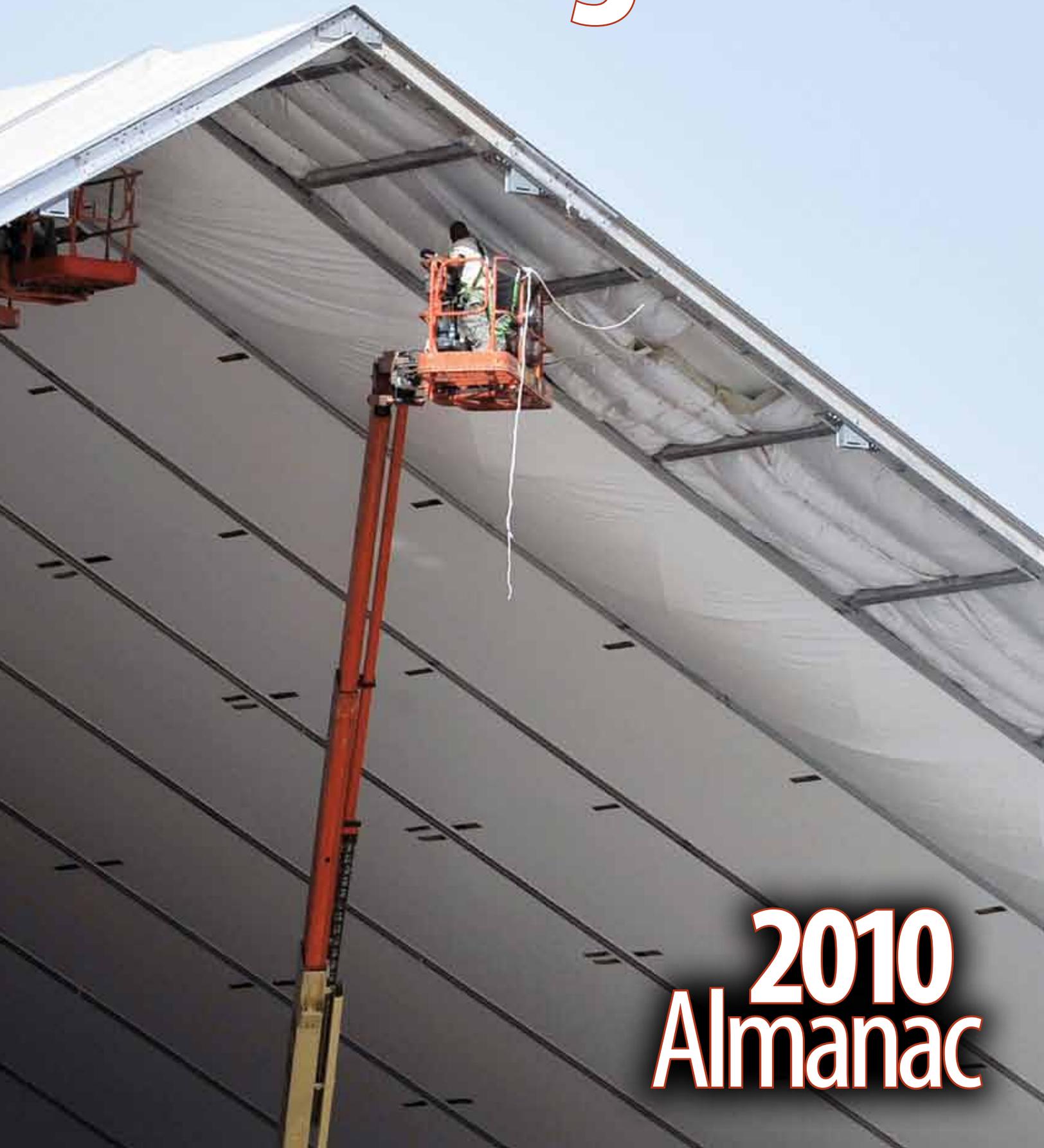


**Air  
Force**

# Civil Engineer

Vol. 18  
No. 4  
2010



**2010  
Almanac**

# Air Force Civil Engineer

Vol. 18  
No. 4  
2010

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*Unless otherwise noted, facts and figures presented are based on information submitted to the Air Force Civil Engineer magazine office, current as of Sept. 30, 2010.*

## On the cover

*Airmen from the 380 ECES assemble covering for an expeditionary aircraft at a non-disclosed base in Southwest Asia. (photo by MSgt Scott T. Sturkol)*

## On these pages

*SMSgt Scott Terry, 119 CES, operates snow removal equipment at the North Dakota Air National Guard base in Fargo, N.D. (photo by SMSgt David H. Lipp)*





**ACC**

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**BRIG GEN DAVE C. HOWE**  
DIRECTOR OF INSTALLATIONS  
AND MISSION SUPPORT



**CMSGT BRIAN L. MOSIER**  
CHIEF ENLISTED MANAGER

**COMMAND MISSION**

The Air Combat Command is the primary force provider of combat airpower to America's warfighting commands. The mission is to support global implementation of national security strategy. Air Combat Command operates fighter, reconnaissance, battle-management, and electronic-combat aircraft. It also provides command, control, communications and intelligence systems, and conducts global information operations.

**CE RESPONSIBILITIES**

ACC A7 provides civil engineering, security forces, and contracting support. It establishes policy, provides resources, and executes base development, design, construction, operation, asset management, environmental, dorm, housing, quality-of-life, contingency response, emergency services, base defense, force protection, nuclear security, law enforcement, contracting, and policy oversight at 22 wings, 13 major bases, and 300 worldwide locations. A7 develops and deploys mission-ready, motivated, trained and resilient RED HORSE, Prime BEEF, EOD, Fire, Security Forces, and Contracting Airmen. The directorate manages the Acquisition Management and Integration Center, responsible for strategic acquisition, integration, and management for ACC and other U.S. government agencies and allies.

**SIGNIFICANT ACCOMPLISHMENTS**

- Transitioned Global Force Management responsibilities from HQ USAF/A7C and became the Air Force engineer force provider to U.S. Joint Forces Command, with responsibility for providing sourcing solutions on all conventional force requirements, considering resources available across all MAJCOMs.
- ACC Expeditionary Prime BEEF Airmen supported 3 squadrons in Afghanistan for in-theater design and construction, surveying, planning, and programming at 92 new and expanding locations to receive U.S. personnel surge. Expeditionary Prime BEEF managed over 2,100 infrastructure projects worth \$1.8B.
- Managed more than 8,000 worldwide RED HORSE and Prime BEEF engineer deployments for repair and construction efforts, training local nationals, providing humanitarian assistance, and meeting national security/force protection objectives.
- Oversaw programming and award of 24 OIF/OEF projects in Southwest Asia valued at almost \$185M.
- Served as the Air Force lead to provide cultural heritage data to Afghan theater forces.

- Awarded a photovoltaic array (PVA) project at Davis-Monthan AFB and began studies for other alternative energy opportunities: PVAs at Nellis and Holloman AFBs; a waste-to-energy facility at Dyess AFB; and a geothermal project at Mountain Home AFB.
- Executed \$25.5M FY10 energy S/R&M and ECIP projects and \$26.3M in FY10/11 Straddle A Energy S/R&M projects to meet Air Force energy reduction goals.
- Executed \$2.2M for future energy conservation opportunities and awarded \$2.2M in facility retro-commissioning.
- Achieved initial operational capability for Joint Base Langley-Eustis, the first Air Force-led joint base to meet each milestone on time.
- Won the 2009 Air Force Concept Design Honor Award for a state-of-the-art fitness center at Nellis AFB.
- Provided 1,500 new or renovated privatized homes and awarded more than \$10M in housing improvement projects.
- Executed or awarded approximately \$57M for dorm projects at 6 bases.
- Implemented monthly training and deployment processing discrepancy analyses to identify mission impact trends for MSG commanders.
- Achieved full accreditation by the Commission on Fire Accreditation International for Langley AFB Fire Emergency Services Flight.
- Won the 2010 DOD Fire and Emergency Services Heroism Award (TSgt Jayme Scammahorn, Davis-Monthan AFB)
- Developed a \$132M infrastructure program to support bed down of MC-12, F-35, F-22, and RPAs, as well as an air operations center.
- Conducted 6 command-wide infrastructure assessment team visits and identified more than 900 critical projects valued at \$650M.
- Exceeded Air Force environmental actions goal with 137 regulatory inspections and integrated environmental requirements into the Activity Management Plan, or AMP, process.
- Reported greenhouse gas levels for command bases below the mandatory 25K ton threshold.

**Director of Installations & Mission Support (A7)**  
**Dep. Dir. of Installations & Mission Support (A7-2) Col Gary. D. Chesley**

— Chief Enlisted Manager

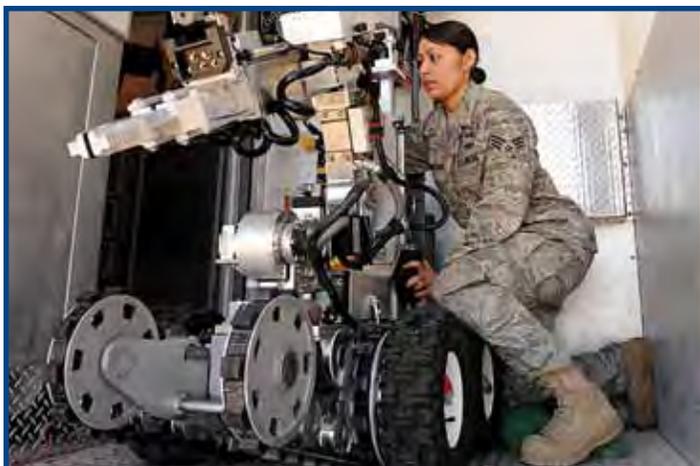
- Asset Management (A7A)
  - Contracting (A7K)
  - Operations (A7O)
  - Programs (A7P)
  - Resources (A7R)
- Security Forces (A7S)
  - Readiness (A7X)
  - Expeditionary Combat Support (A7Z)
  - Acquisition Management and Integration Center (AMIC)

**CE UNITS IN COMMAND**

4 CES	Seymour Johnson AFB, N.C.
7 CES	Dyess AFB, Texas
9 CES	Beale AFB, Calif.
20 CES	Shaw AFB, S.C.
23 CES	Moody AFB, Ga.
28 CES	Ellsworth AFB, S.D.
49 CES	Holloman AFB, N.M.
49 MMG BEAR Base	Holloman AFB, N.M.
55 CES	Offutt AFB, Neb.
99 CES	Nellis AFB, Nev.
355 CES	Davis Monthan AFB, Ariz.
366 CES	Mountain Home AFB, Idaho
633 CES	JB Langley-Eustis, Va.
819 RHS	Malmstrom AFB, Mont.
820 RHS	Nellis AFB, Nev.
823 RHS	Hurlburt Field, Fla.

