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Eglin privatizes fourth utility system

By Jess Dupree
AFCEC Public Affairs

The Defense Logistics Agency recently awarded a utilities privatization contract to Choctawhatchee Electric Cooperative, or CHELCO, to own, operate and maintain the electrical system infrastructure at Eglin Air Force Base, Florida, for 50 years.

Having previously privatized the water, waste water and gas utility systems, this contract award makes Eglin AFB, the largest installation within the continental United States, the second Air Force installation to

privatize all four utility systems.

"This is another significant step forward for Eglin AFB toward a more efficient, resilient and reliable energy program with an outstanding energy partner in CHELCO," said Col. Craig Johnson, commander of the 96th Civil Engineer Group at Eglin.

American States Utility Services was awarded the base's water and waste water utility systems in July and Okaloosa Gas was awarded the gas utility system in 2005. CHELCO joins these companies to make all the installation's utility systems privatized.

"CHELCO is excited to be supporting

the infrastructure on Eglin AFB as we have always been very supportive of the military community we serve," said Steve Rhodes, CHELCO chief executive officer. "We are looking forward to working with existing utility companies that already serve the base."

continued on pg. 3

Col. Craig Johnson, base civil engineer at Eglin Air Force Base, Florida, addresses Air Force and commercial personnel involved with the recent utilities privatization award at the base during a contract award meeting Oct. 4. (Air Force photo/Jess Dupree)

In this issue:

- Office of Energy Assurance is ready to work for you
- New roles in AFCEC's program development division
- ESPC awards at two Air Force installations
- ... and more!



ESPC at Los Angeles AFB awarded to Honeywell

By Jess Dupree
AFCEC Public Affairs

The Army Corps of Engineers at Huntsville, Alabama, recently awarded an energy saving performance contract, or ESPC, valued at more than \$24 million at Los Angeles Air Force Base, California, to the energy service company, or ESCO, Honeywell.

The ESPC is expected to include several energy conservation measures, or ECMs, including rooftop solar photovoltaics over four buildings to total about 1.2 megawatts.

"I take the executive order goals seriously and would like to generate 25 percent of the base's energy needs with renewable resources," said Edward Wilson, the energy manager at Los Angeles AFB. "Los Angeles Air Force Base has a small physical footprint, and building a large PV (photovoltaic) system is not possible. It's been a few years since the last PV system installation on base, despite the many ECIP submissions, and this approach to use the ESPC method looked the most promising to keep the

momentum to achieving the executive order goal."

Additional ECMs include light-emitting diode, or LED, lighting upgrades and packaged rooftop air-conditioning units. Los Angeles AFB will experience a guaranteed energy savings of nearly 19 million British thermal units annually.

"The ESPC provided for the replacement of multiple rooftop air conditioning units that were nearing the end of their useful life. Los Angeles AFB is situated in a coastal environment where corrosion has been an ongoing issue with this equipment," said John Broughton, ESPC project manager for the Air Force Civil Engineer Center, or AFCEC, at Tyndall Air Force Base, Florida. "The ESCO guarantees the energy savings, as well as the operations and maintenance of this newly installed equipment, throughout the term of this award."

Construction on the project is expected to begin this month, and take approximately 15 months to complete. Once completed, the energy efficiency and renewable energy upgrades will be paid for with the energy savings they

create over the 23-year contract lifespan, thereby being budget neutral for the Air Force.

This is the first Air Force ESPC to be contracted by the U.S. Army Corps of Engineers from start to finish.

"It was a great team effort between the base, the corps of engineers and AFCEC," said Les Martin, AFCEC energy program development division chief.

Under the ESPC model, ESCOs compete to finance, design, construct and manage energy projects, and maintain the systems long-term. ESPCs range from 10 years to a maximum of 25 years, with the Air Force paying the ESCO back over the term of the contract from cost savings garnered by the energy efficiency improvements they make.

The Armillary Sphere is a focal point for the Schriever Space Complex at the Space and Missile Systems Center at Los Angeles Air Force Base, California. An energy saving performance contract, contracted by the U.S. Army Corps of Engineers at Huntsville, Alabama, was recently awarded to Honeywell. (Air Force photo)



Eglin, continued from pg. 1

Eglin AFB covers more than 640 square miles of land in Northwest Florida. The large footprint of the installation posed a unique challenge to awarding the contract, said David Mathews, project manager at the Air Force Civil Engineer Center at Tyndall AFB, Florida.

