He is the overall program manager for the IMA programs at HQ USAF/ILE, AFCESA, and AFCEE.

**FM:** Financial Management is divided into two main areas: Budget, and Accounting and Finance.

Budget is responsible for collecting, preparing, submitting, and justifying budgetary requirements for the Agency. Most of the requirements are in the areas of Operation and Maintenance and Base Procured Equipment. Funds for other programs are requested as required. Budget is also responsible for executing approved programs, ensuring allocated funds are charged to the appropriate directorate and commodity.

Accounting and Finance is responsible for preparing, consolidating, and submitting all accounting reports. Incoming financial reports from the funded units are reconciled, validated, and submitted to the various agencies, such as the Defense Finance and Accounting Service. Accounting and Finance prepares statistical data for the commander and staff directorates, showing information such as rate of obligation, status of funds, and fund balances. They serve as the focal point for accounting and finance activities, such as the approval of funding and routing of financial documents, as well as issuing travel orders.

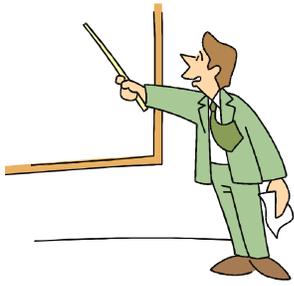
## ■ OPERATIONS SUPPORT DIRECTORATE ■



**CEO:** The Operations Support Directorate is responsible for providing technical guidance and support for operating base civil engineer organizations throughout the Air Force.



**CEOC:** The Contracts Support Division is a center of expertise dedicated to enhancing base civil engineers' mission effectiveness through excellence in service contracting strategies and capabilities. The Division provides contract consultation services; a web library of performance work statements, practices, and procedures; outsourcing and privatization support; and Air Force-wide partnering with private industry through various public and private associations. In addition, CEOC is responsible for developing utility screening and "generic" performance work statement outsourcing tools.



**CEOM:** The Management Division provides professional management services to set standards and reduce costs affecting the operation and maintenance of real property systems. It examines the business processes used at base level and develops better, less expensive ways of accomplishing work. CEOM keeps manpower standards current and provides financial management guidance to the field. This Division provides support through the Civil Engineering Materiel Acquisition System (CEMAS) and supply channels to effectively purchase materiel and equipment. Additionally, CEOM acts as the CE focal point for automation support, vehicles, mechanized materiel handling/storage aid systems, Management Equipment Evaluation Program (MEEP), and snow and ice control.



**CEOT:** The Training Division works to ensure the population of 43,000 Air Force engineers are properly trained and educated to meet mission requirements. This is accomplished through establishing education and training requirements and determining the appropriate media for effective delivery. This Division is the CE Career Field Manager for identifying training the Air Force must provide to develop skilled technicians and managers in each CE specialty. It conducts utilization and training workshops to define requirements, and education and training development workshops to recommend effective methods of course delivery. The results of these workshops often impact resource allocation systems and generate funding strategies for fielding better education and training delivery systems. CEOT coordinates career field restructuring requirements with the personnel and manpower communities.

## ■ CONTINGENCY SUPPORT DIRECTORATE ■



**CEX:** The Directorate of Contingency Support is charged with ensuring all engineer personnel are trained and equipped to deploy anywhere in the world in case of war or peacetime emergencies. These forces include active duty, Air National Guard, and Air Force Reserve mobility forces. The Directorate works with war planners from the Air Force and the other Services to ensure engineer forces are accurately reflected in US war plans. An integral part of the Directorate is the Civil Engineer Readiness Center, commonly called "the Vault," which coordinates engineer support activities worldwide. The vault has a secure telephone and fax.



**CEXD:** The EOD Division has overall responsibility for managing EOD readiness forces, to include development of total force posturing and wartime planning guidance, serving as the focal point for active duty, Air Force Reserve, and Air National Guard EOD functional issues and concerns; preparing Air Force EOD instructions and pamphlets; and determining manpower, training, and equipment requirements that enable our EOD forces to meet current and projected missions. The Division provides oversight for distribution of newly developed equipment and EOD specialized

systems and assists MAJCOMs as requested in research, development, and acquisition. The Division works laterally with other contingency divisions to establish the best civil engineer Prime BEEF and RED HORSE forces in the world.



**CEXF:** Fire Protection provides the executive leadership and functional management of all Air Force fire protection activities, with oversight responsibility for fire protection research and development, and operations. It provides immediate supervision for the management of all component-level fire protection issues in DoD. The Division

also provides guidance for Air Force fire protection operations and monitors the resources needed to carry out those operations. It provides technical policy, guidance, and direct assistance to over 10,000 fire fighters in Air Force Fire Protection at 120 major fire departments, which employ 2,000 specialized fire fighting vehicles and equipment. The Division determines the technical requirements for fire fighting vehicles and equipment and requests research and development efforts. It develops and recommends improvements to the training of Air Force Fire Protection personnel, reviews new material and procedures, and evaluates the state-of-the-art criteria for use in Air Force programs. It also manages the Civil Engineer Careers Program for the GS-081 fire protection series positions.