**STATISTICS**

Major Bases	13
Plant Replacement Value	\$39.2B
Buildings	89.1M sq. ft.
Airfield Pavement	40.3M sq. yd.
Housing	14,024 units (53% privatized)
Dorms	10,501 rooms
ACC Personnel	
Active Duty & Civilian	79,000
Reserve & Guard	49,000
CE Personnel	
Active Duty	4,432
Civilian	2,079
Contractor	1,584
MILCON	24 projects (\$343.2M)
S/R&M	811 projects (\$655M)
O&M Demolition	57 projects (\$19M)



**Photo left:** SrA Andrea Rasmussen, an EOD journeyman with the 99 CES, Nellis AFB, Nev. prepares an EOD robot for a demonstration. (photo by SrA Stephanie Rubi)  
**Photo right:** A1C Daniel White, structural craftsman assigned to the 1 ERHG, works on an evaporation pond site in Afghanistan. (photo by SSgt Manuel J. Martinez)



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**COL DAVID DEMARTINO**  
 THE CIVIL ENGINEER



**CMSGT RONALD KRUSE**  
 CHIEF ENLISTED MANAGER

**COMMAND MISSION**

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

**CE RESPONSIBILITIES**

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

**SIGNIFICANT ACCOMPLISHMENTS**

- Guided Joint Base San Antonio (JBSA) to full operational capability, effective October 1, as DOD's largest joint base (3,200 facilities at 5 geographically separated locations, with 90,000 personnel). Effected transfer of authority and real property and personnel transfer for Ft. Sam Houston and began delivering/measuring 274 common output level standard services.
- Directed extensive portfolio of more than \$1.7B in current and new mission MILCON projects, including 14 requirements supporting F-35 Joint Strike Fighter priorities totaling \$189M.
- Oversaw more than \$1.0B in BRAC-driven MILCON, including 16 requirements supporting in F-35 Joint Strike Fighter priorities (\$210M) and 9 requirements supporting key medical training initiatives at JBSA.
- As part of the facilities operation program, established new base maintenance contracts at Sheppard and Laughlin; awarded a \$50M strategically sourced multi-year multiple award task order contract for integrated solid waste management across AETC.
- Completed Phase 1 S-File data collection for 28.9M square feet of facility space.
- Obligated multiple asset management optimization projects, including 1) \$7.4M for 11.6M square feet more of S-File data collection, initial HVAC RPIE inventory, and barcoding 917 buildings; 2) development of an analysis tool to integrate multi-source facility data and support investment strategies and business

- decisions for real property; and 3) development of trend reports and capitalization gap analysis for IWIMS and ACES-RP.
- Continued privatizing housing; Forest City Military Communities was selected as the highest responsible offeror for the Southern group, which includes Keesler AFB. Transaction negotiations are scheduled to be completed by March 2011.
- Reduced 30 percent of AETC's temporary airfield waivers by eliminating obstructions through focused policy and guidance, improved IT, and strong resource advocacy.
- Conducted energy audits on 70 percent (17M sq. ft.) of designated facilities and installed advanced electric meters on 100 percent of designated facilities, exceeding Air Force goals of 45 percent and 25 percent, respectively.
- Awarded \$31M in energy conservation projects, ranging from energy efficient equipment to sustainable and efficient materials, with estimated savings of \$40M.
- Developed 15MW solar array project on 107 acres at Luke; negotiated an agreement with Arizona Power Service to provide 50 percent of Luke's energy demand with a stable electric rate for 20 years.
- Continued AETC Energy Awareness Program initiative to incentivize energy and water conservation. Awarded \$1.5M to Luke AFB for an 8-percent reduction in energy intensity and a 22-percent reduction in water intensity in one year.
- Partnered with AETC/A3 and Second Air Force to reduce attrition rates in the EOD training pipeline. Improved prescreening processes, including implementation of the emotional quotient index and development of the physical assessment stamina test. Realigned EOD Prelim Course from Lackland to Sheppard AFB, to unify training effort and improve communication with follow-on school at Eglin AFB.
- First command to receive DOD information assurance certification and accreditation process certification to operate GeoBase on the Global Information Grid.
- Reduced FY10 hazardous waste disposal 91 percent from the CY92 baseline.
- Inspected all 906 of AETC's aboveground storage tanks through an ARRA-funded contract; documented deficiencies and developed repair estimates for programming improvements.
- Initiated an insect/bird population dynamics study at Laughlin to reduce BASH concerns, in coordination with AFCESA and the Air Force Safety Center with anticipated completion in 2012.
- Developed JBSA Cultural Resources Programmatic Agreement (coordinated with federal, state, city, and tribal authorities), which outlines administration of the more than 1,100 historic buildings and 300 archeological sites on Ft. Sam Houston, Randolph, and Lackland.

## The Civil Engineer (A7C) Deputy Civil Engineer (Vacant)

— Chief Enlisted Manager

- Asset Management (A7CA)
- Planning & Programs (A7CP)
- Operations, Readiness and Emergency Management (A7CO/X)
- Resources (A7CR)

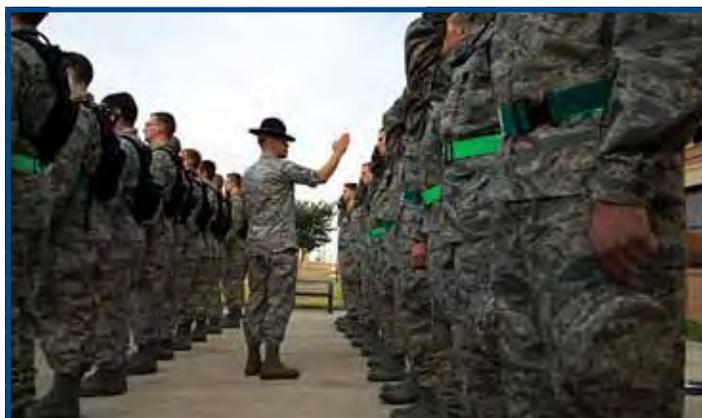
### CE UNITS IN COMMAND

14 CES	Columbus, AFB, Miss.
17 CES	Goodfellow AFB, Texas.
42 MSG/CE	Maxwell AFB, Ala.
47 CES	Laughlin AFB, Texas
56 CES	Luke AFB, Ariz.
71 LRS/CE	Vance AFB, Okla.
81 MSG/ID	Keesler AFB, Miss.
82 CES	Sheppard AFB, Texas
97 CES	Altus AFB, Texas
325 CES	Tyndall AFB, Fla. Joint Base San Antonio, Texas
502 CES	Ft. Sam Houston, Texas
802 CES	Lackland AFB, Texas
902 CES	Randolph AFB, Texas

### STATISTICS

Major Bases	11
Plant Replacement Value	\$24.8B
Buildings	71.5M sq. ft.
Controlled Land	3.3M acres
Airfield Pavement	25.2M sq. yd.
Housing	7,811 units (83% privatized)
Dorms	16,578 rooms
AETC Personnel Active Duty	34,723*
Reserve	3,178
Guard	5,534
Civilian	14,348
Contractor	11,593
CE Personnel Active Duty	651
Reserve	30
Guard	207
Civilian	2,411
Contractor	2,129
MILCON	121 projects (\$1.76B) 64 BRAC projects (\$1.04B)
S/R&M	81 projects (\$128M)
Facilities Operation	\$245M

\* does not include 19,335 students



**Photo left:** Members of the 802 CES Fire Department secure a simulated casualty to a litter during an exercise at JB San Antonio, Texas. (photo by SSgt Robert Barnett) **Photo right:** TSgt Shane Peak, Officer Training School instructor for the Jeanne M. Holm Center for Officer Accessions and Citizen Development, trains students in a Commissioned Officer Training Class at Maxwell AFB, Ala. (photo Mr. Jamie Pitcher)



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**COL MICHAEL R. HASS**  
CHIEF, OPERATIONS DIVISION  
AND THE CIVIL ENGINEER



**CMSGT JERRY WILLIAMS**  
CHIEF ENLISTED MANAGER

## COMMAND MISSION

Develop and provide combat ready forces to conduct nuclear deterrence and global strike operations — safe, secure, and effective —to support the President of the United States and combatant commanders.

## CE RESPONSIBILITIES

AFGSC engineers oversee planning, programming, policy, and financial oversight for the command's civil engineering programs: fire protection; explosive ordnance disposal; emergency management operations; maintenance; repair; military construction; infrastructure; environmental; housing; energy; manpower and training; technical support; and facilities sustainment, restoration, and modernization. HQ AFGSC engineers also oversee the training, equipping, and deployment of Prime BEEF engineers to support global contingency and combat operations.

## SIGNIFICANT ACCOMPLISHMENTS

- Established four AFGSC Civil Engineer divisions including Asset Management (A7A), Programs (A7P), Operations (A7O), and Readiness and Emergency Management (A7X).
- Executed \$65.7M of building and infrastructure improvements to facilitate the beddown of the AFGSC mission.
- Completed the beddown of over 750 AFGSC personnel. Estimated final costs are 15% less than initial planning estimates and the beddown timeline has been reduced by an estimated 17 months through the use of modular facilities, temporary on-base facilities, and off-base leased space.
- Converted more than 60 position descriptions from NSPS to GS and hired 19 civil engineer civilians for the headquarters staff.
- Planned and programmed a four-year, approximately \$60M reconstruction project for Minot AFB's runway.
- Managed the P-341 programming for Whiteman AFB's heavy penetrator trailer facility and Malmstrom AFB's military working dog kennel.
- Developed SOWs and funding mechanisms for AFGSC's GeoBase system that incorporates legacy ACC and AFSPC data into a common platform that exceeds new GeoBase standards.
- Coordinated construction of an enclosed walkway between the Minot commissary and BX to improve safety during extreme weather events.

- Recognized as having the 2009 Air Force Outstanding Housing Installation Team (Traditional Location) with award to the Whiteman AFB Housing Office.
- Earned the 2010 Federal Energy and Water Management Award for the best Energy Efficiency/Renewable Energy/Water Efficiency Project by an Organization Category with award to Minot AFB.
- Successfully advocated for two American Reconstruction and Recovery Act Construction projects to build dormitories at Minot AFB (\$44M).
- Created a Response Task Force and demonstrated response capabilities at a first exercise that included members from HQ USAF, two MAJCOMs, a functional combatant command, and several interagency partners.

**Photo top:** SrA Rebecca Chase, 341 CES emergency management technician, assisted by A1C Brittany Musha and A1C Michelle Smith places an unknown powder on the HAZMAT ID, during an exercise at Malmstrom AFB, Mont. (photo by A1C Kristina Overton) **Photo bottom:** Firefighters from the 509 CES work to extinguish a simulated aircraft fire during a Mass Casualty Response Exercise. (photo by SrA Kenny Holston)



## Director of Installations & Mission Support (A7)

- Asset Management (A7A)
- CE Operations (A7O)

└─ Chief Enlisted Manager

- Programs (A7P)
- Readiness & Emergency Management (A7X)

- Contracting (A7K)
- Security Forces (A7S)

### CE UNITS IN COMMAND

2 CES	Barksdale AFB, La.
5 CES	Minot AFB, N.D.
90 CES	F.E. Warren AFB, Wyo.
341 CES	Malmstrom AFB, Mont.
509 CES	Whiteman AFB, Mo.