“There are multiple sites of electrical infrastructure that cover the entire Florida panhandle,” Mathews said. “We visited every piece to determine if there was infrastructure to put in the solicitation. The distance that separates all of the units made it time-consuming.”

The base’s geographical area also makes it difficult to assure a constant power supply with the existing infrastructure. For \$20 million over the first five years of the project, CHELCO and Air Force civil engineering personnel have planned 12 projects for Eglin AFB, six of which are projected to add to the installation’s resiliency by improving the ability to recover

after a power outage. For example, the installation is currently separated into two grids, with no way to exchange power between them. CHELCO will add an interconnect between the grids so, if one goes down, power can be supplied from the other.

“The base has been trying to get this funded for many years,” said Richard Weston, chief of utilities privatization at AFCEC. “Currently, the base is not agile enough to reconfigure after an outage. This will improve the resiliency of the base grid immensely.”

While civil engineering personnel at Eglin AFB and AFCEC did not begin privatizing Eglin utilities with the intention of privatizing all four systems, it became a goal when they realized the potential for savings. The three contracts at Eglin have a total cost avoidance of more than \$161 million over the lifespans of each contract.

“There is a sense of accomplishment every step of the way,” said Jeep Wedding, the Air Force utilities

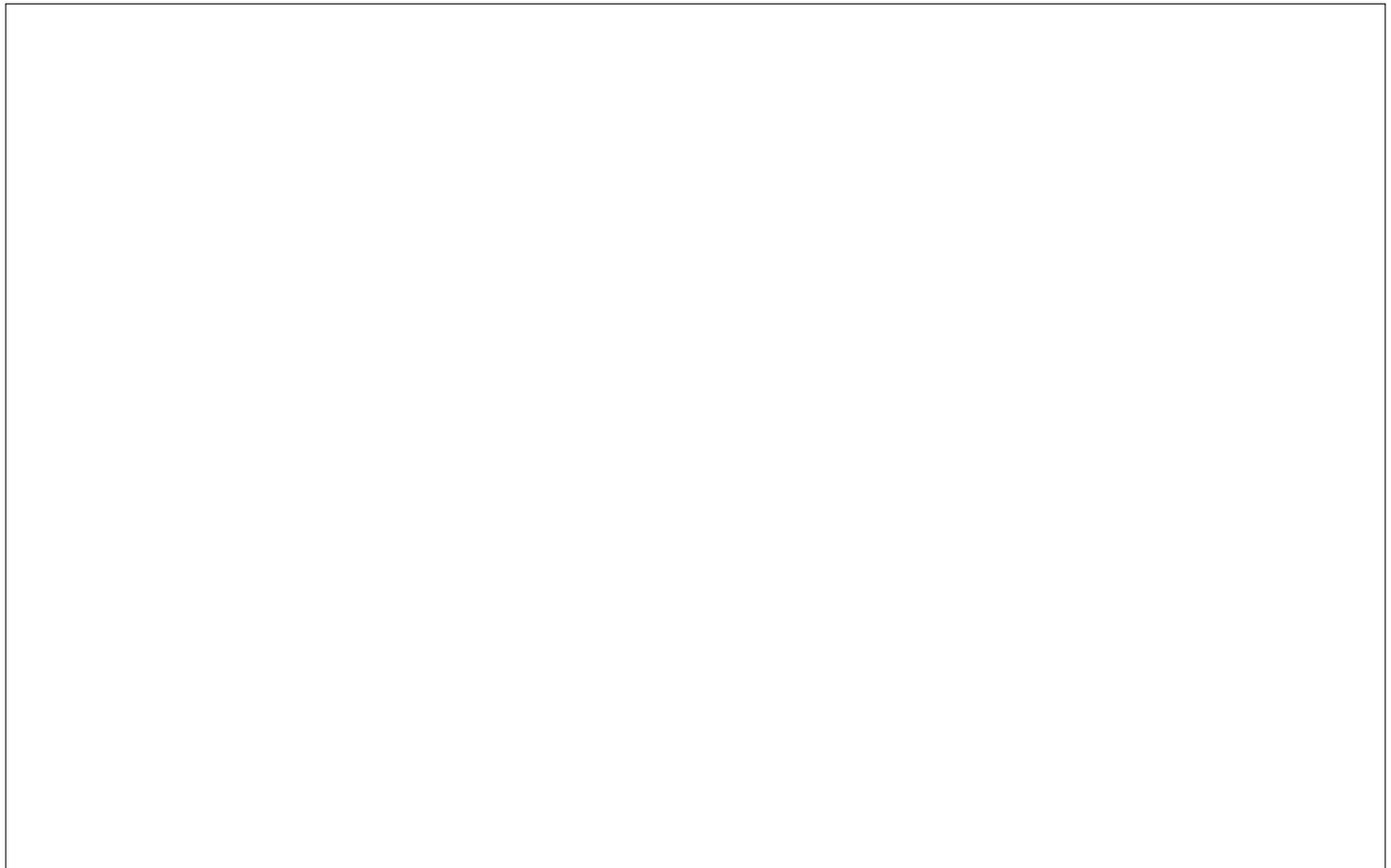
privatization program manager. “Every step toward getting one more system privatized is getting us closer to our goals.”

