



# AFCEC

**JB San Antonio-Lackland, Texas**  
**AFCEE.CCE@US.AF.MIL**  
**210-395-8002**  
**DSN 969-8002**



Mr. Joe Sciabica  
Director



Dr. Marilyn Croach  
Deputy Director

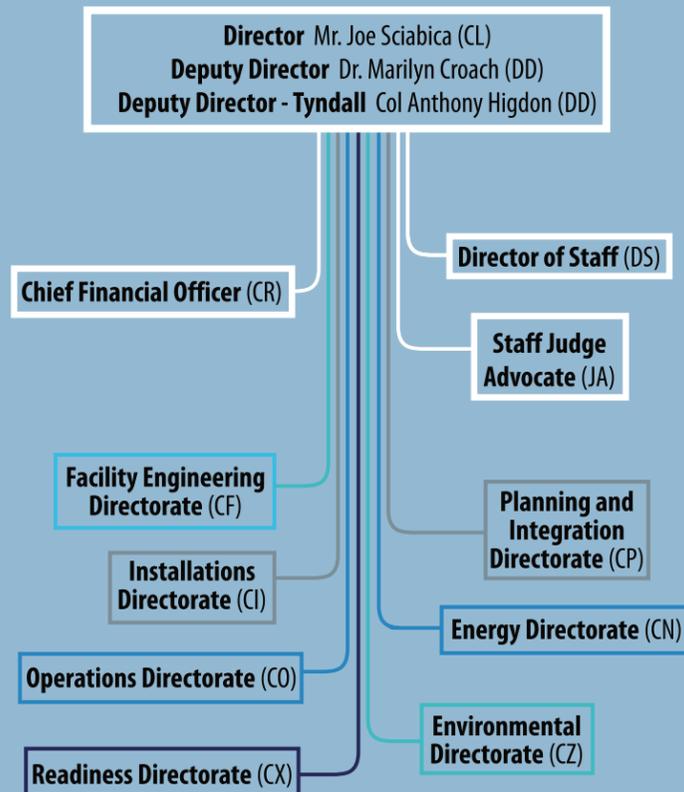


Col David Higdon  
Deputy Director - Tyndall

## MISSION

The Air Force Civil Engineer Center reached initial operating capability on Oct. 1, 2012, with full operating capability scheduled for Oct. 1, 2014. AFCEC's mission is to provide Civil Engineering services and enterprise lifecycle leadership to Air Force installations that enable the warfighter.

Headquartered at Joint Base San Antonio-Lackland, Texas, with Detachment 1 located at Tyndall AFB, Fla., AFCEC's areas of expertise include facility investment planning, design and construction, operations support, real property management, energy support, environmental compliance and restoration, readiness and emergency management, and audit assertions, acquisition and program management. The agency has more than 1,600 personnel and conducts operations at more than 75 locations worldwide.



## Energy

- Published the Energy Evaluation Playbook and trained Asset Visibility Teams for the second four-year round of facility energy audits; produced an Energy Almanac, a full-spectrum view of installation-level facility energy performance.
- Provided Air Force Energy Reporting System (monthly reports) training to more than 30 MAJCOM and base energy managers; managed over 300,000 data points; and reported 10 facility energy metrics to congress.
- Managed the \$12M Resource Efficiency Manager program, realizing a 4-to-1 return on investment in tangible energy conservation opportunities.
- Supported the development/construction of Air Force's largest solar project, a 16.4-MW array at Davis-Monthan AFB, Ariz., and a 3.4MW wind project at Cape Cod AFS, Mass.; released solicitations for 4.5-MW waste-to-energy project at Dyess AFB and a 6-MW capped landfill solar project at Otis ANGB, Mass.
- Completed reviews of contract acquisitions at 19 installations, identifying \$13.2 in potential savings; supported the Utility Law Field Support Center with rate negotiations and interventions to create \$3.7M in cost avoidance.
- Validated and provided authority to advertise 225 energy projects with bids solicited and awards recommended for 174 projects totaling \$80M; the Air Force funded 104 energy projects worth \$45M (estimated savings of 472.3 billion BTUs and \$8.8M).
- Supported six Energy Conservation Investment Program projects (\$40M) to annually conserve 1,734 billion BTUs of energy and 2,001 million gallons of water. The largest ECIP project to date (\$15.5M) for heat plant decentralization at

- F.E. Warren AFB, Wyo., will save an estimated 100 billion BTUs per year.
- ESPC program management office centralized acquisition/legal review process at AFCEC; reduced process from two years to one.
- Scheduled 40 utility systems for privatization; three, valued at \$172.5M awarded, 24 continued into 2014 and 13 in economic exemption approval requests; to date, 62 systems privatized with contracts valued at \$2B, creating a cost avoidance of more than \$341M.