### STATISTICS

Major Bases	5
Plant Replacement Value	\$18B
Buildings	25M sq. ft.
Airfield Pavement	7.5M sq. yd.
Missile Field	75.8K acres
Housing	5,413 units (16% privatized)
Dorms	4,278 rooms
AFGSC Personnel	
Active Duty	19,478
Reserve	203
Guard	1,025
Civilian	2,501
CE Personnel	
Active Duty	1,227
Reserve	34
Guard	84
Civilian	671
MILCON	9 projects (\$66.4M)
S/R&M	\$170M
Facilities Operation	\$55.4M





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**PAUL A. PARKER**  
DIRECTOR OF COMMUNICATIONS,  
INSTALLATIONS AND MISSION  
SUPPORT



**CMSGT ROBIN MOSBY**  
CHIEF ENLISTED MANAGER

**COMMAND MISSION**

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

**CE RESPONSIBILITIES**

AFMC's engineers provide policy, guidance and technical support for the command's physical plant, property operations and emergency management services. They deliver on-target and responsive strategic facility, infrastructure and environmental planning, programming, and execution oversight to sustain and enhance AFMC's real property assets. They provide advocacy, guidance, capital asset expertise and functional oversight of the command's real estate, military family housing, environmental, and foreign military sales programs. AFMC's engineers also provide resources to secure their command's operational, acquisition, and sustainment mission capabilities and handle all aspects of the financial resources and manpower to support command installations.

**SIGNIFICANT ACCOMPLISHMENTS**

- Funded \$11.8M for the demolition of 719 inadequate surplus family housing units at Edwards, Eglin, and Wright-Patterson AFBs.
- Funded 552 American Recovery and Reinvestment Act projects totaling \$260.5M and executed one \$1.8M P-341 project
- Garnered \$3.2M for 6 projects from Air Force Dorm Focus Funds to renovate Dorm 20221 at Kirtland, an active dorm with the lowest facility condition score in AFMC.
- Funded 13 projects at \$6.7M at Eglin and Edwards AFBs: demolition of 104 housing units (Eglin); painting units (Edwards and Eglin); and repairing roads/block walls and xeriscaping neighborhoods (Edwards).
- Continued command housing privatization efforts; 22 housing units at Arnold will be built through selection of Southern Group Housing Privatization as highest ranking offeror; with a 50-year lease and total development cost of \$291, the project includes 2,163 units at Charleston, Keesler, and Shaw.
- Won eight 2010 Air Force Design awards: Two honor awards (711th Human Systems Wing Facility, Wright-Patterson, and Falcon Hill National Aerospace Park, Hill); three merit awards (Buildings 12 and 17 Renovations and Information Technology Complex, Wright-Patterson and Intercontinental Ballistic Missile Propellant Laboratory, Hill); and three citation awards (Security Forces Operations Center, Sarris Auditorium, and Air Force Institute of Technology Academic Building, Wright-Patterson).

- Deployed 91 EOD and 39 CE/Fire/Readiness personnel to 7 operating locations to support Iraqi and Afghanistan combat operations.
- Provided critical facility and deployable assets to bed down forces during Operation UNIFIED RESPONSE to Haiti following the earthquake.
- Participated in the SAF/IE sponsored Rapid Improvement Event to improve the National Environmental Policy Act (Environmental Impact Analysis) process.
- Identified and executed 60 SRM Energy construction projects, totaling \$26.2M, saving over 217,000 MBTUs.
- Funded \$7M worth of energy audits to assess over 30M square feet at nine of our major installations to identify viable energy improvement projects for future funding.
- Bought out \$5.4M on 3 energy savings performance contracts and one utility energy support contract to reduce interest on future energy bills.
- Diverted 44 percent of solid waste for a savings of \$7.4M.
- Obtained \$1.1M in Readiness and Environmental Protection Initiative (REPI) funding.
- Devised plan for in-house liquid fuels maintenance to perform tank inspection and cleaning operations, with projected future cost savings of \$100K.
- Developed \$3.7M fuel infrastructure project list, reduced backlog, and corrected major fuel deficiencies.
- Made 11 saves using aircraft arresting systems (AAS), saving \$330M in lost/damaged aircraft while maintaining operational capability.
- Saved \$286K with CEMIRT overhaul of AASs, as compared to direct purchase of replacement units.
- Provided 27,101 manhours in support of 401 test/range clearance missions and 808 manhours for aircraft recovery missions.
- Won DOD and Air Force Civilian Emergency Manager of the Year (Mr. Eugene Noble, HQ AFMC/A7OX, Wright-Patterson) and DOD Civilian Firefighter of the Year (Mr. Golden Barrett, 775 CES, Hill AFB).

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

Chief Enlisted Manager

- Comm Operations (A60)
- Plans, Policy, & Resources (A6X)
- Mission Support (CEO/A7M)
- Asset Management (A7A)
- CE Operations (A70)
- Programs (A7P)
- Resource & Integration (A7R)
- Security Forces (A7S)

**CE UNITS IN COMMAND**

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

**STATISTICS**

Major Bases	10
Plant Replacement Value	\$50.6B*
Buildings	138.4M sq. ft.
Airfield Pavement	33.9M sq. yd.
Housing	7,873 units (72% privatized)
Dorms	5,319 rooms
AFMC Personnel	Active Duty 18,284
	Reserve 1,029
	Civilian 58,457
	Contractor 22,482
CE Personnel	Active Duty 396
	Reserve 6
	Civilian 3,278
	Contractor 3,254
MILCON	22 projects (\$171.8M)
S/R&M	165 projects (\$37.4M)
Facilities Operation	\$357M

\*includes All AFMC installations, GSUs, and Air Force plants.



A1C Benjamin Morris, 379 ECES, secures a water source for sustained firefighting operations at an undisclosed location in Southwest Asia. (photo by SrA Katie Gieratz)



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**COL NICHOLAS L. DESPORT**  
DEPUTY DIRECTOR OF  
INSTALLATIONS & MISSION  
SUPPORT AND THE CIVIL  
ENGINEER



**CMSGT PATRICK FERRELL**  
CHIEF ENLISTED MANAGER

**COMMAND MISSION**

The Air Force Reserve Command's Mission is to fly, fight, and win ... in air, space, and cyberspace.

**CE RESPONSIBILITIES**

Civil engineers of HQ AFRC/A7 provide and direct command Civil Engineering programs and resources affecting over 68,800 AFRC personnel located at 10 primary and 58 tenant locations with a \$6.9B plant replacement value, and average annual execution of \$58.8M for MILCON and \$317M for operations. Civil Engineering also organizes, trains and equips 5,155 engineers at 43 units for worldwide contingencies.

**SIGNIFICANT ACCOMPLISHMENTS**

- Awarded largest current mission MILCON program in Reserve Command history — 15 projects at \$94.9M. Awards were at 88 percent of the programmed amount. The program included \$55M of unspecified funds — the first time Congress provided inserts not tied to specific line-item projects.
- Identified real property land use with each track having its own facility number to include 46 land records and 263 parcels which required 548 separate database transactions.
- Successfully closed Gen Mitchell IAP ARS (2005 BRAC)
- Privatized March ARB electrical system, valued at \$20.5M.
- Programmed and approved a record \$320M in facility sustainment, repair, and minor construction requirements (FSRM), exceeding previous year by 45 percent. Awarded over \$225M of FY10 FSRM funds and awarded an indefinite delivery-indefinite quantity A-E contract valued at \$47M.
- Completed Facility Operational Capability Utilization Surveys (FOCUS) at 11 AFRC operating locations; surveyed 385 facilities (2.1M square feet), validated a deficit of 175,000 square feet, and validated 220 projects and \$300M of facility work orders. To date, have validated \$1.17B in facility requirements.
- Conducted nine site surveys in support of the command's growing EOD mission. Identified requirements for interim facilities to support the first contingent of technicians in FY11 and ensured facility space available to support reaching full operational capability by FY14.
- Conducted twenty-one site surveys and site activation task forces in support of the command's end-strength growth of 4,256 personnel. New mission beddowns include Security Forces, EOD, RED HORSE, Civil Engineer S-Teams, Intel, and Maintenance units.
- Established 5 new 4FPS6 UTCs (S-Teams) at 3 existing CEFs (60 personnel); increased EOD by 10 AGR and 12 instructor

positions at AFRC's Expeditionary Combat Support Training and Certification Center (TCC). Increased two Prime BEEF units from small (60) to large operation packages (105). The remainder of the results of Program Decision Memorandum III will be achieved over the next three FYs.

- Deployed a total of 391 personnel (Prime BEEF, 284; Fire and Emergency Services, 60; Emergency Management, 12; EOD, 30; and IMAs, 5) in support of AEF taskings.
- Completed \$4.5M in Readiness Construction Training Projects, including Gowden Dam, Kettle Falls, Wash. (removal of earthen dam); U.S. Air Force Academy, Colo. ( K-span facility for cadet field training); Gallop, N.M., (constructed homes on Indian reservation); and Red Lake, Minn. (constructed homes and roads on Indian reservation).

**CE UNITS IN COMMAND**

**(AFRC bases)**

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

**(Tenant Units)**

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

**Director of Installations & Mission Support** Col Reinhard L. Schmidt (A7)  
**Deputy Director of Installations & Mission Support and The Civil Engineer** (DA7)

- Chief Enlisted Manager
  - Executive Services (A7E)
- Installations Support (A7I)
  - Contracting (A7K)
  - Programs (A7P)
  - Security Forces (A7S)
  - Readiness and Emergency Management (A7X)
  - Expeditionary Combat Support (A7Z)

**CE UNITS IN COMMAND**

(Tenant Units)

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

**STATISTICS**

Major Bases	5
Plant Replacement Value	\$6.0B
Buildings	16.4M sq. ft.
Airfield Pavement	9.98M sq. yd.
AFRC Personnel	
Reserve	64,461
Civilian	4,130
Contractor	1,183
Active Guard Reserve	2,290
Active Duty	281
CE Personnel	
Traditional Reserve	4,471
Individual Mobilization Augmentee	420
Air Reserve Technician	178
Civilian	802
Contractor	303
Active Guard Reserve	66
Active Duty	20
MILCON	15 projects (\$107.6M)*
S/R&M	630 projects (\$22.4M)
Facilities Operation	\$109.3M

\*Does not include \$4.4M for P-341 and planning and design.



**Photo left:** A member of the 560 RHS from JB Charleston, S.C., cuts a section of asphalt as part of a humanitarian mission in the Red Lake Indian Reservation for the Red Lake band of Chippewa Indians, just outside of Bemidji, Minnesota. (photo by A1C Brian McGloin) **Photo right:** TSgt Jennifer Wilson, 908 CES Engineering Technician, prepares to lay out airfield markers during contingency training at the ANG CRTS, Stanley Field, N.C. (U.S. Air Force photo)



**AFSOC**  
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### COMMAND MISSION

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

### CE RESPONSIBILITIES

Programs, budgets, and manages civil engineer processes and resources enabling the air component of U.S. Special Operations Command to execute its mission. Executes \$100M in annual appropriations, supports more than 15,000 special operations forces at 35 locations worldwide, and advises the AFSOC commander on base development and sustainment, emergency response, and expeditionary combat support. Provides specialized agile combat support by employing installation engineering, expeditionary engineering, readiness and emergency management, fire and emergency services, and explosive ordnance disposal in garrison and at overseas contingency locations. To further assist USSOCOM achieve its mission, provides expeditionary engineer support capability for deployed personnel in contingency locations for short periods of time using AFSOC-tailored Air Rapid Response Kits (ARRKs).