**CEXR:** The Readiness Division is responsible for managing all Air Force-level Prime BEEF and RED HORSE programs, including technical and standardization issues for active duty, Air Force Reserve, and Air National Guard. This Division prepares Air Force instructions and pamphlets; coordinates equipment standards for Prime BEEF and RED HORSE current and projected missions; develops nuclear, biological, chemical, and conventional (NBCC)

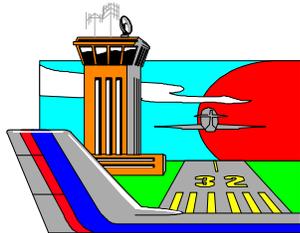
warfare technical, standardization, and concept of operations guidance; and establishes standardized camouflage, concealment, and deception (CCD) procedures, pamphlets, and concepts of operations. The division serves in a consulting role in support of the research, development, and acquisition program, assisting users in identifying and justifying equipment requirements and validating technical requirements and solutions needed to support worldwide peacetime and contingency operations by all civil engineer forces, ensuring inclusion of NBCC and CCD capabilities. The division provides civil engineer, disaster preparedness, EOD, air base operability (ABO), and nuclear, biological, and chemical (NBC) warfare defense technical support to the Air Staff and major commands to implement Air Force CE contingency support-related policy. The Division, on behalf of The Civil Engineer, administers the Air Force Contract Augmentation Program (AFCAP). The Air Force's AFCAP contractor has capabilities that mirror the Air Force Civil Engineer and Services functional capabilities. The contract is designed for sustainment support (though it is capable of beddown) and can provide all the services and operations inherent in these functional areas (except aircraft crash-fire-rescue, explosive ordnance disposal, and mortuary affairs). As the focal point for CE wartime and peacetime contingency planning, the Division develops and coordinates doctrine, operational procedures, and mobility/deployment planning guidance through Air Force policy

directives, instructions, manuals, guides, pamphlets, and technical publications; writes the CE, ABO, and NBC defense portions of the USAF War and Mobilization Plan; assists MAJCOMs in developing, sourcing, and posturing in support of theater operations plans; develops planning guidance for bare base operations; and operates the CE Readiness Center in support of worldwide contingency operations. This Division is responsible for developing and revising contingency-related training curricula and systems to ensure all Prime BEEF forces are prepared to perform their wartime mission and all USAF personnel are prepared to operate in an NBC environment. It assists in developing training programs for individual and team training at home station, technical training school, and special training sites. It is also the focal point for planning and executing the biennial CE and Services wartime execution competition, "Readiness Challenge."

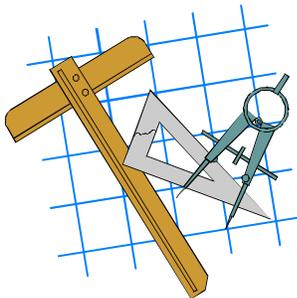
## ■ TECHNICAL SUPPORT DIRECTORATE ■



**CES:** The Directorate for Technical Support is responsible for establishing standards and criteria for life-cycle planning, programming, design, construction, operation, maintenance, repair, and revitalization of the base infrastructure. (Infrastructure includes airfields, roads, and grounds, as well as the underlying utility systems that provide fuel, water, wastewater, steam, and electricity to the base population.) It is responsible for providing professional consulting on infrastructure systems to the Air Staff, major commands, and bases. This directorate accomplishes technology transfer from the private sector to the Air Force through publication of technical articles, workshops, and symposiums, and implements and manages prototype demonstration projects to advance the state of the art. It also sponsors investigative projects to explore new technologies unique to military construction and operations.



Air Force bases worldwide. It accomplishes this mission using destructive and nondestructive testing and laboratory analysis to determine the pavement's capability to support aircraft.



**CESM:** The Mechanical/Electrical Engineering Division has life-cycle engineering responsibility for mechanical utilities, to include gas, oil, and coal-fired central steam and high temperature hot water generating plants and distribution systems; pressure vessels; central chilled water plants and distribution systems; industrial water treatment; storage systems for ground and jet fuels; gasoline dispensing systems; jet fuel fill stand and hydrant refueling systems; hot pit refueling systems; underground fuel storage tanks; facility plumbing systems; natural gas distribution systems; back-flow prevention systems; fire

detection, alarm, and suppression systems; and irrigation systems. The Division provides professional engineering guidance for related environmental and energy conservation programs. It also develops and maintains methodologies, cost models, and associated data bases to estimate, analyze, and show the impact of technological change, economic fluctuation, geopolitical conditions, environmental laws, changes in material priorities, and program modification on the construction and environmental costs. In addition, the Division has life-cycle engineering responsibility for electrical utilities to include prime power, emergency power, and standby power generation systems; overhead and underground electrical and communications distribution systems; transformers, substations, and switch gear; service entrance equipment; area and security lighting; TV and sensor security systems; cathodic protection systems, lightning protection, grounding, HEMP, and TEMPEST; energy management and control systems; alarm systems; real property electronic systems; and the direction and implementation of the energy conservation, corrosion control, and utility rate intervention programs.



**URMT:** The Directorate is also the focal point for executing the Air Force energy program. The Utilities Rates Management Team (URMT) provides expertise for utility rate intervention, negotiations, and special studies. Since 1982, rate interventions resulted in an annually-avoided cost of \$36 million. Directorate personnel also conduct special studies improving operational efficiency.

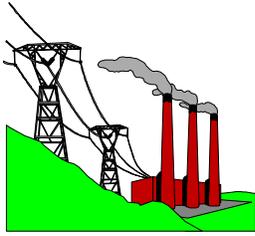
## ■ FIELD SUPPORT DIRECTORATE ■



**CEM:** The Civil Engineer Maintenance, Inspection, and Repair Team, known as CEMIRT, is the Agency's Field Support Division. CEMIRT provides intermediate and depot-level maintenance, inspection, and repair of Real Property Installed Equipment (RPIE) electrical generation and distribution equipment, and technical support for Heating, Ventilating, Air Conditioning, and Refrigeration (HVAC/R) systems. CEMIRT also provides deployable teams during contingencies. These teams provide depot-level support of Harvest Bare/Falcon power generation, electrical distribution, and mobile aircraft arresting system equipment.



Power generation personnel provide technical support for system maintenance, design, and repair, including evaluations of new systems prior to Air Force acceptance of contracted work and design review of proposed work. Field support teams remove, repair, overhaul, and install primary and backup electrical generators and power distribution switchgear when that capability is beyond the installation's local ability. The teams also provide temporary power plants during heavy repairs to critical power plants. During contingencies or natural disasters, the teams deploy to the trouble spot and provide on-site intermediate and depot-level field support. They also provide peacetime emergency response to power problems affecting mission capability.