The UP efforts at Eglin are also part of a larger plan to modernize the installation.

“It is all part of our plan to recapitalize the installation in a program we call NexGen Eglin,” Johnson said. “We aim to transform a proud, but tired, mid-20th-century installation into a revitalized 21st-century installation, enabling cutting-edge research, development, test and evaluation programs, and Team Eglin missions to produce war-winning capabilities for the warfighter.”

Utilities privatization allows the Air Force to focus its civil engineering manpower on mission-critical issues, while the utility companies assure the utility systems are maintained and operating to industry standards.

To date, the Air Force has privatized 71 utility systems with a total life-cycle cost avoidance of \$681 million.



Air Force and commercial personnel involved with the recent utilities privatization award at Eglin Air Force Base, Florida, pose for a photo during a contract award meeting Oct. 4. (Air Force photo/Jess Dupree)

Energy Program Development Division Chief Air Force Civil Engineer Center

Martin was the energy saving performance contract and utility energy service contract program manager. Now, he has expanded his portfolio as the newest program development division chief.

1. What kind of support can AFCEC energy's program development division offer to energy managers at the installations?

We are the Air Force subject matter experts for the energy sustainment, restoration and maintenance, or SRM, program; the energy conservation investment, or ECIP, program; and the ESPC and UESC programs. We are a one-stop shop for support. We have everything from contracting expertise to technical experts. Additionally, we have easy access to all of the AFCEC subject matter experts with knowledge across every facet of civil engineering. So if we need an electrical interpretation, we can walk down the hall to talk to the Air Force electrical subject matter expert.

Typically, while personnel at the installations might understand the programming of an ECIP, SRM or ESPC, they don't know the actual "rack and stack" of the projects, or how the different projects fit together. The bases are at the tactical level of execution, whereas we at AFCEC are at the strategic level, and we can help position them better for the execution of their projects.

Lastly, because of the way we've restructured a lot of our Air Force energy programs over the last four years, the knowledge base at the installation level is sometimes limited. In most cases, we have made it easier to develop energy projects at the installations; and in almost all cases, it is done differently than it was five or 10 years ago.

2. What are your goals for the program development division?

Our job is to support the Office of the Secretary of the Air Force and Air Staff, and the installations as best we can. As the major command energy staffs have gone away, there's nowhere else for the installations to turn. I want my folks to work as hard as they can to ensure the installations are successful with their energy conservation projects, whether they are SRM, ECIP or third-party financed.

While ESPCs and UESCs are our main business line, given the large contract value we have in the pipeline at any given

continued on pg. 7



ESPC and UESC Program Manager Air Force Civil Engineer Center

With more than 20 years of experience in Air Force ESPCs, Ringenberg is well-posed to lead one of the largest energy programs at AFCEC.



1. What are you most excited about in your new role as ESPC/UESC program manager?

The environment we work in changes. Right now, with the budget constraints in our environment, we have to rely on third-party financing for our infrastructure improvements. So for now, and into the immediate future, that's the only way I see that feasibly getting done. That's the dynamic the Air Force is in right now. I use the word "dynamic" because it moves. It's not going to stay in one place forever. But for the next few years, I don't see the budget changing. So, given the current dynamic, the ESPC and UESC program is arguably the largest energy program at AFCEC. I'm most excited about the opportunity to manage that program.