### SIGNIFICANT ACCOMPLISHMENTS

- Deployed 110 Air Commandos to 25 locations for 19,750 man-days, all in direct support of SOCOM or AEF missions.
- Provided immediate response to Haiti following the earthquake on January 12 — AFSOC Commando Engineers and ARRKs were among the first to arrive, furnishing Operation UNIFIED RESPONSE with numerous temporary facilities including a medical facility, tactical operations center, and billeting.
- Twenty-six AFSOC EOD Airmen supported 4,000 combat missions, throughout Southwest Asia and Afghanistan, pro-



**COL VAN FULLER**  
DIRECTOR OF INSTALLATIONS  
& MISSION SUPPORT



**CMSGT ERIC J. HONEYCUTT**  
CE FUNCTIONAL MANAGER

viding direct support to airfields, Army brigade combat teams, and Marine expeditionary units.

- Deployed ARRK expeditionary command and control module supporting AFSOC warfighters on five SOF mission engagements.
- Managed \$86.8M SOF beddown construction underway in USCENTCOM area of responsibility.
- Executed budgets of \$114M (\$94M in Air Force and SOF O&M and \$20M in military family housing) plus \$89.5M in MILCON for facility construction.
- At Cannon AFB, authorized designs for a \$14M 96-room dormitory, a \$39.7M SOF operations and training facility, a \$41.2M SOF Aircraft recapitalization/AMU, a \$20M RPA squadron operations facility, and \$54.1M in SOF airfield construction.
- At Hurlburt Field, authorized designs for a \$24M base logistics facility, a \$6.2M add/alter (ADAL) Air Force Special Ops school facility, and a \$4.2M ADAL visiting quarters project.
- Funded \$5M to upgrade Tier 2 dorms at Cannon AFB — Major QOL initiative for our enlisted warriors.
- Approached operational status of leading edge renewable energy project using transportable plasma waste-to-energy system (TPWES) to turn waste into energy. Initial operational testing has validated the concept and the project's full operational status in CY11 should convert 100 percent of Hurlburt Field's hazardous, municipal, and medical waste to energy.
- Continued building a business case for production of biodiesel using algae with Project RED (Renewable Energy Demonstration). As part of the project, various photovoltaic systems, vertical-axis wind turbines, electric vehicles and charging stations will be evaluated. Goals of the TPWES and RED are to save funding (through a viable enhanced use lease) while demonstrating promising technologies for widespread deployment across DOD and the United States.
- Used benchmarked Asset Management training to complete cycles 1 and 2 of Activity Management Plan development, identified facility requirements grew over 250 percent.
- Executed S-File support contract to capture complete space utilization analysis for AFSOC, an initiative that leads the Air Force.
- Received design concept approval for housing privatization at Hurlburt Field; Industry Day Forum solicited record 200 potential contractors.

## Director of Installations & Mission Support (A7)

CE Functional Manager

- Asset Management and Operations (A7A)
- Programs (A7P)
- Readiness (A7X)

- Contracting (A7K)
- Resources (A7R)
- Security Forces (A7S)

### CE UNITS IN COMMAND

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

### STATISTICS

Major Bases	2
Plant Replacement Value	\$5.1B
Buildings	9.5M sq. ft.
Airfield Pavement	2.4M sq. yd.
Housing	1,793 units (0% privatized)
Dorms	1,686 rooms

AFSOC Personnel	Active Duty	12,111
	Reserve	1,276
	Guard	1,151
	Civilian	1,691
	Contractor	1,173
CE Personnel	Active Duty	475
	Reserve	96
	Guard	146
	Civilian	297
	Contractor	134
MILCON	3 Air Force projects (\$28.8M)	
	3 SOF projects (\$60.7M)	
S/R&M	Air Force projects (\$61.7M)	
	SOF projects (\$10.2M)	
Facilities Operation		\$12.1M



**Top photo:** Air Force Special Operations Airmen train at Hurlburt Field, Fla. **Bottom photo:** Commando engineers from Hurlburt Field were among the first military responders to the earthquake in Haiti, setting up a Joint operations center at the airport at Port-au-Prince. (U.S. Air Force photos)



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**COL JOSEPH H. SCHWARZ**  
DEPUTY DIRECTOR FOR  
INSTALLATIONS AND MISSION  
SUPPORT AND COMMAND CE



**CMSGT MICHAEL A. SCHRECK**  
CE FUNCTIONAL MANAGER

## COMMAND MISSION

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

## CE RESPONSIBILITIES

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

## SIGNIFICANT ACCOMPLISHMENTS

- Executed \$221M facilities S/R&M-D program, delivering more than 310 projects to reduce facility/infrastructure risks, enable mission, and improve quality of life for Airmen and families.
- Continued housing privatization: constructed 154 new units and demolished 93 units at Peterson AFB (\$38M); constructed 242 new units and a community center at Schriever AFB (\$61M); renovated 72 units, replaced 223 roofs, demolished 68 units, and constructed a community center at Patrick AFB (\$10M); constructed 73 new units, renovated 199 units, and demolished 160 units at Vandenberg AFB (\$26M).
- Transferred 28 housing units (14 duplexes) to Operation Walking Shield at Malmstrom AFB.
- Invested \$6.6M in S/R&M for 6 dormitories; demolished a surplus dorm at Vandenberg AFB.
- Reduced command energy consumption 12.3 percent and water use 19.9 percent from baseline year (as of June 2010).
- Successfully advocated/invested \$37M in energy conservation projects, including 37 NRG projects, 3 Energy Conservation and Investment Program (ECIP) projects and 7 funded with utility savings; projected to reduce command energy consumption by 4 percent.
- For the second year in a row, Vandenberg AFB earned the Reduce Energy Appreciation Program award for achievements in energy conservation; the base saved 19.2 percent over the last 3 years through a combination of creative energy conservation measures, including high efficiency lighting.
- Executed a \$7.3M, 1 MW solar array ECIP project at Buckley AFB; includes 5,400 solar panels over a 3,200-acre campus and at full operating capacity will generate about 5 percent of Buckley's electricity.
- Implemented 18 new green product substitutions in FY10 achieving \$1M in savings in procurement, maintenance, waste disposal, and energy costs.
- Deployed 299 AFSPC civil engineers to 26 locations in support of worldwide contingency operations

- Surface cleared over 6,800 acres of UXO under the Military Munitions Response Program (MMRP) to remove the acute hazard; remaining 7,300 acres requiring clearance funded and underway in FY10.
- New Boston AFS led the way in MMRP; over 70M gallons of water drained from Joe English Pond (former WWII bombing range) and over 86,000 lbs of UXO/waste munitions recovered.
- Developed a successful partnership with community stakeholders and invested nearly \$1M to restore Whitmore Ravine at Malmstrom AFB and surrounding properties.
- Led Air Force in encroachment prevention as demonstration command for the Air Force Encroachment Transformation Initiative.
- Buckley and Patrick AFBs and Cape Canaveral AFS named pilot bases for Installation Complex Encroachment Management Action Plans (ICEMAPs), the Air Force's first comprehensive planning/action guide to sustain mission capability by preventing and mitigating encroachment.
- Managed the operation and maintenance of 448 emergency generators and monitored over 1,100 maintenance actions on 276 uninterruptable power supply systems valued at \$64M, which supported 101 critical missions and maintained an overall 99.998 percent mission electrical power availability.
- Conducted 94 EOD responses to improvised explosive devices, aircraft crashes, and UXO recovery and destruction; invested over 3,850 manhours conducting U.S. Secret Service and Department of State missions to protect the president, vice president and, other U.S. and foreign dignitaries; and supported Joint POW/MIA Accounting Command missions.
- Conducted six emergency operations staff assistance visits. Brought Civil Engineer, Security Forces and BIO-MED emergency responders together for combined exercise and expanded the program to include emergency operations center and response to active shooter events.
- Awarded an additional 38 ARRA projects totaling \$13.03M, based on efforts that began in FY09.
- Developed and fielded emergency response personnel training consisting of a "core" module for munitions and weapons firefighting fundamentals, plus additional stand alone modules for Space Lift and ICBM specifics.
- Awarded contract for 207 rapid intervention vehicles; replaces aging P-19s for more capable, less expensive Airfield Fire Fighting Vehicles.
- Won the 2010 Secretary of Defense Environmental Restoration Award in the Individual/Team Category (Ms. Regina Dixon Butler, Patrick AFB).

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

CE Functional Manager

- Asset Management (A7A)
- Contracting (A7K)
- CE Operations (A7O)
- Plans & Programs (A4/7P)

- Resources (A4/7R)
- Security Forces (A7S)
- Readiness & Emergency Mgmt (A7X)
- Services Mgmt & Integration Ctr (A7Z)

**CE UNITS IN COMMAND**

21 CES	Peterson AFB, Colo.
30 CES	Vandenberg AFB, Calif.
45 CES	Patrick AFB, Fla.
50 CES	Schriever AFB, Colo.
61 CELS	Los Angeles AFB, Calif.
460 CES	Buckley AFB, Colo.
821 SPTS/CE	Thule AB, Greenland

**STATISTICS**

Major Bases	7
Stations	10
Sites	67
Plant Replacement Value	\$15B
Buildings	29M sq. ft.
Airfield Pavement	12.8M sq. yd.
Housing	3,466 units (99% priv)
Dorms	3256 rooms
AFSPC Personnel	Active Duty 16,213
	Reserve 2,898
	Guard 1,065
	Civilian 11,188
	Contractor 12,708
CE Personnel	Active Duty 843
	Reserve 166
	Guard 52
	Civilian 1,280
	Contractor 2,468
MILCON	24 projects (\$316M)
S/R&M	>310 projects (\$221M)
Facilities Operation	\$230M



**Photo left:** 2Lt Mike Kelly, 30 CES, works as part of a weekend crew, tightening a bolt for a metal plate on the flightline at Vandenberg AFB, Calif., to ensure a safe landing for the X-37B. (photo by SSgt Levi Riendeau) **Photo right:** A new dorm at Patrick AFB, Fla. (U.S. Air Force photo)



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**BRIG GEN THERESA C. CARTER**  
DIRECTOR OF INSTALLATIONS  
& MISSION SUPPORT



**CMSGT THOMAS A. SHUMPERT**  
CE COMMAND FUNCTIONAL  
MANAGER

## COMMAND MISSION

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

## CE RESPONSIBILITIES

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

## SIGNIFICANT ACCOMPLISHMENTS

- Deployed 60 EOD, 217 Fire Emergency Services, and 477 Prime BEEF active duty personnel and mobilized 75 EOD and 1,112 Prime BEEF AMC-gained ARC personnel in support of overseas contingency operations.
- Achieved full operational capability for Air Force lead JB McGuire-Dix-Lakehurst (JB-MDL) and JB Charleston-Naval Weapons Station (JB-CNWS) and JB Lewis-McChord (Army).
- Secured two key out-of-cycle P-341 projects: the \$2M McChord Fire Station solved critical fire response violation and the \$2M Travis military working dog facility resolved veterinarian inspection deficiencies.
- Captured \$13B in requirements for the next ten years, using AMC's Air Force-benchmarked cross-functional Asset Management Integrated Working Group (AMIWG).
- Obtained special MILCON (\$28M) authorization to replace the winter storm-damaged Fairchild Fitness Center.
- Continued execution of an \$86M portfolio of 27 MILCON and O&M construction projects supporting BRAC 2005; includes 2 Army projects at Scott (\$102M) and two for ACC at Grand Forks (\$3.1M). Oversaw 27 projects (\$336M) for ANG, Reserve, Army, and Navy located on AMC bases.
- Supported standup of the Center for Families of the Fallen at Dover AFB, which includes an on-site Fisher House.
- Implemented AMC's space optimization initiative by gathering space utilizations data for 23M square feet (980 buildings) to develop base demolition/consolidation projects.