HVAC/R technicians provide preacceptance inspections of mission-critical and complex HVAC systems prior to Air Force acceptance of contracted work. They also provide hands-on technical assistance to analyze and troubleshoot critical-mission HVAC systems when problems are beyond local technical capability. Also provided are indoor air quality surveys and fine-tuning of systems to environmental standards and energy goals. Normally the teams are augmented by

base HVAC/R personnel who assist in the evaluations as well as receive hands-on training and experience in troubleshooting procedures.



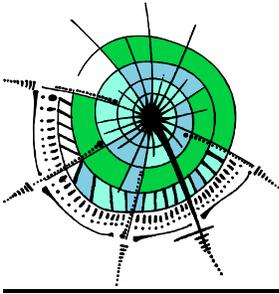
CEMIRT currently has teams home-based at Tyndall AFB, Florida; Dover AFB, Delaware; and Travis AFB, California. Tyndall CEMIRT primarily supports the Southeast CONUS, South Atlantic, South America, and Southwest Asia. Dover CEMIRT primarily supports the CONUS east of the Mississippi River, Europe, and Southwest Asia. Travis CEMIRT primarily supports the CONUS west of the Mississippi River, Pacific basin, Southeast Asia,

Australia, and the Indian Ocean.

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## AFCESA WEB SITE

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**Want to know more about the Agency?** Visit the AFCESA Home Page on the World Wide Web located at: <http://www.afcesa.af.mil/>

## SECTION 2

### HISTORY OF THE AIR FORCE CIVIL ENGINEER SUPPORT AGENCY (AFCESA)



The Air Force Civil Engineer Support Agency traces its history back to 1966. In that year, the growing demands of newly formed civil engineer mobility forces, Prime BEEF and RED HORSE, led to the creation of the Civil Engineering Construction Operations Group (CECOG) at Wright-Patterson AFB, Ohio, a field extension of the Directorate of Civil Engineering, HQ USAF. CECOG's 50 personnel were given responsibility for monitoring, coordinating, and reporting Prime BEEF and RED HORSE activities, particularly in the area of civil engineering equipment.

Two years later, the new Civil Engineering Center (CEC) incorporated CECOG's readiness and mobility functions with several others, including mobility planning, pavements, operations and planning, and the new bare-base program. CEC provided technical services and planning assistance regarding specialized civil engineering equipment or knowledge beyond that of any one command.

In 1972, CEC and its 186 personnel moved from Wright-Patterson to Tyndall AFB, Florida, and became the Air Force Civil Engineering Center (AFCEC) under Air Force Systems Command. The Center also acquired a research and development (R&D) mission which was expanded in 1975 when AFCEC accepted the environics and aerospace technical facilities research missions from the Air Force Weapons Laboratory at Kirtland AFB, New Mexico.

In 1975, Engineering and Services were combined at the Air Staff level. In an effort to streamline management, the Air Force Engineering and Services Agency (AFESA) was formed in 1977 with headquarters at Kelly AFB, Texas. Comprising this new separate operating agency (SOA) were AFCEC, which remained at Tyndall; three Air Force Regional Civil Engineering offices; Air Force Services Office (Philadelphia); Civil Engineering Maintenance, Inspection, Repair and Training (CEMIRT) Teams (headquartered at Peterson AFB, Colorado); Air Force Mortuary Services Office (Bolling AFB, D.C.); and Air Force Commissary Service (Kelly AFB).

The Air Force Engineering and Services Center (AFESC) was activated on 30 June 1978. AFESC included all of the AFESA except for the Commissary Service and the Mortuary Office. AFESC moved into its new home in 1979 and the laboratory moved from WWII facilities into its new home in 1986.

In addition to the mission present in 1978, AFESC added and expanded a number of missions: The Construction Cost Management Group was formed in 1981 to perform independent cost analyses on major construction projects; the Air Force Mortuary Affairs Office was transferred from the Air Force Manpower and Personnel Center to AFESC in 1984; the training program at the Prime BEEF training site, which moved from Tyndall AFB to Field 4, Eglin AFB in 1979,

was expanded to include Prime BEEF, Prime RIBS, Prime FARE, Explosive Ordnance Disposal, and Disaster Preparedness personnel; the Computer Applications and Development Directorate grew to support the worldwide fielding of the Work Information Management System (WIMS) and the Services Information Management System (SIMS); and the Engineering & Services Programs Office was created in 1987 to manage full-scale engineering development and acquisition programs, and later merged with the Laboratory.

In 1991, Secretary of the Air Force Donald B. Rice announced actions to reduce the Air Force's corporate headquarters and take out layers of management across commands. To that end, the Assistant Chief of Staff for Civil Engineering was created, and in early 1991 AFESC became a field operating agency while the Center's policy functions were transferred to HQ USAF under the control of The Civil Engineer (HQ USAF/CE). The name of the Center was changed to the Air Force Civil Engineering Support Agency on 1 August 1991, reflecting the changing nature of the organization's mission of technical assistance to the field.

Several changes occurred shortly thereafter. The Systems Engineering Directorate was formed to bring together expertise on civil, electrical, and mechanical engineering. The Services mission was transferred to the Air Force Morale, Welfare, Recreation, and Services Agency in October 1991. In 1992, the Research, Development, and Acquisition Directorate was assigned to Air Force Materiel Command and the Agency added Disaster Preparedness and Explosive Ordnance Disposal to its responsibilities. In 1993, responsibility for the training site shifted to Air Combat Command as the Eglin site closed and moved to Tyndall.