When you look at AFCEC Energy Directorate's Program Development Division as a whole, there is ECIP, SRM/NRG and third-party finance which comprises ESPC and UESC. ECIP and SRM can be measured in the 10s - maybe 100s - of millions. We've got almost \$1 billion in the queue for ESPC and UESC combined. And that magnitude exceeds the programs in other AFCEC energy divisions as well. For energy savings, ESPC and UESC is where about 80 percent of the dollars are being spent. The nature of the program just allows us to execute projects on a much larger and broader scale.

2. How can ESPCs and UESCs benefit the installations? The Air Force?

We all have goals, mandates and executive orders we need to meet. And the only feasible way to comply with those is third-party investment due to the budget constraints I mentioned before. So to reiterate, we don't have money and we need to use somebody else's money to get those infrastructure improvements the installations need and to comply with all of those goals and mandates. We are still expected to stay on that downward slope of energy consumption and this is the only viable means of it happening.

At their level, installations will get the infrastructure improvements. Of course personnel at the installations want to achieve their energy goals and mandates, but they are also concerned about having their roofs fixed, solving humidity problems, anything that will improve their working conditions or otherwise allow them to better meet their missions. For example,

continued on pg. 7



WPAFB recognized for energy-efficiency focus

By Stacey Geiger
88th Air Base Wing Public Affairs

Commitment to energy management and conservation led the Wright-Patterson Air Force Base Energy Management Office in Ohio to win the 2016 Federal Energy Management Program Award.

The award recognizes individuals, groups and agencies for their outstanding contributions in the areas of energy efficiency and the use of advanced and renewable energy technologies at federal facilities.

The Wright-Patterson AFB Energy Management Office, part of the 88th Civil Engineering Group, focused on efficiently using energy while conserving energy consumption and materials. These actions reduced overall energy use and greenhouse gas emissions.

The energy management team consists of Michael Tibbs, chief of energy management; Noah Fillian, Kevin Osborn and Christopher Warsitz, base energy managers; and Gary Jackson, resource efficiency manager. The team's accomplishments were recognized at the Federal Energy Management Program Energy Exchange

Conference in Providence, Rhode Island, Aug. 11 by Miranda A.A. Ballentine, assistant secretary of the Air Force for installations, environment and energy.

"Our goal was to cost effectively minimize energy use and identify cost reduction strategies and initiatives," Warsitz said. "Our energy management staff worked to identify and implement conservation focused outreach, maintenance, energy studies, and capital projects to meet the needs with less use of energy."

The energy management team works with CEG design teams to incorporate energy savings features into facility and infrastructure projects. One of the biggest energy management team's achievements was reaching \$1 million in Dayton Power and Light rebates. The cooperative effort between 88 CEG, DP&L and other Wright-Patterson AFB partners identified and captured these rebates in various projects and equipment upgrades.

"Not only does this bring rebate money back to the government, the work done to earn those rebates will save energy and money now and each year moving forward," Warsitz said.

The energy management office has expanded the program by adding

additional staff and overhauling the program to implement more than just energy project development. The team also developed a strategic plan encompassing a well-planned and holistic approach to energy. The plan included management buy-in, multifaceted public awareness campaigns and action, supplemental training and education during several 88th ABW focus training weeks and incorporating energy team review highlighting state-of-the-art, energy-saving technology with every project design review.

The 88th CEG has been rapidly retrofitting older lights with more efficient LED fixtures, installing variable frequency drives on pumps that used to run solely at 100 percent, and even recently incorporating a geothermal well field at a new facility to eliminate the need for conventional heating and cooling equipment.

Representatives from Wright-Patterson Air Force Base's Energy Management Office in Ohio pose with Assistant Secretary of the Air Force for Installations, Environment and Energy Miranda Ballentine to accept the office's Federal Energy Management award. (Air Force photo/Jess Dupree)

Martin, continued from pg. 4

time, ECIP and SRM are still important to our overall energy program. We want to ensure we are using those programs to work in sync with third-party financed projects. In the past, we've had ESPCs decrease dramatically in value when a lucrative energy conservation measure, or ECM, was removed from a contract because it was selected to be funded by ECIP. When that happens, it doesn't just take that ECM off the contract. Three, four or five smaller ECMs might also have to be removed because they are no longer economically feasible. That big, lucrative ECM, now being funded through ECIP, can no longer be bundled with the smaller ones to take advantage of project economics.