- Executed \$28.2M in support of AMC Environmental Restoration Program projects; MacDill and Charleston were the 5th and 6th bases to achieve remedy-in-place for all sites.
- Completed Installation Development Environmental Assessments at all AMC installations; simultaneously determined environmental impacts, rather than using costlier and more time consuming case-by-case analyses.
- Accelerated schedule to eliminate all Tier 1 dormitories through targeted dormitory investment.
- Awarded 926 total projects valued at \$642M during period of award, including S/R&M, transportation working capital fund, MFH, combating terrorism readiness initiative fund, ARRA, Energy, and Focus monies. Included the demo of 629 inadequate housing units at Grand Forks and major Runway repairs at Travis AFB, JB-CNWS and JB-MDL.
- Obtained command approval for a long-term runway reconstruction program, and facilitated a \$45M award for one of the projects, Fairchild AFB's runway.
- AMC directed EOD support for 60 US Secret Service and Department of State missions and provided EOD response support on 317 occasions to air base and local, state and federal authorities (every incident concluded safely).
- Held the first annual AMC Chemical, Biological, Radiological and Nuclear Challenge, to hone "all-hazards" response skills. Provided 90 days of direct oversight and manpower to MacDill EM program during a contract renegotiation.
- Published an Emergency Management Mutual Aid Assistance template to refine response support during major incidents and natural disasters.
- Responded to 10,792 Fire Emergency Service-related events, including 198 fires; 1,806 medical services calls; and 1,285 aircraft, HAZMAT, wild land, and public service calls.
- Purchased \$2.4M in aircraft rescue firefighting apparatus with new ultra high pressure firefighting technology; fielded 10 hazardous materials UTC kits valued at \$600K.
- Awarded McGuire Energy Savings Performance Contract proposal for \$43M in infrastructure modernization, including heat plant decentralization and HVAC and lighting improvements; anticipate completion in FY12 with a 40 percent decrease in base energy consumption.
- Obtained approval for \$15.7M in FY10 S/R&M energy program (centralized) funding, \$3.5M in O&M funding (for a total of \$19.2M), and \$2.1M in Energy Conservation Investment Program funding.
- Completed in-house energy audit program covering 2.2M square feet at JB-MDL and JB-CNWS.

**Director of Installations & Mission Support (A7)**  
**Deputy Director of Installations & Mission Support (DA7-1) Col Richard Stonestreet**

CE Command Functional Manager

- Asset Management (A7A)
- Operations (A7O)
- Contracting (A7K)
- Resources (A7R)

- Plans & Programs (A7P)
- Readiness (A7X)
- Security Forces (A7S)
- Expeditionary Combat Support (A7Z)

**CE UNITS IN COMMAND**

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

**STATISTICS**

Major Bases	11
Plant Replacement Value	\$28B
Buildings	70.82M sq. ft.
Land	107,032 acres
Airfield pavement	28M sq. yd.
Housing	10,326 units (75% privatized)
Dorms	9,998 rooms
AMC Personnel	Active Duty 43,582
	Reserve 36,895
	Guard 31,772
	Civilian 9,080
CE Personnel	Active Duty 2,402
	Reserve 2,422
	Guard 3,234
	Civilian 1,594
MILCON	\$153M
S/R&M	\$407M*
Facilities Operation	\$218M



SrA Samuel Siewert, deployed from the 628 CES at JB Charleston, S.C., moves out the “jaws of life” for training during operations at a non-disclosed base in Southwest Asia. (photo by MSgt Scott T. Sturkol)

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



**ANG**

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**MR. WILLIAM P. ALBRO**  
DIRECTOR OF INSTALLATIONS  
AND MISSION SUPPORT



**CMSGT LINCOLN M. STEVENS**  
CHIEF ENLISTED ADVISOR

**COMMAND MISSION**

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

**SIGNIFICANT ACCOMPLISHMENTS**

- Deployed more than 950 engineers for Operations ENDURING FREEDOM and IRAQI FREEDOM, and more than 2,800 for training in CONUS and OCONUS.
- Received four Air Force Design Awards: one merit award and three citation awards.
- Established a new installation at Victorville, Calif. to support a new launch and recovery element site for the 163rd Refueling Wing's Predator remotely piloted aircraft training mission.

**CE UNITS IN COMMAND**

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

**CE UNITS IN COMMAND**

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

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

— Chief Enlisted Advisor

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

**CE UNITS IN COMMAND**

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

**CE UNITS IN COMMAND**

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

**STATISTICS**

Major Bases	116
Plant Replacement Value	\$14.5B
Buildings	50.1M sq. ft.
Airfield Pavement	24M sq. yd.
NGB Personnel	Active Guard Reserve 14,090
	Drill Status Guard 95,056*
	Technician 22,600
	Civilian 1,252
CE Personnel**	Active Guard Reserve 382
	Drill Status Guard 8,516*
	Technician 693
	Civilian 181
MILCON	40 projects (\$334M)
S/R&M	275 projects (\$297M)
Facilities Operation	\$258M

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



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**COL KARL S. BOSWORTH**  
DIRECTOR, INSTALLATIONS  
AND MISSION SUPPORT



**CMSGT LARRY L. BLUME**  
CHIEF ENLISTED MANAGER

**COMMAND MISSION**

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

**CE RESPONSIBILITIES**

The Installations and Mission Support Directorate (A7) leads Civil Engineer, Contracting, and Security Forces activities supporting 9 installations and 46,000 personnel throughout PACAF. The directorate manages policy, resources, and execution of emergency services, base development, readiness, environmental, force protection, housing, and acquisition programs for \$44B in infrastructure and \$10B in annual contracts. A7 provides combatant commanders with trained agile combat support forces in support of theater operational plans.

**SIGNIFICANT ACCOMPLISHMENTS**

- Deployed 719 Airmen from 7 installations in support of OPERATION IRAQI FREEDOM/OPERATION ENDURING FREEDOM.
- Transitioned to full operational capability (FOC) at Joint Base Pearl Harbor-Hickam and Joint Base Elmendorf-Richardson and closely monitored Joint Region Marianas during their first, full year of FOC.
- Processed real property accountability transfer of Andersen AFB and associated geographical separated locations to Joint Region Marianas, valued at \$614M.
- Honed the MOAs and resource requirements for each Joint Basing location to ensure the \$1B of installation support and services for nearly 100,000 people are effectively managed.
- Finalized \$157M project programming for Pacific Regional Training Center to beddown 554 RHS, 644th Combat Communications Squadron, Commando Warrior, and Silver Flag.
- Advocated for and executed \$32.6M of the \$100M Air Force Dorm Focus Fund program to perform repairs on 8 PACAF dorm facilities at Korea, Japan and Alaska bases.

- Charretted and programmed \$2.5B Guam Strike Program at Andersen AFB, using an innovative hardened general purpose hangar design to support continuous bomber presence, tanker task force, and theater security packages.
- Garnered \$1.8M in P-341 funds to support dehumidification units and shelters for F-22s forward-deployed to Andersen.
- Executed 28 projects at \$6M in FY10 demolition funds to support the 20/20 by 2020 initiative.
- Completed inaugural MAJCOM comprehensive asset management plan (MCAMP) that consolidated Base CAMPs for 7 major and 2 minor installations. Increased identification of 10-year program requirements by over \$5.2B (100 percent increase).
- Benchmarked MCAMP integrated priority list scoring criteria to prioritize S/R&M program using a repeatable and defensible process. Prioritized 626 S/R&M projects totaling over \$441M for FY11.
- Approved and executed over 50 real estate instruments.
- Awarded \$54.9M project to improve 363 USMC housing units on Okinawa.
- Developed and implemented the Project and Facility Information Portal at PACAF headquarters and installations to provide web-based access to PACAF real property data and project-related and work order information through the GeoBase map service or a tabular query interface.
- Established a PACAF ESOH management plan that identifies the top 10 crosscutting ESOH priorities, as well as management action plans to support our bases.
- Executed a centrally managed \$8M PCB transformer change-out to comply with Korea environmental governing standards.
- Centrally managed \$1M vendor training program; provided 1,756 students with 64,680 training hours on warfighter equipment and programs.
- Implemented new process to combine energy audits, facility condition assessment, and space optimization that guides facility S/R&M investments while meeting consolidation and demolition program and energy/water reduction goals.
- Led the Air Force in energy reduction for fourth consecutive year through strong program advocacy; Osan AB efforts recognized with the 2010 reduction.
- Successfully garnered and executed \$17.7M worth of energy/water conservation projects, with estimated annual savings of \$4.8M in utility bills.