Along with these changes came a reorganization within the Agency designed to meet the needs of a smaller Air Force of the '90s. The new name--the Air Force Civil Engineer Support Agency--took effect in March 1994. The organization of the Agency was further refined in late 1994 as a result of the Agency "Relook" project to better apply reduced manpower and resources in serving the needs of our customers. In response to the needs of Air Force civil engineers, the Agency established new areas of focus, including contract support, training, and research, development, and acquisition. Along with these changes came a reorganization within the Agency designed to meet the needs of a smaller Air Force of the 90s. The current directorates are: Contingency Support, Operations Support, Technical Support, Field Support (CEMIRT), and Executive Support.

## ■ AFCESA EMBLEM ■



The Air Force Civil Engineering Support Agency (AFCESA) emblem signifies the tradition and mission of this organization.

The emblem relates the current field operating agency to its predecessor units: the Air Force Engineering and Services Agency and the Air Force Engineering and Services Center.

The globe represents the worldwide mission of AFCESA and the dedication to the preservation and restoration of the environment. The compass symbolizes the civil engineering profession and technical expertise of the Agency's personnel. The flight symbol signifies the relationship between the unit and the Air Force's flying mission, typified by our efforts in aircraft crash/rescue and base operations and maintenance. The sword represents the Agency's readiness and contingency capability.

Blue and yellow are the Air Force colors. Blue alludes to the sky, the primary theater of Air Force operations. Yellow refers to the sun and the excellence required of Air Force personnel.

## SECTION 3

### GENERAL INFORMATION



This section contains general information about duty hours, services provided, and other nice-to-know stuff. See Section 6 at the back of this document for a layout of the building to help you find your way around.

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### ADMINISTRATIVE PROCEDURES & INFORMATION

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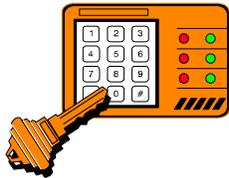


There are quite a few administrative tasks you will perform during your tenure with us. Many may require the completion of staff summary sheets, official letters, briefing presentations or slides, and many other forms of written or electronic correspondence. You will also need to know how the Agency's suspense system works. You may also perform in the capacity of a project "Action Officer". All of this information, and much more, is explained in detail in AFCESA Instruction 37-101, or one of the publications it references. This valuable publication is located on the computer network "R" drive. The exact location is: <R:\Policy\AFCESA Instructions\37-101.doc>.

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### BUILDING ACCESS AND SECURITY

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Building 1120 has an alarm system which is activated from 1800 to 0500 on regular work days, and all day on weekends, holidays, and special days. A building access card is issued to employees who frequently need to enter and leave the building during times when the alarm is on. Your director determines whether your duties authorize you an access card and for what areas. The card is issued by the building manager. You are responsible for this card. Should you lose it, immediately notify the building manager. You will be instructed during inprocessing who the building manager is and where he or she can be found.

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### COMMANDER'S CALL

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Commander's Call is normally conducted every other month. Times and places vary, but there will be ample notification. Attendance is mandatory for military and civilian employees. Commander's Call provides an opportunity to formally recognize medal recipients, award winners, and keep AFCESA employees informed of policies and events. The commander also holds Officer's Calls, Enlisted Calls, and Civilian's Calls as needed.

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## COMMANDER'S POLICY

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The Commander's policy letters are maintained on the LAN "R" drive. The exact location is: R:\Policy\CC Letters.

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## CONFERENCE ROOMS

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The Agency has three conference rooms, all located in Module B. The Commander's secretary schedules the conference rooms, which can seat between 15 (Meredith and Florida Rooms) and 45 people (the Main Conference Room). The main conference room has a full range of projection equipment available, including 35 mm and overhead projectors, and a projector for displaying a computer screen or videotape. Coordinate with Public Affairs (PCP) to use any of this equipment. The person who schedules the conference room is responsible for making all arrangements for the function and cleaning the room afterward, including rearranging chairs into their original configuration, removing trash, and vacuuming when necessary.

AL/EQ has the Welch Conference Room, located near AFCESA in Bldg 1117, which can be scheduled on a space-available basis. Contact the AL/EQ secretary in Module C. Also, each directorate has a small conference room check with the respective directorates' secretaries for availability.

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## COPY/FACSIMILE ROOM

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The Agency has a copy/facsimile room located in Module B. There are two high-speed copiers plus other reprographic equipment available. There are also two fax machines available for your use. One designated for transmitting and one designated for receiving (UNCLASSIFIED ONLY). **The phone number for the receiving fax machine is: DSN 523-6499 or commercial 904-283-6499.** Service is on a self-help basis. If you need assistance or encounter problems with the machines, please notify someone in the Information Management section.

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## CUSTODIAL INFORMATION

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The janitorial service will empty the trash cans, vacuum the floors, and clean the restrooms every Tuesday and Thursday evenings. Please do not put any of the following into the trash cans: recyclable paper, any tobacco products, or glass products. If they overlooked your office or the restroom in your area, please contact the building manager as soon as you can in the morning.

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## DISASTER PREPAREDNESS (DP)

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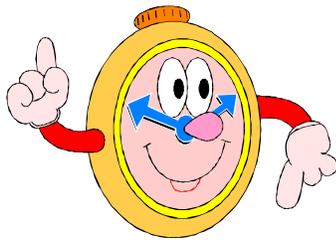


In case of a natural disaster or national emergency there are a few things you should know. The single most important rule to follow is always let your supervisor, 1st Sgt, or anyone you can get in touch with--what your location is. When coming back into the local area watch or listen to the media for civil defense, or police, instructions (big lesson learned from the last hurricane). If you have questions please ask the DP personnel when you inprocess through their office. They also provide everyone in the agency with annual DP training.

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## DUTY HOURS

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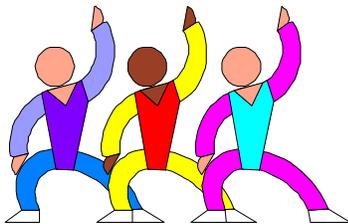


Your supervisor will help establish your work schedule. Normal duty hours are 0700 to 1600. However, civilians have several options available, while most military may work a flex schedule. Everyone must be scheduled to work during the core duty hours of 0800 to 1500. Sometimes, special workshops or conferences will require temporary changes to the normal duty schedule. Make sure your supervisor coordinates on your duty hours.