Now, we are trying to deconflict projects earlier so we don't spend time trying to include an ECM on an ESPC when it has already been funded through ECIP. Likewise, if we have an ESPC project underway at any given installation, we don't want to spend the time to develop an ECIP project for an ECM that could be or already is included in that ESPC. On the SRM side of the house, we want to program the SRM so, at the time funds are available for those approved projects, we can use those funds to buy down an ESPC project.

3. What projects are you most excited to take on/continue in your new role?

I'm most excited to tackle that goal I already talked about: getting all three programs to work together. The SRM and ECIP programs are very mature programs and, as a result, are more predictable. We know we are going to get about \$20 million each year in SRM and \$20-40 million each year for ECIP.

But on the ESPC side, we have a lot more flexibility to work on a larger scale versus doing projects that touch a single facility, and a project can include everything from replacing leaking faucets to putting in a large-scale PV array, to a co-gen plant, to upgrading light bulbs. I'm very excited about the momentum we're gaining in the ESPC arena. Just a few years ago, we had maybe a half a dozen projects that we were thinking about working. Today, we've actually got 23 projects where formal acquisition has started, in addition to the two recent awards at Hanscom Air Force Base, Massachusetts, and Los Angeles AFB, California.

Ringenberg, continued from pg. 5

their heat plant could be dated and breaking down, and they're having a hard time keeping buildings warm for the Airmen working in them. Or they could have uninsulated distribution lines that are making their energy bills skyrocket, taking away mission dollars. They have a limited amount of SRM dollars, and for every 10 needs, they may get one funded. These ESPC and UESC projects can address those issues.

3. How can AFCEC help energy managers with initiating an ESPC at their installations?

I have been doing ESPCs and UESCs for longer than I care to admit. In the past, it used to be very cumbersome on the base to initiate an ESPC. The energy managers were expected to do a lot of the leg work, like development and data-gathering, to build the projects, create a government estimate, and project the savings, and then sell it to installation leadership to get permission to even start the process. That's a year's worth of work, with the burden put on the base.

For years, the energy service companies, or ESCOs, who do these ESPCs were proclaiming that we were limiting them by having the energy managers do this work. We were telling them what to do vice allowing them to come in, look at our facilities, and tell us what they can do. When we stood up the centralized program, we went through a rapid improvement process to minimize the burden on the base and get to contract awards quicker. The way we did that was, we put on the street a very vague advertisement that basically said, "we want you to reduce our energy consumption and our energy intensity on these buildings," and we tried to make that building list as broad as possible. Where we could say "base-wide" or "fence-to-fence," we did that, because it is easy to shrink the scope of the contract later, but it is difficult, if not impossible, to grow.

So now, the base energy managers simply have to say to AFCEC, "we want to do a project, help us to develop one" and have their leadership send us an email. We can get the request for proposals on the street with very little input from the base, down select to an ESCO, and within 60 days, have them on site, identifying opportunities. So within a shorter amount of time, the ESCO is doing the work that used to be performed by government personnel at the installation. It's that easy.

Have a good relationship with your utility provider?

The Department of Energy recently released [a new planning guide](#) to help utility system owners develop resiliency measures and plan for climate change. The DOE framework provides an opportunity for installations to reach out and partner with their local utility provider to enhance grid stability and resilience both on- and off-base.

Installations that have leadership support and a strong relationship with their local provider and are looking to be part of a pilot program supported by the Air Force Civil Engineer Center should contact the AFCEC Energy Directorate by sending an email with installation points of contact to afcec.cn.workflow@us.af.mil.

Hughes is leading the newest addition to the Air Force energy team: the OEA. He and his team will assist energy personnel at the installations while meeting Air Force energy goals.



1. What is the OEA's mission? How do you plan to execute it?

The OEA's mission is to provide creative solutions to Air Force installation energy resiliency needs to meet 21st century threats. Our solutions will increase resiliency and deliver clean, cost-effective energy. The OEA will develop, implement and oversee an integrated facility energy portfolio, including privately-financed, large-scale renewable and alternative energy projects as well as direct Air Force investments. We will serve as a central management office dedicated to strategic energy and resiliency, leading an enterprise-wide, systematic approach to provide resilient, cost-effective, clean energy to Air Force installations. We will execute this mission by providing a centralized and specialized capability to develop and support projects that meet the Air Force need for cost-effective, cleaner and more resilient energy supplies.