Solar panels were installed on housing at Peterson Air Force Base, Colo., as part of a 20-year lease that is expected to save more than \$1.1 million in energy costs. These savings will provide additional funds for neighborhood improvements. (U.S. Air Force photo/Staff Sgt. Aaron Breden)

## Environmental

- Newly centralized enterprise-wide Environmental Compliance Program saved \$80M in first year, while enabling newly formed AFCEC to meet 80/20 obligations; executed about \$230M in EQ requirements; developed fiscal 2014 EQ enterprise integrated priority list and fiscal 2016 POM IPL.
- Awarded \$1B in 10-year ERA performance-based contracts for savings of 69 percent over program life-cycle and \$225M over period of performance; accelerated projected site clean-up progress 43 percent.
- Reached FOC for the National Environmental Policy Act Division; provided support for environmental impact statements for the KC46A beddown and the Eielson AFB Aggressor Squadron.
- Established installation and regional support teams; East ISTs conducted more than 230 base support visits.
- All Air Force bases now on eDASH using standardized configuration; implemented MAJCOM web-based training tool (ESOH-TN).
- Continued to implement efficiencies within the cleanup program to reduce life cycle cost by \$1B and accelerate site closures by 242 percent.
- Built MAJCOM commanders and environmental compliance performance dashboards for snapshot view of environmental performance at the senior leader and environmental program manager levels.
- Identified Air Force Civil Engineer Center-provided products and developed comprehensive tracking and reporting tool for all environmental plans and permits resulting in powerful program management/planning capability for AFCEC.

- Conducted 17 training classes for more than 200 IST/base personnel on e-DASH; enforcement actions; natural and cultural resources; planning, environmental programming and budget execution; and other topics.
- Completed Project RC-200720, Integrating Archeological Modeling in Defense Department Cultural Resources Compliance," for DOD-wide use.
- Provided expert technical support to the Deputy Undersecretary of Defense (I&E) Science and Technology Directorate, Chemical and Materials Risk Management Program, particularly in retraction of the USEPA assessment of short-term risks associated with trichloroethylene inhalation exposure, which resulted in estimated cost avoidance of \$9M.
- Prototyped technology designed to optimize and accelerate remediation of complex sites that pose long-term high-cost remediation challenges (only five percent of active sites but 60 percent of projected Environmental Restoration Program costs).
- Oversaw accreditation of more than 100 laboratories under the DOD Environmental Laboratory Accreditation Program, including 48 new or renewing accreditation visits.



After 14 years as a familiar landmark at the former McClellan Air Force Base, Calif., the "big white tent" that once covered tons of contaminated soil has come down. The tent provided shelter for cleanup crews and kept 23,409 cubic yards of contaminated soil at the site from being disturbed. (U.S. Air Force photo)

## Facility Engineering

- Achieved a 100-percent award rate for sustainment, restoration, modernization and dorm projects in fiscal 2013, awarding \$344.3M across 244 projects.
- Awarded 60 percent of the fiscal 2013 MILCON program (18 of 30 projects), totaling \$695M.
- Awarded 86 energy-focused projects, totaling \$43M.
- Continued pursuing LEED Silver certification for 100 percent of all eligible fiscal 2013 projects.
- Managed design and construction for the F-35 beddown at Luke AFB, including a new training center, a new ops facility, and renovation/construction of two AMUs (\$82M).
- Managed construction of in-processing center (\$21.6M) at Joint Base San Antonio and a new center (\$27.5M) at the Air Force Academy; managed renovation of USAFE headquarters facility (\$45M).
- Broke ground on the almost one-million-square-foot U.S. Strategic Command command-and-control complex (\$524M) at Offutt AFB.