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## EXERCISE

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The Agency has its own mini gym located in the glass Atrium just outside the snack bar in module B. The commander encourages everyone to arrange thier duty schedule to allow for exercise time. The gym is available 24 hours a day with building access and is well equipped. You are encouraged to use it at your convenience.

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## ERGOMETRY TESTING

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All military personnel will receive an annual ergometry (bicycle) fitness assessment. Those who meet or exceed the Air Force standard are evaluated once each year. Those who do not meet the standard are re-evaluated, preferably within one week, and if still below standard are enrolled in a self-directed fitness improvement program. Subsequent failures may mean enrollment in a supervised fitness improvement program and commander's administrative action. Military personnel should participate in a year round self-paced physical conditioning program. Civilians are also encouraged to participate.

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## NEWCOMER'S ORIENTATION

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The AFCESA Public Affairs (PCP) section conducts a “newcomer’s orientation” tour periodically on an as-needed basis. You will be contacted when the next one is scheduled. PCP will give you further information and answer questions during your inprocessing visit.

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## RECYCLING

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The Agency strongly supports the Recycling program. You should have a blue recycling container for the collection of white paper (no binding, please) in your area. If you do not have one, please contact the First Sgt and he will provide you with one. These are collected on a regular basis by Services personnel and help pay for a number of local projects as well as improve the environment. There are also recycling bins for aluminum cans located in the Snack Bar, bins for plastic throughout the building, and recycling sheds near the Burger King restaurant and at the base used vehicle lot near the Billeting office. There is also a recycling trailer parked in the parking lot between buildings 1120 and 1117 for the placement of cardboard products. Please breakdown any boxes you place in the trailer. We are working to make recycling more convenient, and appreciate your support for this program.

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## SAFETY

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AFCESA has a strong safety record, but a few areas always need attention. First, check with your safety representatives before you move or add a coffee pot. We must meet all regulatory requirements for appliances and extension cords. Second, learn where your fire extinguishers are located and how to use them. Third, keep aisles and walkways clear. Our ongoing renovations create hazards that we can manage if we try. AFCESA schedules safety training, such as fire extinguisher training, during an annual Safety Day/First Friday to train the most people possible at one time.

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## SECURITY MANAGEMENT

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When in-processing, you will need to visit the AFCESA Security Manager. Your in-processing checklist will be signed off after you receive local orientation security training. This training includes Information Security (INFOSEC), Operations Security (OPSEC), Communications Security (COMSEC), Computer Security (COMPUSEC), and Physical Security. The security manager will assist you in getting to the right person for the required training.

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## SMOKING POLICY

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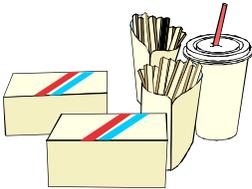


Smoking is not permitted in any workplace on Tyndall. Smoking is not allowed at the facility entrances; smoking is permitted at the patio area between the main building (1120) and the labs (1117) and the fenced enclosure behind Module B of the main building. In the interests of health, cleanliness, and professional image, the use of smokeless tobacco in the workplace is discouraged. The cleaning contractors will not pick up trash that contains tobacco products.

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## SNACK BAR

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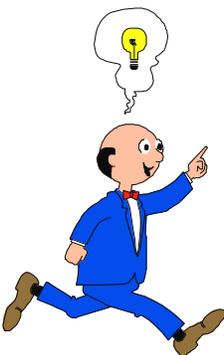


We are fortunate to have a snack bar in our building. The snack bar is a self-service vending operation with reasonable prices. The snack bar is equipped with tables and chairs, and booths for your enjoyment. The vending machines offer a variety of snack foods, sodas, and other products. The snack bar is also located in Module C. The snack bar does not close, if you have access to the building you have access to the snack bar.

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## SUGGESTION PROGRAM

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The Agency can accommodate your good ideas in several ways. If you have a suggestion which would effect an improvement either in the Agency or the Air Force, please take advantage of these avenues:

⇒ There are “Better Ideas” boxes for internal (Agency) suggestions located in the lobby near the main conference room in Module B, and in the foyer between Modules B and C. The better idea forms are located next to these boxes and may be completed manually. These suggestions are picked up on a regular basis and evaluated by Quality Improvement and the Command Section staff. Better idea forms may also be completed electronically by using the template located on the LAN at: <R:\Templates\Better Ideas\Better Idea.doc>.

⇒ Better Ideas or suggestions may be channeled through the Unit Advisory Board (UAB).

⇒ There is also a Suggestion Program Monitor in IMP who processes all AF Forms 1000, Suggestion Form.

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## TECHNICAL LIBRARY

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There may be occasions when you need a technical publication or a particular article, or your office would like to receive a subscription to a periodical. Check out the outstanding Technical Library, owned by the Armstrong Laboratory's Environics Directorate (AL/EQ), located in Module C. The people who work there are extremely helpful and knowledgeable. They are also electronically linked to a number of libraries so, if the information you need is not located here, they can usually get it through other sources.

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## UNIT ADVISORY BOARD

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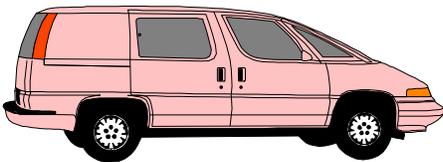


We have an active Unit Advisory Board (UAB). The HQ AFCESA UAB is used as a tool for the Commander and Agency personnel to exchange ideas and solve issues at the lowest level. The Commander will use this board as an additional means to ensure policies and programs are understood. The board is designed to identify and solve concerns and, promote and improve the morale and welfare of all Agency personnel. As the liaison between the commander and the directorates, the UAB is involved in activities such as charity drives, fund-raisers, suggestion programs, Sports Day activities, and other endeavors. New members are appointed in March of each year, with the board elections taking place in March or April. The UAB has four standing committees: Resources, Publicity, Special Projects, and Recognition. Anyone, including non-UAB members, may participate in committee activities or attend UAB meetings. If you would like to become involved with the UAB, contact your directorate's UAB representative.