2. How will the OEA team align with the Air Force's overall energy plan? How will you contribute to "Mission Assurance through Energy Assurance?"

As the Chief of Staff has said, Air Force installations are critical to Air Force and joint military operations around the world with a networked total force requiring uninterrupted access to electricity to fulfill missions. More resilient, cleaner, cost-effective energy resources will play a vital role in providing mission assurance through energy assurance for the Air Force. Strategic energy agility relates directly to the Air Force's priorities of balancing today's readiness with tomorrow's modernization, while making every dollar count.

Improving resiliency and assuring energy supply are two key priorities of the Air Force Energy Strategic Plan. OEA's mission to help Air Force installations develop alternative energy supplies and identify ways to incorporate infrastructure and processes that deliver enhanced resiliency

for critical missions aligns directly with these two strategic priorities.

By developing resilient energy infrastructure that is specifically tailored to support critical missions, OEA will ensure that Air Force squadrons and other critical operating units are always able to execute their missions and achieve their goals.

3. How will you integrate into and work with the existing Air Force energy enterprise?

We will work in conjunction with all stakeholders to help optimize the structure and design of existing projects and develop and execute new project opportunities. We look forward to working closely with representatives from the operational and installation support communities. Through this inclusive process, the OEA will position the Air Force to focus on energy resiliency while meeting the statutory goal that 25 percent of our energy comes from renewable sources by 2025, as well as the President's goal that the Air Force deploy one gigawatt of renewable energy by 2025.

In addition to base civil engineering staff and mission owners, our stakeholder partners include the Air Force Civil

continued on pg. 9

OEA, continued from pg. 8

Engineer Center, the Air Force Installation Mission Support Center, Headquarters Air Force, Logistics, Engineering and Force Protection, or A4, and Secretary of the Air Force, Installations, Environment and Energy. With direct connections to both SAF/IEE and AFCEC, we are uniquely positioned to drive solutions.

Our goal is to deliver specialized expertise and services focused on cleaner, resilient energy project development that individual installations don't have the resources to maintain or perform. For example, OEA support includes an understanding of energy market and economic conditions that drive workable projects. We also have energy technology and engineering expertise to ensure optimized deployment and integration of new energy technologies and infrastructure. Another kind of support the team can provide is the ability to leverage and integrate acquisition statutes and policies that facilitate alternative energy projects.

Working with our stakeholders, OEA will develop projects that integrate diverse energy assets such as alternative generation, controls, efficiency and storage. We are doing this in a way that delivers resiliency and helps installations meet key energy mandates.

4. How will you use third-party financing tools, like ESPCs, in your program?

Third-party financing tools, like ESPCs, utility energy service contracts and power-purchase agreements, are critical to enabling OEA's mission. However, it can be challenging to find economical ways to achieve resiliency using these contracting tools that are required by statute to deliver cost savings. To help mitigate these challenges, we will evaluate and develop mechanisms to incorporate resilient infrastructure incrementally. For example, we may structure an ESPC project with high-return energy conservation measures to support inclusion of enhanced control capability. Another possibility is to bundle projects that coordinate appropriated and third-party funding to achieve economy of scale and shared benefits. We may also employ new operating models which enable resiliency-related infrastructure, such as microgrids, to deliver a payback by reducing load; participating in demand response, capacity and ancillary service markets; and managing peaks to avoid rate ratchets.

We will work with utilities to develop and gain approval for new rate schedules that value enhanced security for shared assets such as generating or grid-management infrastructure within a military installation's perimeter that also benefits the wider community.

OEA will work together with installations and the main federal, Department of Defense and Air Force ESPC contract holders and their sponsors, including: the Federal Energy Management Program, the U.S. Army Corps of Engineers, Defense Logistics Agency and the Air Force Civil Engineer Center.

By leveraging third-party financing, OEA will be able to provide feasible solutions that enable resiliency and alternative energy projects.

5. What changes can base energy managers and civil engineers expect to see as your role progresses?

Our goal is to make it easier for base energy managers and civil engineers to meet strategic energy goals.