- Awarded phase four (\$18M) of the seven-phase, \$123M PACAF headquarters renovation at Joint Base Pearl Harbor-Hickam.
- Awarded two medical MILCON projects in Korea (more than \$30M combined) at Osan and Kunsan ABs; initiated design of the \$52M U.S.-funded MILCON portion of the new Korea Air (total \$45M at Misawa and Kadena ABs in Japan and a \$55M SRM power plant project at Eareckson AFS, Alaska).
- Managed planning for new high school construction (\$82M) and design for a Guardian Angel Operation Facility including three facilities totaling \$21M at RAF Lakenheath, UK.
- Directed a \$2.1B contingency construction portfolio across the Central Asia States, Africa and Gulf Cooperation Council countries.
- Drove construction efforts valued at \$118M for the Ministry of Defense Headquarters complex for the Afghan National Army; led construction of Afghan National Security University's second phase – a \$96M effort — and 63 projects (\$181M) for the Combined Security Training Command-Afghanistan Security Force program.
- Led continued expansion of Shindand Air Base in support of Afghan National Army Air Corps (three-year, three-phase, total \$100M); led the expansion and construction of the Afghan National Detention Facility (\$71M).
- Managed design and construction for projects (2.5B total) across three combatant commands (CENTCOM, AFRICOM and SOCOM) in seven countries, on two continents.
- Managed more than 150 task orders worth \$225M worldwide for the Defense Logistics Agency-Energy SRM fuels program.

## Installations

- Signed an agreement to lease for 217 acres for 50 years with Grand Forks County, N.D. to develop an estimated 1.2M-square-foot business park focused on the unmanned aerial systems industry.
- Won honorable mention in the 2013 GSA Achievement Award for Real Property Innovation for the EUL at Eglin AFB.
- Delivered 1,148 new privatized homes, 767 renovated and 1,407 demolished units; executed construction at 100.2 percent of schedule; current end state inventory of 52,451 units (more than 98 percent privatized).
- Completed closings for the Northern and Continental HP projects — a total of 8,386 units (\$876M) — and achieved the high occupancy in program history (pro forma occupancy at 96 percent).
- Conducted more than 90 management review committee meetings as well as annual site visits at 27 bases; educated more than 765 stakeholders with HP training program.
- Achieved 96 percent BRAC property transfer (84,407 of 88,175 acres) to local communities, including 182 acres of the former Griffiss AFB and 528 acres at former McClellan AFB; completed the 31st and 32nd whole base transfers (former Onizuka and Mather AFBs).
- Led effort to ensure environmental cleanup meets requirements; remedies in place at 4,538 of 5,259 sites (86 percent) and on track for all sites by 2018; cleanup cost to date is \$3.7B.
- The Real Estate Transactions Division awarded \$8.5 in funds in fiscal 2013; other anticipated totals include more

than 24,500 acres protected and \$7.5M of Air Force funds used.

- Deeds of easements for four transactions totaled approximately \$6M and 2,800 acres; deeds in progress at the end of 2013 total more than \$3.1M and nearly 22,000 acres.
- Issued notice to proceed to 75 ABW EUL, providing authority for Sunset Ridge Development Partners to begin construction in support of the Falcon Hill Aerospace Park at Hill AFB.
- Developed EUL Budget Projector tool to calculate project-specific EUL budgets across all phases; developed a compliance matrix template for performing portfolio management on all UP projects.
- Provided training for the Real Estate career field, including hosting the Worldwide Real Estate Symposium and partnering with AFIT and the HAF Asset Management Division for the annual AFIT 424 satellite course.

## Operations

- Completed first post-IOC asset visibility base assessment at Tyndall AFB, followed by Eielson and Hill AFBs to inform analysts which facility and horizontal infrastructure assets require resources.
- The Airfield Pavement Evaluation, or APE, team accomplished 44 detailed structural, friction and aircraft anchor evaluations airfields around the globe, including in Korea, Japan and Panama; trained 69 personnel to conduct contingency evaluations.
- Revised CE operations policies and procedures revising policies and procedures, primarily in the newly formed Operations Engineering flights and their subordinate Requirements and Optimization Sections to implement CE Transformation ... Accelerated directives.
- Revised decades-old sustainment work priorities, aligning them with industry standard practices and published an accompanying work priorities implementation plan; published revised ops engineering-related playbooks.
- Championed the Work Management data collection system (replacement of the Interim Work Information Management System), culminating in its first operational testing.
- Revised the Air Force common operating levels of service for the "big-3" service contracts (custodial, grounds and refuse).
- Subject Matter Experts guided 14 technical technology transfer criteria development projects totaling more than \$3.5M in airfield, pavements, wastewater and force protection and produced five ETLs, four AFI updates, one new AFPAM, and 18 UFCs (with Army and Navy).
- Worked on award of 36 pavement condition index surveys (\$3M) and 14 SME technical, material testing and APE team support and criteria development projects (\$5.6M).
- Conducted youth facility certification visits; completed 12 reports.
- The Civil Engineer Maintenance, Inspection and Repair Team, or CEMIRT (Tyndall and Travis AFBs) completed 607 specialized work requests (\$12.4M) on HVAC, aircraft arresting, industrial controls and electrical distribution and power generation systems.
- Conducted specialty training requirements team workshops for five CE Air Force Specialty Codes (see p. 46 for more information and updates on CE career fields)