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## VEHICLE SUPPORT

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AFCESA does not possess any U-drive-it (UDI) vehicles. However, anyone requiring UDI services for official use as specified in AFI 24-301, Chap 3, "Official Use of Vehicles", can make their request by filling out a Transportation Vehicle request form letter. This document can be located in the computer under R:\Templates\Vehicle Requests\Vehicle Request.doc. Once the request is filled out it will be routed to the 325 Transportation Squadron (Trans) through either the Vehicle Control NCO (VCNCO), or the Vehicle Control Officer VCO, both located in CEOM. All requests are subjected to the availability and priorities that Transportation has set to meet their mission. UDI vehicles support trips within the local area as well as to other bases.

Trans also has a taxi service available for official business, appointments and for TDY personnel staying on Tyndall. **They can be reached at ext x3-4872.** They have a five minute response from the time they receive a call. An example of a official business trip is when a person needs to go from their duty section to a point on base and then immediately return to their duty section. If this stop is within a five minute time frame the taxi driver will wait. If it last longer than five minutes the person will need to call the dispatcher back for another taxi.

Personnel required to operate government vehicles (which covers government owned, leased or rentals, to include rentals on TDY orders) must be entered into Trans “Operators Record and Licensing” computer database located in bldg 580 by filling out an AF Form 171. This form is an electronic form an may be obtained through the Form Flow software on your computer. Once this form is completed, you will need the vehicle trainer and either the VCNCO/VCO signatures before you hand-carry this form to Trans.

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## WARRIOR/HAIL & FAREWELL DAY

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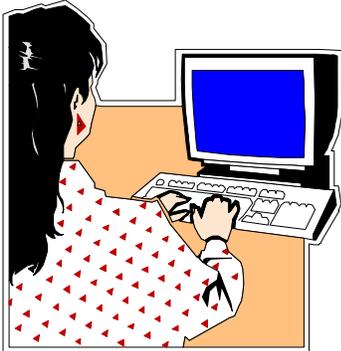


The first Friday of the month is “Warrior Day.” All military personnel wear BDUs on that day, and directorates take turns sponsoring special events to help us stay focused on wartime support. There is an informal gathering, normally at 1500, on the covered patio between buildings 1120 and 1117 where we have the opportunity to get together in camaraderie, welcome newcomers, and bid farewell to people who are departing. It is also a time of awards and presentations

not normally conducted at Commander's Call. Each directorate takes a turn providing refreshments. This is a mandatory event for everyone in AFCESA.

## SECTION 4

### OFFICE AUTOMATION & COMMUNICATIONS



If you have been in Civil Engineering for any length of time, you should be fairly familiar with the Wang system. Just when you thought you had it all figured out. AFCESA is leading the way toward using state-of-the-art personal computers (PCs) and software. The training plan for all positions in AFCESA requires familiarization with all the hardware and software you will use here. It takes a little time to get accustomed to new systems, but you'll soon find the new software to be much more user-friendly, with far greater capabilities.

AFCESA's computers are connected by a local area network (LAN). Eventually, a wide area network will link CE units around the world, providing even more communications capability than ever before. The transition period will take some time and bugs need to be worked, but please be patient; then, try it--you'll like it!

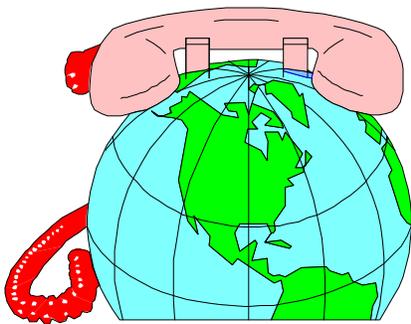
As mentioned earlier, we are trying to use electronic avenues, rather than paper-based products, for work. There are two important things to remember. One: if you get stuck, there is always someone available to help you--your division secretary, the computer section, or someone sitting nearby. Two: always log off at the end of the day so unauthorized personnel don't have access to your computer. It's also a good practice to log off if you will be away from your desk for any length of time, such as going to lunch or to a meeting.

How will you learn to use the computers? Your directorate will schedule you for all the training you need. Training is given in blocks, starting with Windows 95. You will also be trained to use word processing, electronic mail (e-mail), electronic forms, graphics, and spreadsheet software. In no time, you'll be so good with the computer you won't know how to operate a pencil. If you're already computer-literate, bypass tests are available.

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### USING THE AFCESA PHONE SYSTEM

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To dial a number on base, you must dial 3 followed by the last four digits of the phone number. AFCESA's commercial number is (850) 283-XXXX. To access an off-base line hit the A line button and dial 9 followed by the local phone number. Our DSN prefix is 523-XXXX. To access DSN, dial 88 from a Class A line and the DSN number you are calling. If the number you are calling is a civilian number, but located near a military installation, call the base operator at the location you are calling. Inform the operator you are making a "government official call" and you would like to be patched through to that number. If the business you are trying to call is within the local area of that installation, the operator will generally patch you through. The directorate secretaries and Command

Section have a DSN off-net directory listed by state, city, and nearest military installation. The Tyndall operators can also tell you whether DSN off-net service is available at a particular location. To operate voice mail, speed dial, call forwarding, etc, please consult the telephone instruction booklet. If you don't have a booklet see your respective directorate secretary for access to one.