**Director of Installations & Mission Support (A7)**  
**Deputy Director of Installations & Mission Support (A7Z) Col John R. Lohr**

Chief Enlisted Manager

- Asset Management (A7A)
- Contracting (A7K)
- Operations and Readiness (A7O)

- Programs (A7P)
- Resources (A7R)
- Security Forces (A7S)

**CE UNITS IN COMMAND**

8 CES	Kunsan AB, Korea
18 CEG	Kadena AB, Japan
18 CES	Kadena AB, Japan
35 CES	Misawa AB, Japan
36 CES	Andersen AFB, Guam
51 CES	Osan AB, Korea
354 CES	Eielson AFB, Alaska
374 CES	Yokota AB, Japan
554 RHS	Andersen, Guam
Det 1, 554 RHS	Kadena AB, Japan
607 MMS/CE	Osan AB, Korea
611 CES	JB Elmendorf-Richardson, Alaska
647 CES	JB Pearl Harbor-Hickam, Hawaii
673 CEG	JB Elmendorf-Richardson, Alaska
673 CES	JB Elmendorf-Richardson, Alaska
718 CES	Kadena AB, Japan
773 CES	JB Elmendorf-Richardson, Alaska

**STATISTICS**

Major Bases	9
Plant Replacement Value	\$41.9B
Buildings	82.4M sq. ft.
Airfield Pavement	17.8M sq. yd.
Housing	19,200 units (23% privatized)
Dorms	15,582 rooms
PACAF Personnel Active Duty	28,746
Reserve	1,293
Guard	4,366
Civilian	8,057
Contractor	4,690
CE Personnel Active Duty	2,609
Guard/Reserve	717
Civilian	3,110
Contractor	1,779
MILCON	66 projects (\$2.0B)
S/R&M	659 projects (\$211M)
Facilities Operation	\$150M



Members from the 611 CES cut through the ice during Ice Ops 2010 at Elmendorf's Sixmile Lake. (photo by A1C Christopher Gross)



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**COL ROBERT E. MORIARTY**  
 DEPUTY DIRECTOR OF  
 INSTALLATIONS & MISSION  
 SUPPORT AND THE USAFE  
 CIVIL ENGINEER



**CMSGT JERRY W. LEWIS, JR.**  
 CHIEF ENLISTED MANAGER

**COMMAND MISSION**

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

**CE RESPONSIBILITIES**

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

**SIGNIFICANT ACCOMPLISHMENTS**

- Committed to building partnership capacity through unremitting support of our NATO allies and emerging nations: supported OSD Defense Environmental International Cooperation program in South Africa and joint exercises in Poland, Romania, and Lithuania.
- Deployed over 400 engineers in 13 specialties supporting EUCOM and overseas contingency operations; postured 100 and trained 50 Airmen to full spectrum threat response strike teams supporting EUCOM with C2, emergency services, and support functions.
- Executed USAFE's largest environmental program in FY10 making significant progress toward closing open enforcement actions.
- Responded to critical need for post-deployment resiliency training and established the Air Force Deployment Transition Center at Ramstein, providing over 2,000 Airmen each year with critical decompression time and reintegration education.
- The 435 CTS celebrated its 60th anniversary with another banner year of projects:
  - Completed \$6.2M in local national labor horizontal/vertical construction projects, supporting 6 USAFE installations in Germany, Portugal, Italy, and the United Kingdom.
  - Expanded program capability for unit's 18 person military construction team by adding a 26 person PRIME BEEF team.
  - Focused teams on theater security cooperation and exercise-related construction within EUCOM area of responsibility; team completed \$185K hospital renovation in Mojkovac, Montenegro, and \$500K in facility upgrades to support exercises in Israel.

- Provided civil engineer support to 154 geographically separate units spread throughout the theater.
- Championed efforts to meet Air Force 20/20 by 2020 goals with \$43M investment to consolidate 3 major functions from 17 facilities into 8 facilities; reduced legacy square footage by more than 25 percent, introducing energy efficient systems and meeting LEED certification.
- Provided comprehensive housing program support to over 32,000 households (military, DOD civilians and their families), including complete referral and relocation services to community housing, management of government-controlled family housing, unaccompanied units and furniture supply.
- Established fully operational OCONUS environmental management system policy framework at each installation and trained a team of qualified/certified auditors; continuous review improvement audits have yielded many areas for better conformance.
- Reduced energy consumption at 6 European installations through execution of \$10.8M in energy infrastructure projects and a \$5.3M, 1.1MW solar array at Moron AB; reduced USAFE's carbon footprint by 34M pounds of carbon dioxide
- Increased GeoBase reachback capability 200 percent; provided standardized base comprehensive planning tools and program-focused base general plans to 1,475 operational, logistical, and engineers at 10 major and 71 minor installations; enabled U.S. and NATO air power in 91 nations spanning Europe, Africa, and the Middle East.
- Executed four infrastructure structural, utilities, and pavements evaluation report visits; assessed/validated \$1.9B of USAFE infrastructure requirements.
- Trained 887 civil engineer and force support personnel in wartime tasks through Silver Flag program. Provided world class mission support training, preparing over 1,700 warriors at the USAFE Silver Flag training site for their expeditionary roles in all mission support specialties plus judge advocate, medical, and finance personnel.
- Developed a human health- and operational risk-based risk assessment decision support system for remediation sites that is cost-effective and host-nation specific.
- Drove \$12M demolition program eliminating 446,000 square feet and returning an additional 429,000 square feet through Host Nation returns. Aggressive oversight resulted in largest demo program ever and exceeded annual USAFE goal for third straight year.

# Director of Logistics, Installations & Mission Support

Brig Gen John B. Cooper (A4/7)

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

Chief Enlisted Manager

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

### CE UNITS IN COMMAND

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

### STATISTICS

Major Bases	7	
Plant Replacement Value	\$21.8B	
Buildings	58M sq. ft.	
Airfield Pavement	12M sq. yd.	
Housing	9,000 units (0% priv.)	
Dorms	7,000 rooms	
USAFE Personnel	Active Duty	25,316
	Civilian (U.S.)	2,484
	Civilian (local)	5,819
	Contractor	1,975
CE Personnel	Active Duty	1,749
	Civilian (U.S.)	233
	Civilian (local)	2,152
	Contractor	1,028
MILCON	4 projects (\$67.4M)	
S/R&M	257 projects (\$150.6M)	
Facilities Operation	\$244.3M	



**Photo left:** 31 CES firefighters learn technical rope maneuvers during specialized rescue training at Aviano AB, Italy. (photo by A1C Katherine Windish) **Photo right:** Mr. Damiano Rigo, 31 CES asset optimization chief, left, speaks with Mr. Danilo Gant, 31 CES chief of NATO support, about upcoming projects planned at Aviano AB, Italy. (photo by 2Lt Brian Wagner)



**AFCEE**

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**MR. TERRY EDWARDS**  
DIRECTOR



**COL WILFRED CASSIDY**  
DEPUTY DIRECTOR

**AGENCY MISSION**

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

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

**SIGNIFICANT ACCOMPLISHMENTS**

- Directed Air Force-wide MILCON economic stimulus preparation in a 97-project, \$2.4B program scrub to determine “award-ability.” Set the DOD benchmark for analysis of potential American Recovery and Reinvestment Act (ARRA) MILCON.
- Developed new and enhanced existing Air Force/Army/Naval design and construction partnerships for new design and award strategies. Applied strategies to existing program for ARRA emphasis — delivered a 13-project, \$260M package, setting minimal award time record.
- Established a strategic plan, setting 38 initiatives to reform MILCON delivery systems, optimize processes, and foster partnerships. Collaborated with 10 MAJCOMS for program management reviews and periodic executive summaries.
- Achieved Leadership in Energy and Environmental Design, or LEED, certification for 46 percent of FY09 MILCON eligible projects, surpassing the Air Force goal of 5 percent.
- Continued execution of approximately \$879M in active construction projects for U.S. Central Command, with about \$1B in new construction pending. Projects include a \$205M airfield at Camp Bastion, a \$34M runway repair at Shindand, the \$81M Afghan Defense University, and the \$49M Afghan Ministry of Defense facility.
- Privatized 38,000 total housing units, including more than 20,000 new and renovated homes, at 44 bases; averaged 575 homes per month in FY10 to reach privatization goal of 70 percent in 12 years versus the 25-year estimate.
- Achieved 92 percent remedy in place or response complete for 6,650 legacy sites under the Air Force Restoration Program. FY10 program efficiencies saved \$56M to accelerate future progress.
- Made almost 760 recommendations at 53 major installations to implement sustainability concepts and lower energy costs.

- Completed preliminary assessments and investigations for over 95 percent of the sites in the Military Munitions Response Program, resulting in the transfer of over 170,000 acres to unrestricted mission use.
- Increased FY10 Broad Agency Announcement funding for innovative technologies from \$500K to \$6M.
- Conducted 16 workshops for 1,000 attendees to explain sustainable design and development (SDD) policy and the LEED certification process; worked with the Air Force Institute of Technology to incorporate SDD training into its curriculum.
- Organized the 2010 Air Force Restoration and Technology Transfer Workshop, attended by 520 participants and lauded by attendees as one of the best training events in the environmental restoration community.
- Released the Sustainable Remediation Tool, the first free and publicly available tool to assess remediation technologies and monitoring systems for sustainability.
- Completed construction of a “green” fitness center at Tyndall AFB, Fla. — the first Air Force building expected to achieve the LEED Platinum level.
- Concluded construction of a \$43.1M hangar at Travis AFB, Calif., the first LEED silver-certified hangar in the Air Force.
- Finalized construction of Air Force Personnel Center facility at Randolph AFB, Texas, the first building on base to achieve the LEED Gold rating.
- Completed construction of AFCEE’s largest MILCON project to date at Keesler AFB, Miss., with 724 of the 1,028 new homes achieving LEED certification.
- Finalized a \$100M, 291-home, multi-phased housing project at Edwards AFB, Calif.
- Completed construction of the Army and Air Force Exchange Service’s second largest shopping center in the world at Kadena AB in Okinawa, Japan. The 2-story, \$79M, 324,000 square-foot facility contains 9 restaurants, 26 concessions, and a base exchange that takes up almost the entire second floor.
- Represented military interests and provided regional oversight on environmental aspects of Air Force and DOD mission sustainability and environmental matters.

**Director (CL)**  
**Deputy Director (DD)**  
**Civilian Deputy Director (DC) - Vacant**

- Chief Finance Office (CFO)
- Legal (JA)
- Operations Support (OS)
- Regional Offices (ROs)
- Capital Investment Management (CM)
- Capital Investment Execution (EX)
- Contingency Construction (CX)
- Environmental Restoration (ER)
- Housing Privatization (HP)
- Technical Support (TD)



**Photo left:** Work nears completion on the new fitness center at Tyndall AFB, Fla. The fitness center will be the Air Force's first building to meet the U.S. Green Building Council's Leadership in Energy and Environmental Design Platinum level. (photo by Mr. Michael Hopper)

**Photo below:** Contractors from Fairbanks Roofing Company install a roof on one of the new housing units at Eielson AFB. AFCEE has managed the construction and renovation of 349 new units and 29 pre-existing units on Eielson AFB, Alaska. (photo by SSgt Tia Wilson)





**AFCESA**  
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**AGENCY MISSION**

Provide professional readiness, energy, and operations support, tools and practices to maximize Air Force engineering agile combat support worldwide.

The agency comprises 81 active duty and Reserve military, 163 civilian employees, and 161 contractor personnel. These professionals provide expertise in three core competencies: readiness, operations, and energy.