Staff Sgt. Travis Ripple, a member of AFCEC's Airfield Pavement Evaluation Team, uses an auger to remove different soil layers during a destructive test on the Laughlin Air Force Base Auxiliary Number 1 Airport, near Spofford, Texas. (U.S. Air Force photo/Michael Briggs)

## Planning and Integration

- As the only new directorate from the agency's stand-up, AFCEC/CP provided over-arching altruistic strategic oversight of planning, programming and procurement of requirements across the Air Force enterprise.
- Defined and embarked on centralized leadership of the Air Force Space Management Program, the Air Force Encroachment Management Program and prioritization/funding of SRM planning tools, moving toward transformation p-plan's FOC.
- Developed strategic, enterprise-wide approach to installation planning and capacity analysis; defined systems, data sources and processes required to affect strategic basing and other analysis driving Air Force investment decisions.
- Drove the procurement and execution of 32 installation development plans, six joint land use studies, six noise contour and two air installation compatible use zone studies within the enterprise structure, to enable MAJCOM operational level planning and further develop the data behind the Air Force enterprise strategic analysis capability.
- The Activity Integration Division managed \$750M fiscal 2013 portfolio through year of execution.
- Executed Air Force Asset Management Plan, or AFAMP, process to integrate and coordinate \$2B in requirements for a prioritized fiscal 2014 program.
- Created a new Real Estate Activity Management Plan to enhance asset management process.
- Managed a \$46B contract portfolio, supporting execution of 440 task orders totaling \$1B to deliver the right contract vehicle at right time.
- Established a five-year, 100-percent small business set-aside, \$950M Global Engineer, Integration and Tech Assistance (GEITA 2011) services contract to serve needs across the Air Force enterprise.

## Readiness

- Created Apple/Android smart phone/tablet application with customizable emergency data/checklists (more than 6,000 downloads); "Be Ready" iOS mobile application on iTunes downloaded by 3,500.
- Created new CBRN Defense Awareness course for 190,000 students per year.
- Deployed in support of the Defense Threat Reduction Agency's Nuclear Weapons Accident/Incident Exercise supporting interagency response.
- Executed \$17.6M centralized funding program to sustain 246 Emergency Management UTCs and maintain serviceable chemical defense equipment for 155,000 Airmen and 21,000 aircrew personnel.
- Initiated an equipment shelf-life testing program that will save \$33.9M in 2015; implemented two policy guidance changes saving \$115.1M over the next five years.
- Began strategic sourcing initiative for firefighting personal protective ensembles with potential savings of \$21M over five years.
- Retrofitted 77 Air Force-designed aircraft fire training facilities with a 3-dimensional running fuel fire for training on this challenging scenario.
- Continued firefighting vehicle validation and realignment; contract awarded to purchase 130 vehicles, including 114 rapid intervention vehicles.
- Executed the airfield damage repair wet weather demonstration (36 participants from nine installations) as proof of concept for asphalt capping in inclement weather conditions.
- Fielded new BEAR hygiene kit, which incorporates commercial-grade fixtures and the new BEAR power unit, providing reliable replacement for the MEP-12 high-voltage generator.
- Developed an ADR table top training exercise to develop/test modernized ADR TTPs and C2 scenarios.
- Fielded first Sustainment Pavement Repair, or SuPR, Kit to Tyndall Silver Flag site (23 additional kits fielded over next 12 months).
- Processed 4,414 calls for assistance through the AFCEC Reach-Back Center.
- Developed/Published AFPAM 10-219V8 and AFH 10-222V17; published the revised War and Mobilization Plan, or WMP-1.
- Managed contingency training with throughput of 4,690 for Silver Flag and 1,046 for MEET in fiscal 2013.
- Implemented the RED HORSE Training Working Group to provide standardization, centralization and organization of RH special capabilities training.
- Deployed EOD Airman to Afghanistan; embedded with a SOF task force in Helmand Province; enabled 194 counter-insurgency missions (manually neutralized 21 IEDs and 1,000 explosive devices).
- Met break-even cost for AFCEC EOD equipment management facility, which has now recovered \$9M of equipment (more than the projected entire cost of the contract).
- The Requirements and Acquisition Division established initial operating capability on Oct. 1, 2013.