When TDY or otherwise outside of the Panama City area, away from DSN service, and you need to get through to the Agency, please use the toll-free number: **1-888-232-3721 (1-888-AFCESA1)**.

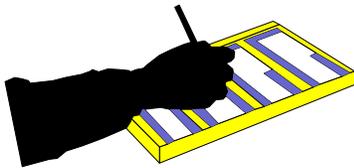


Want to find a phone number for someone in the Agency? The AFCESA Phone Book lists everyone (military & civilian) assigned to the Agency by Rank, Name, E-mail Address, Office Symbol, and--of course--phone number. *This valuable list may be accessed from the icon on your desktop labeled "Agency Phone List & Log". If you do not have this icon, please e-mail the AFCESA Help Desk.*

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## LONG DISTANCE CALLING

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There may be times when it is absolutely unavoidable to make a long distance commercial call. To do this, you can just dial 9-1 followed by the area code and number. However, you must log the call in the Telephone Log on the network. Many times long distance phone calls are made via fax machines and modems.

In these cases, be sure to change the caller number in the telephone log to the number of the fax or modem, otherwise the call will be listed against your phone number.

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## SECURE TELEPHONE

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For those who require secure line telephones, there are STU-III telephones in several locations throughout the Agency. If you need to use a STU, contact the Vault at ext 6030.

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## VOICE MAIL

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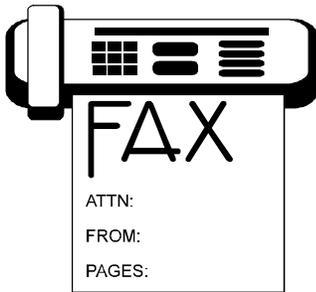
Most of the Agency's phones have voice mail capability. They can be programmed with customized messages to advise your internal and external callers where you may be reached while TDY, or simply to leave messages while you're away from your desk for a short time. Please be attentive to your customers' reactions when you're away from your desk and they reach voice mail. Make sure your customers don't get the run-around--if they follow the directions on the voice mail

menu, they should have the options to leave a message, to reach you at another location, or to get in touch with a real live person in your duty section.

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## FACSIMILE INFORMATION

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The Agency has a copy/facsimile room located in Module B. There are two high-speed copiers plus other reprographic equipment available. There are also two fax machines available for your use. Service is on a self-help basis. One designated for transmitting and one designated for receiving (UNCLASSIFIED ONLY). **The phone number for the receiving fax machine is: DSN 523-6499 or commercial 850-283-6499.** There is a secure fax in the Vault; the extension is 6166. If you are expecting a fax, please make sure the sender properly addresses the cover sheet. (Faxes addressed to “Joe” can be hard to deliver.) The new computer system will allow fax capability from and to your PC. If you need assistance or encounter problems with the machines, please notify someone in the Information Management section.

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## MAIL AND DISTRIBUTION

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Our official mailing address is: HQ AFCESA/(Your Office Symbol)  
139 Barnes Drive Suite 1  
Tyndall AFB FL 32403-5319



Incoming and outgoing distribution is received in the IMQ section (mail room), located in Module B. Incoming mail is normally sorted, distributed, and ready for pick-up between 0900 and 1100, Monday through Friday.

Always include your office symbol and duty title when giving out your official address. The Base Information Transfer Center will not deliver personal mail. If mail is going to a non-pouch base, the return address must be stamped or typewritten, and the delivery address must be machine printed or typed. Please be attentive to the class of mail used. Only use first class if it's necessary; if AFCESA exceeds \$10,000 in annual mailing costs, the base will not pay for it--it comes out of the AFCESA budget. If you have questions on special mail requirements or regulations, contact IMQ at ext 3-6445/8.

Two-day priority mail is offered by the US Postal Service. This service does not require any additional paperwork. Let the IMQ personnel know the letter needs to go out priority mail and they will instruct you.

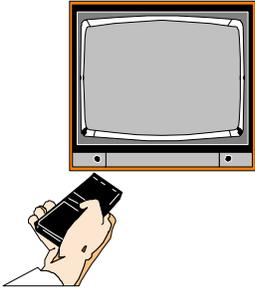


Overnight/Next Duty Day Delivery. Packages requiring overnight delivery must be brought to the IMQ section NLT 1330. You must include a completed AETC Form 444. Explain on the form why the package must go out overnight and the adverse impact on the mission if it does not get to its destination by the next day. More information on express delivery can be found at <R:\Templates\FEDEX Request>.

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## VIDEO TELECONFERENCING (VTC)

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AFCESA has a VTC room located in Mod B. VTC offers long-distance communication and data exchange capabilities, and it should be used whenever possible instead of traveling TDY. Computer Operations (PCC, ext 6116) is the system administrator. There are rules to follow when using the VTC; these guidelines are in a pamphlet provided to each directorate.

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## LAP-TOP COMPUTERS

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The directorates have lap-top computers which may be signed out for TDY.

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## COMPUTER HELP

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If you have questions or need help with your computer, just e-mail the "Help Desk" or call ext 3-6418 for assistance.

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## COMPUTER SURVIVAL

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Here are some rules to remember.

**NEVER** process **CLASSIFIED** information on equipment that is not approved for classified. (The only approved classified workstations are in the Vault.)

**ALWAYS** be sure to log off your workstation when you leave for the day and turn your computer and monitor off.

**ALWAYS** assume the system is going to crash when you can least afford it - keep hard copies of critical reports and documents, and keep copies on diskettes in case you need to work from a different computer. **SAVE** your document frequently. (Don't rely on automatic save.)

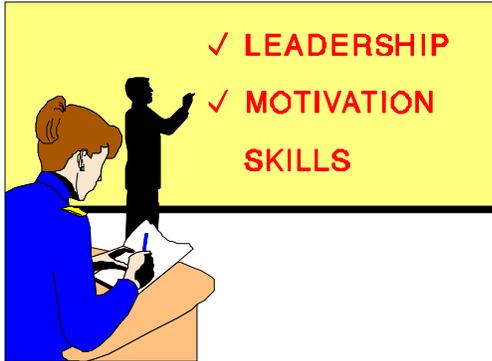
**ALWAYS** back up your PC data. Your time is too important to lose your hard work to a computer fault!