**COL DAVID L. REYNOLDS**  
 COMMANDER



**CMSGT MICHAEL C. GARROU**  
 CHIEF ENLISTED MANAGER

**SIGNIFICANT ACCOMPLISHMENTS**

**Readiness**

- The Explosive Ordnance Disposal (EOD) Branch teamed with senior leaders to eliminate dual data entry in the EOD Information Management System and dual reporting in CENTCOM with approval to use the Asymmetric Threat Tactical Analysis Casebook software. EOD successfully ended a 3-year effort to standardize EOD flights and wartime requirements when AF/A1 implemented the Capability Manpower Standards. The branch implemented strategic sourcing through the Battlefield Airmen Management System initiative, saving manhours and funds, and ensuring that our combat Airmen receive standard individual equipment and personal protective equipment. EOD published a new career field education training plan (CFETP) that aligns core EOD training with asymmetric combat operations, codifying skills for a post-contingency era. The branch partnered with AETC to incorporate the Emotional Quotient Inventory and a new Physical Ability and Stamina Test in preliminary school to improve screening for aptitude and physical stamina to reduce EOD technical school attrition. They addressed post-traumatic stress disorder for EOD technicians by participating in the establishment of the Air Force Resiliency Program.
- Fire Emergency Services (FES) Branch procured 102 fire vehicles at a cost of \$40.5M for installations worldwide. They awarded a \$13.7M contract to procure 90 rapid intervention vehicles that use ultra-high pressure technology. Developed — and chose tests bases — for a concept for collaborative (FES and medical personnel) delivery of emergency medical services. The branch implemented incident commander training and established the FES Credentialing Program to comply with the National Incident Management System. They

received reaccreditation through both the International Fire Service Accreditation Congress and National Board on Fire Service Professional Qualifications and issued 39,802 certifications to DOD emergency responders

- The Emergency Management Branch, working with Air Staff and MAJCOMs, successfully fielded the new Joint Chemical Agent Detectors to all homestation and deployed Air Force units. More than 200,000 new Joint Service General Purpose Masks were deployed, successfully replacing 72 percent of the old MCU 2/P masks in the inventory. Working with the Joint Program Executive Office for Chemical and Biological Defense, under the Installation Protection Program, 9 more Air Force installations received equipment, training, and exercises to enhance response to weapons of mass destruction (total now 41 installations). The branch developed 4 web-based Air Force Qualification Training Packages.
- The Expeditionary Engineering Branch answered more than 8,000 information requests through the AFCESA Reach-Back Center and integrated CENTCOM AOR-specific observations, innovations, and lessons into formal predeployment training. Since October 2009, an improved, standardized 7-day curriculum has been employed at all Silver Flag Exercise sites. (Combat Skills Training still concentrated at Ft. McCoy, Wis., through focused liaison at Second Air Force.) On May 28, 2010, the LeMay Center approved the unanimous recommendation by the 15-member Air Force Doctrine Working Group that AFCESA develop and publish new CE doctrine 3-34, “Engineer Operations,” the first update in 16 years.

**Operations**

- AFCESA’s subject matter experts (SMEs) guided over \$10M in technical research on airfield damage repair and infrastructure, facility energy, fire protection, infrastructure security, and force protection development and completed 11 youth facility certification visits/reports. With the Air Force Research Laboratory and U.S. Army Corps of Engineers, SMEs led 3 field tests for the DOD 3-year Critical Runway Assessment and Repair Joint Capabilities Technical Demonstration project; they produced 7 engineering technical letters, and working with the Army and Navy, produced 11 unified facility criteria documents.
- AFCESA’s Force Development Branch concluded a comprehensive review of all supplemental/advanced training courses. Career field managers are completing an initiative to tie attendance of supplemental/advanced training to upgrade training

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

— Chief Enlisted Manager

- |                                                                                                                                                                      |                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Readiness Support (CEX)</li> <li>• Operations and Programs Support (CEO)</li> <li>• Facility Energy Center (CEN)</li> </ul> | <ul style="list-style-type: none"> <li>• Contract Support (CEK)</li> <li>• Field Support (CEM)</li> <li>• Mission Support (CEB)</li> </ul> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|

and career progression. Career progression requirements will be documented in the CFETPs so units and MAJCOMs can accurately project training allocations.

- The Operations and Resources Management Branch worked with Air Staff, MAJCOMs, and bases to create the CE Operations Support Playbook (on the CE Portal). This was the first of several initiatives in the Operations Program Group master strategy for transforming CE Operations into NexGen IT. The playbook captured key concepts of the legacy Maintenance Engineering section and defined roles and responsibilities for coordination between the Asset Management, Programs, and Operations Flights in squadrons.
- The Airfield Pavement Evaluation Branch conducted 50 structural, friction, and aircraft anchor evaluations at airfields around the globe, including contingency locations in Afghanistan, Iraq, Haiti, and the Dominican Republic. Trained 37 Air Force and Marine Corps personnel in contingency pavement evaluations.
- AFCESA's S/R&M program awarded \$395M in projects. The AFCAP program awarded \$385M, providing contingency support for DOD warfighters and fulfilling urgent State Department requirements. FY10 totals for both programs was 642 contract actions and \$780M. Bases given decentralized contract ordering authority on AFCESA's SATOC contract awarded \$28.7M in S/R&M construction tasks. The program awarded (through GSA) labor support tasks that provided almost 418 full-time equivalents valued at \$82.2M to support the missions of AFCESA, AF/A7C, MAJCOMs, and bases.
- The Civil Engineer Maintenance, Inspection and Repair Team completed 406 work requests in all CEMIRT capabilities at a cost of only \$5.8M: aircraft arresting system overhauls; MEP-12 overhauls; generator overhauls, maintenance and installations; infrared scans; relay calibrations; HVAC assessments, commissioning, and balancing; and integrated control system design and installation.

**Energy**

- The Air Force Facility Energy Center's (AFFEC's) Conservation Branch (CENE) reorganized the Resource Efficiency Managers (REMs) contracts by MAJCOM, and increased the total number of REMS from 70 to 100 using energy initiative funding. In cooperation with A7CR, CENE prepared for deployment of the interim Air Force Energy Reporting System, which will replace the current Defense Utility Energy Reporting System software in use for more

than 20 years. The branch also supported funding and instruction of 4 AFIT Energy Manager courses (80 students) and sponsored a Certified Energy Manager course (20 students). AFCESA produced the Energy Express newsletter, the Air Force Facility Energy 2010 magazine, three videos spotlighting the Reduce Energy Appreciation Program winners and a 14-minute video, "Meeting the 2015 Energy Goals."

- The AFFEC's Capital Investment Branch (CENI) continued management of a \$2.2B funding strategy through FY15 that meets or exceeds targets for energy and water conservation and renewable energy. CENI managed a program that spent \$20M for investment grade audits for 40 bases, distributed \$20.2M for 11 energy savings performance contract buyouts, \$13.9M for energy conservation project designs, and \$1M on renewable energy project development. The branch supported 234 Energy Focus Funds projects totaling \$153.8M and implemented improved processes in preparation for the FY11 NRG program of approximately \$180M. CENI awarded all AFCESA-executed Energy Conservation Investment Program (ECIP) projects by June 30 with \$32M for FY10 ECIP construction and \$1.9M committed for FY11-12 design
- The Energy Rates and Renewables Branch (CENR) supported several projects throughout the Air Force: the award of a 3.5MW Power Purchase Agreement (PPA) and a 14.5MW PPA for solar PV electricity at Edwards AFB and Davis-Monthan AFB, respectively, and ECIP projects for solar arrays at Buckley AFB and Moron AB. The branch published the Renewable Energy Playbook on the CE portal. CENR's Utility Rate Management Team (URMT) continued to evaluate all base utility contracts and billing and established a standard 4-year plan to review contracts and billing for each major installation and identify potential savings in the range of \$25M. The URMT also supported the Utility Litigation Team (from the Air Force Legal Operations Agency) with rate negotiations and interventions in Colorado, Missouri, Florida, Arizona, and California, and at Al Udeid AB, Qatar.
- The Utilities Privatization (UP) program management office (PMO) solicited 54 utility systems, privatized 10 systems (the most ever in one year), and made award decisions for 24. The UP online playbook was used as a benchmark for the development of other playbooks. The PMO spearheaded an effort to ensure the Air Force privatized utility systems only where it makes sense, resulting in removing 133 systems from consideration — a 40-percent reduction in backlog.



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**MR. ROBERT MOORE**  
**DIRECTOR**

### AGENCY MISSION

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

The agency comprises 180 civilian personnel and contractors, including real property, asset management, environmental cleanup, financial management, public affairs, environmental and real estate law, and information system specialists.

### SIGNIFICANT ACCOMPLISHMENTS

- The Real Estate Transactions (RET) Division returned value to the warfighter by processing over 400 transaction in FY10, including real property gifts; real estate easements, leases and licenses valued in the millions of dollars; property acquisition disposals; federal-to-federal property transfers; and BRAC transactions. The RET division also processed over \$34M in real property gifts in the past 5 years, including a new Fisher House at Dover AFB, Del. Besides providing cost-free lodging to families' patients receiving care, the 10,000 square foot house at Dover will offer extended care to family members and personnel whose loved one has given the ultimate sacrifice in defense of our country as the dignified transfer of remains occurs. RET also executed over \$6M in purchase agreements covering 5,600 acres for FY10 Readiness and Environmental Protection Initiative easements at Edwards AFB, Seymour-Johnson-Dare County Range, Beale AFB, and Cape Canaveral AFS.
- The Real Property Management (RPM) Division provides oversight of the Enhanced Use Lease (EUL) between Eglin AFB and Okaloosa County in Florida, for land containing the state-of-the-art, Arbennie Pritchett Water Reclamation Facility (WRF). This new WRF replaces the aging Garniers Wastewater Treatment Plant and will serve more than 100,000 people, including Eglin AFB personnel. AFRPA managed

the negotiation for the lease of 255.5 acres of non-excess real property to Okaloosa County, who assumed responsibility for development of the new WRF on the site. The annual lease payments of approximately \$330,000 to the Air Force will be used at Eglin to make installation improvements, enhance mission capabilities, and fund various O&M projects throughout the installation.

- The Strategic Asset Utilization (SAU) Division continues to manage the EUL program, allowing the Air Force flexibility to lease some assets to local developers in exchange for fair market value cash or in-kind consideration. The SAU division works with MAJCOM and installation partners on EUL projects that have a potential value of more than \$400M. Projects in development include a solar energy project at Edwards AFB, a waste-to-energy plant at Hill AFB, a museum at Vandenberg AFB, and several other commercial real estate and energy projects. The division has also taken strides toward adopting an aggressive business development model based on feedback gained in "think tank" sessions and meetings with private industry leaders. This approach will ensure the EUL program continues to maximize the value of Air Force assets and returns it to the warfighter.
- The BRAC Program Management (BPM) Division is responsible for remediation and property transfer at 40 former Air Force installations (32 Legacy BRAC and 8 BRAC 05) throughout the United States. (Only 12 percent of total BRAC acres remain for transfer in the next three years.) At the height of the BRAC process, AFRPA managed 87,000 acres, or approximately 137 square miles of property. Since the first BRAC round in 1988, the agency has transferred 88 percent, or more than 116 square miles of land back to communities for public use.
- On July 1, the Air Force awarded an \$8.57M multiyear, performance-based contract for environmental restoration activities at the former Mather AFB, Calif. The contract has saved the Air Force an estimated \$16M over the contract period of performance. The base closed in 1993 and currently houses a business park, air cargo operations, American River College programs, and VA medical facilities.
- On July 26, AFRPA transferred the first BRAC 2005 base, at the former General Mitchell ARS, to Milwaukee County's General Mitchell International Airport.

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

General Counsel Environment  
& Installations (SAF/GCN)

SAF/IEI Liaison

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

- On August 12, AFRPA completed a deal to transfer 560 acres of the former McClellan AFB, Calif., to Sacramento County. About 15,000 people currently live and work at McClellan Business Park, making it one of the largest economic development and infill reuse projects in Northern California.
- On September 30, AFRPA completed total base transfer of 3,937 acres at former Myrtle Beach AFB, S.C., to the Myrtle Beach AFB Redevelopment Authority.
- On September 30, AFRPA completed total base transfer of 1,187 acres of the former Kelly AFB, Texas, to the Port San Antonio.