Compliance with Air Force, DOD and federal energy mandates is challenging. Air Force policy documents help to distill these requirements, but on a practical level, there is a gap in guidance between Air Force strategic energy policy and the tools, skills and guidance needed to effectively implement this policy at the installation level. As a result, installation energy managers and base civil engineers, or BCEs, struggle to comply with the many federal and DOD requirements surrounding renewable energy, energy resiliency and energy efficiency.

OEA will help to bridge this gap, providing installation-level stakeholders with practical tools and support to develop projects that achieve compliance by saving energy and money, and delivering resiliency.

My team can help define resiliency needs at installations and work with industry and utilities to identify the best solutions. We can evaluate, select and deploy the most effective renewable energy technologies for a given installation and mission. The OEA will implement business and operational models to maximize benefit for renewables and alternative supply. We will also right-size renewable and alternative energy supplies to mission requirements and reduced loads delivered by appropriated projects and EPSCs. By providing an enterprise perspective, we will deliver the best solutions for each installation, major commands and the Air Force as a whole.

By providing this support, we believe that base energy managers and civil engineers will see a change for the better!

6. What are you most excited about doing or accomplishing on this team?

We are most excited about the value we can deliver to Air Force installations and the missions they support. OEA will serve as a conduit and enabler for new energy technologies and business models at the installation level, and provide an enterprise perspective to tie together and optimize energy project development, execution and lessons learned across installations and major commands.

7. What are some obstacles you expect to encounter? How will you overcome them?

Energy markets and technologies are dynamic, and existing regulations and procurement tools may not deliver adequate flexibility to take full advantage of the way energy and energy resiliency are delivered in the near future. OEA is working to ensure that, as energy and resiliency delivery models evolve, the Air Force will have appropriate and functional procurement tools and policies ready to take advantage of business models that can deliver value to the Air Force.

Also, OEA is investigating an energy-as-a-service, or EaaS, model wherein providers deliver a comprehensive suite of energy services. This model will be a long-term arrangement with a single entity to meet the fence-to-fence electric power

continued on pg. 10

ESPC awarded at Hanscom

By Jess Dupree
AFCEC Public Affairs

The U.S. Army Corps of Engineers at Huntsville, Alabama, recently awarded an energy saving performance contract, or ESPC, valued at more than \$43 million to Hanscom Air Force Base, Massachusetts, to Noresco.

The ESPC is expected to include several energy conservation measures, or ECMs, including a 4.6-megawatt combined heat and power plant and running natural gas lines to eight facilities.

Additional ECMs include replacing boilers with natural gas models and upgrading about 1.5 million square feet of lighting to light-emitting diode bulbs. The energy savings from this ESPC are estimated to be more than 146,000 million British

thermal units each year.

“We are really looking forward to the co-generation plant,” said David Wong, 66th Air Base Group, chief of engineering at Hanscom AFB. “We have been pursuing this for years. The support from the Air Force Civil Engineer Center and USACE helped to take some of the workload off the base.”

Construction on the project is expected to begin in December 2016.

Under the ESPC model, ESCOs compete to finance, design, construct and manage energy projects, and maintain the systems long-term. ESPCs range from 10 years to a maximum of 25 years, with the Air Force paying the ESCO back over the term of the contract from cost savings garnered by the energy efficiency improvements they make.



The sun sets around the F-86 static display at Hanscom Air Force Base, Massachusetts. (Air Force photo/Jerry Saslav)

OEA, continued from pg. 9

needs of an Air Force installation using the necessary acquisition authorities.

Through the Resilient Energy Demonstration Initiative, or REDI, OEA is exploring and piloting mechanisms to develop and deploy innovative energy resilience technologies and business models that can be applied to other missions and is across the Air Force enterprise

And finally, OEA is reviewing existing statutes and policies against the new and evolving delivery models identified by the REDI and EaaS initiatives to identify shortfalls, gaps or inefficiencies within existing procurement processes and regulations that will need to be supplemented or modified to be ready to support the acquisition of new energy products and delivery methods.

8. Is there anything you would like to add?

OEA senior managers are drawn from the civil engineering and installation community. I myself was a BCE at MacDill AFB, Florida, for more than nine years. We understand the challenges that BCEs, energy managers and leaders of critical missions face. We have been in your shoes. Because of this hands-on experience, OEA is positioned to develop and deliver solutions that are workable, targeted to solve problems that are relevant today and into the foreseeable future, and will ease the burden on installation and mission staff and leadership.



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