**ALWAYS** ask the "old timers" how to get the most out of the software. If they can't answer your questions, someone in PCC will be glad to help.

**AVOID** turning off the power while logged on. The potential for losing data or hanging up your terminal is greatest when you power off your terminal.

## SECTION 5

### MEETING OUR CUSTOMERS NEEDS

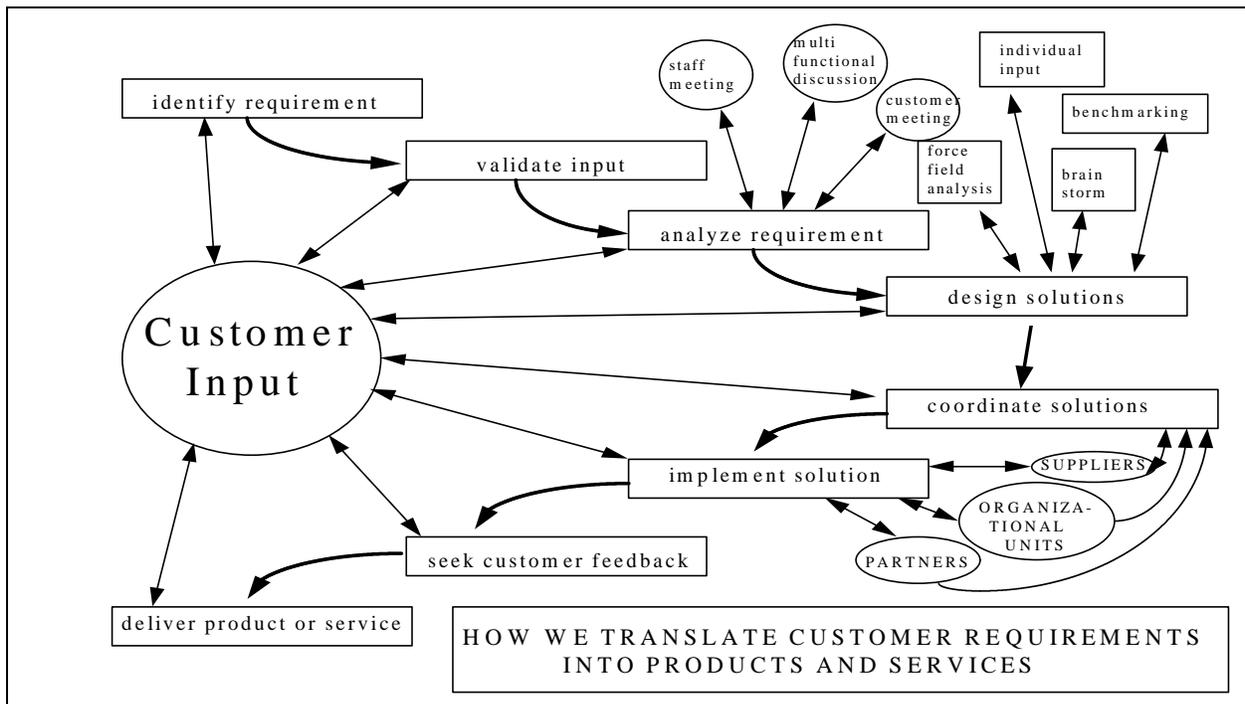


The Commander and Directors work through a leadership system of staff meetings and the Agency Quality Council to meet our customers needs and also to improve the agency. Direction is provided by senior leaders and documented in the Agency Strategic Plan.

The Agency Strategic Plan is our vision of the future and guides us in delivering our major products. The vision, values, customers, and mission statement can be found in our strategic plan.

You are the agency's most valuable resource. To enhance your abilities the agency has provided a variety of methods for you to improve your well-being such as; receive training and education, improve the work environment, make suggestions, and get recognized for performance.

Continuous improvement is paramount for the agency to continue to provide the products and services to our customers.



The basic method to do this is using a team approach with the process pictured (this process is a depiction of what the successful individuals and teams at AFCESA have done).

The last thing to discuss, but the most important, are our customers. If you notice the above process focus around the customer input. Knowing what the women and men need and expect are paramount to the success of AFCESA. Providing those things in a timely manner are what our customers have told us are most important to them. Additionally the employees of AFCESA have established service standards to deal with our external customers. These standards provide an objective measure of how we should deal with and what our customers should expect as a minimum.

<b>Behavior</b>	<b>Standard</b>
Meet suspense's	100%
Answer the phone	In a professional manner - Name, rank or title, duty section or organization, and offer assistance
Use voice mail by -Indicating availability and response capability -Provide a talk to a "real person" option	Always
Provide initial response to customers	Within one duty day
Publish meeting minutes	Within 10 working days
Provide completed correspondence	Within 10 working days
Provide customer feedback opportunity	With every product or service

Information in greater detail can be found on the computer in the following locations:

**S:\Programs\Quality\...**

**Awards** (awards dealing with quality and internal awards)

**Boa** (customer inputs from a specific group, the Board of Advisors)

**Council** (minutes from the quality council)

**History** (qafa info, quality background)

**Metrics** (metrics, customer surveys, guidance on AFCESA surveys)

**Orm** (operational risk management information)

**Plans** (agency strategic plan, directorate business plans, air staff plans)

**Surveys** (agency customer surveys)

**Training** (self-help training, lesson plans, video's available, who's trained)

**Usa** (the agency's unit self assessment, describes how we do things here)

# SECTION 6

## BUILDING 1120/PARKING LOT LAYOUT & OCCUPANT LOCATIONS