**Photo right:** In July, AFRPA transferred the first BRAC 2005 base, at the former General Mitchell ARS, to Milwaukee County's General Mitchell International Airport in Wisconsin. (U.S. Air Force photo)

**Photo below:** Mr. Larry Kelly, president of the McClellan Business Park, speaks during a ceremony to transfer 560 acres of the former McClellan AFB in Sacramento, Calif. to Sacramento County officials, who estimate that when fully developed the business park will host 35,000 jobs and generate millions of dollars in tax revenue. (U.S. Air Force photo)





## AFDW

JB Andrews Naval Facility  
 Washington, Md.  
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 240-857-1666  
 (dsn 857-1666)



**COL PETER A. SARTORI**  
 DIRECTOR, LOGISTICS,  
 INSTALLATIONS, AND MISSION  
 SUPPORT



**CMSGT PETER A. VIELANDI**  
 CHIEF ENLISTED MANAGER

### COMMAND MISSION

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

### CE RESPONSIBILITIES

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

### SIGNIFICANT ACCOMPLISHMENTS

- AFDW participated in American Recovery and Reinvestment Act bid saving data call and received OSD approval for 7 additional O&M projects.
- Established procedures, issued policies and provided programming guidance for \$140M S/R&M program including \$88M project to repair west runway and \$27M straddle bid program.
- Provided design and construction management oversight for 18 MILCON and 2 medical projects worth \$673M including: Chief of Staff Strategic Planning and Development Facility (Jacob E. Smart Building); BRAC/National Capital Region (NCR) Relocation Administrative Facility (William A. Jones III Building); Dental Clinic and Ambulatory Care Center.

- Managed A4/7's contract support effort totaling \$3.1M in requirements, 17 civilian positions supporting mission critical initiatives: BRAC; joint basing; National Capital Region relocation administrative facility; strategic planning and development facility; temporary lodging facility; and visitors quarters.
- Conducted third annual chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) capstone exercise; this 2-week cross-functional event allowed 60 responders from JB Andrews and JB Anacostia-Bolling to focus on CBRNE response, in a realistic off-site environment using live chemical agents and toxic precursors.
- Using asset management principles, developed an AFDW MAJCOM comprehensive asset management plan to systematically examine requirements for five activity management areas as a continuation of CE Transformation efforts.
- Successfully partnered with OSD and Washington Headquarters Service to sustain and nurture project and general plan submission requirements to the National Capital Planning Commission.
- Provided oversight and support for privatized housing projects at JB Andrews and Anacostia-Bolling; demolished approximately 590 unusable units, constructed 130 new units, including the home for the Chief Master Sergeant of the Air Force, and renovated 25 units, including historic Belle Chance.



Airmen assigned to the 316 CES remove accumulated ice from the wing of a C-17 Globemaster III aircraft at JB Andrews Naval Air Facility Washington. (photo by A1C Perry Aston)

**Director of Logistics, Installations & Mission Support**  
**Deputy Director of Logistics, Installations & Mission Support**

Ms. Terrie Warren (A4/7D)

Chief Enlisted Manager

- Civil Engineering (A7C)
  - Asset Management (A7CA)
  - Operations (A7CO)
  - Programs (A7CP)
  - Readiness (A7CX)
- Resource Management (A4/7R)
- Security Forces (A7S)
- Basing (A7B)
- Logistics (A4R/M)

**CE UNITS IN COMMAND**

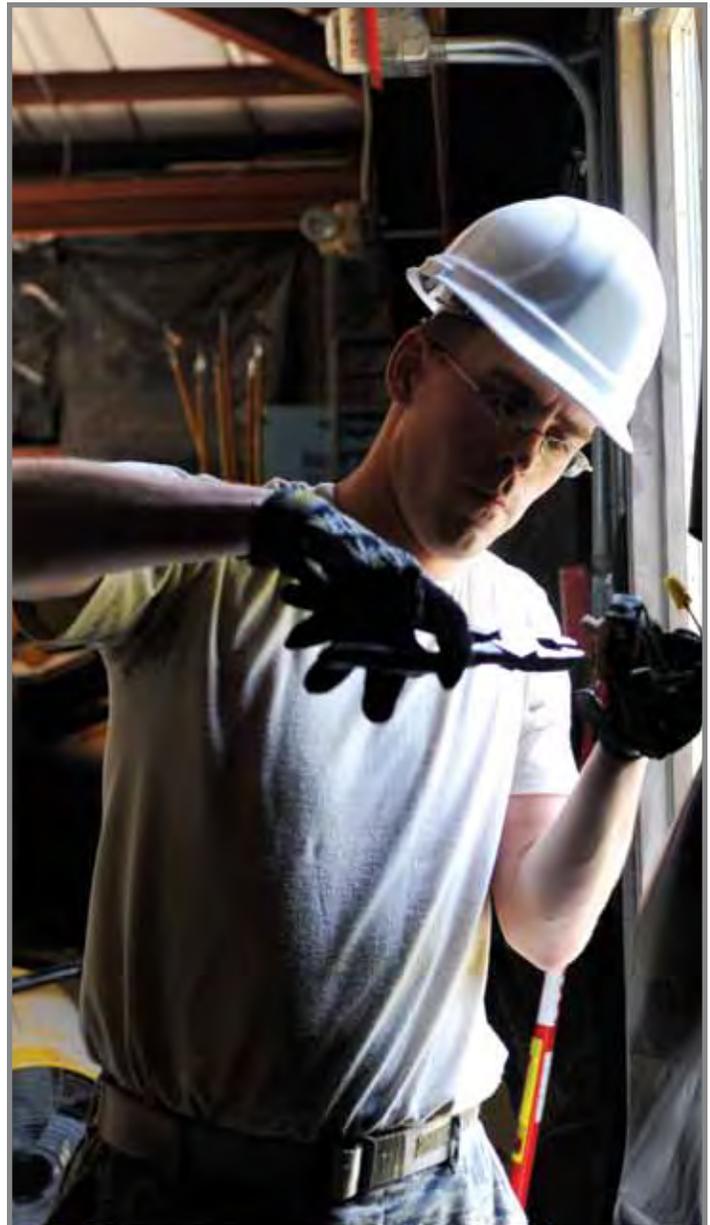
11 CES	JB Anacostia-Bolling, D.C.*
316 CES	JB Andrews Naval Facility Washington, Md.

*\*On Oct. 1, 2010, the 316 Wing was inactivated and the 11 Wing moved from Bolling to JB Andrews.*

**STATISTICS**

Major Bases	2
Plant Replacement Value	\$6B
Buildings	10.46M sq. ft
Airfield Pavement	2.6M sq. yd.
Housing	1,571 units (100% privatized)*
Dorms	1,261 rooms
AFDW Personnel	
Active Duty	4,124
Reserve	114
Civilian	1,174
Contractor	2,150
CE Personnel	
Active Duty	432
Reserve	4
Civilian	404
Contractor	1,676
MILCON	20 projects (\$673M)
S/R&M	389 projects (\$167M)
Facilities Operation	\$31.7M

*\*includes 14 Historic and 41 new general officer homes.*



SrA Brandon Long, an electrician assigned to the 316 CES, re-routes a light switch during renovation of the Honor Guard building at Joint Base Andrews Naval Air Facility, Md. (photo by SSgt Renae Saylock)



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



**LT COL MARK A. RUSSO**  
**USAFA CIVIL ENGINEER**  
**AND 10 CES COMMANDER**

### COMMAND MISSION

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

### CE RESPONSIBILITIES

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

### SIGNIFICANT ACCOMPLISHMENTS

- Fire and Emergency Services Flight was the first in DOD to attain/maintain fire service accreditation twice (1 of 145 in the world).
- USAFA firefighters dominated Firefighter Combat Challenge, coming in first place by beating 130 international teams — earning gold in 4 events and silver in 2.
- Completed Phase 2 (\$25M) of 9 phases for Vandenberg Hall modernization project, bringing the more than 50-year-old building up to current code, attaining energy savings, and ensuring cadets safety with improved AT/FP materials.
- Completed Phase 4B (\$14M) and Phase 5 (\$16M) of MILCON upgrades to Fairchild Hall academic facility.
- Completed \$23M clinic modernization project (renovated 3rd and 4th floors of base clinic, including exterior curtain wall).
- Completed Phase 2 (\$15M) of 7 phases for cadet gym modernization project to improve fitness programs for more than 4,500 cadets.

- Awarded \$18.3M American Reconstruction and Recovery Act project to construct a minimum of 6MW solar plant; will be constructed and operated via GSA contract with local utility company.
- CE personnel received several awards:
  - SrA Jessica Morehouse was named the 2009 Air Force Military Firefighter of the Year and 2009 DOD Military Firefighter of the Year.
  - Mr. Kenneth Helgerson won the 2010 Ray Picard Award for superior leadership and outstanding contribution to fire & emergency services accreditation.
  - Mr. Russell Hume won the 2009 Air Force Energy Conservation Award, Individual Category.
  - Mr. Keith Butala won the 2009 USAFA Supervisor/Manager of the Year Award
  - SrA Jessica Morehouse won the 2009 USAFA Airman of the Year Award and the USAFA-level 2010 Lance P. Sijan USAF Leadership Award.
  - Mrs. Michaele Aschom won the USAFA Resource Advisor of the Year, Fiscal Year 2009.
  - SSgt Horace Conney won African American History Month Recognition for 2010
- Hosted first-ever Native American Tribal Consultation with eight tribes, a successful event paving the way for future annual meetings.
- Completed 5.2M square feet (39 buildings) for S File project, which is now 78 percent complete.
- Developed first-ever virtual operations center for emergency operations center members, well ahead of Air Force targets for initial operational capability.
- Developed environmental assessments for time-critical projects: solar array (Colorado Springs Utilities), indoor training facility (USAFA Endowment), communications fiber optic line (Colorado Springs Utilities), and readiness center (Colorado Air Reserve/National Guard).

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

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

**STATISTICS**

Major Bases		1
Plant Replacement Value		\$3.19B
Buildings		6.4M sq. ft.
Airfield Pavement		418K sq. yd.
Housing		650 units (100% priv.)
Dorms		2,340 rooms
Number of cadets		4,560
CE Personnel	Active Duty	32
	Civilian	100
	Contractor	545
MILCON		1 project (\$17.5M)
S/R&M		89 projects (\$120.9M)
Facilities Operation		\$24.3M



**Above:** The Air Force Academy's Cadet Chapel, designed by Walter A. Netsch, Jr., is the most popular man-made attraction in Colorado, with more than a half million visitors every year. Construction on the aluminum, glass and steel structure began in 1959 and was completed in 1963 at a cost of \$3.5M; Vandenberg Hall, at right, houses more than 2,000 cadets and is undergoing a multi-phase, multi-year renovation. **Upper right:** USAFA is home to several world championship Firefighter Combat Challenge teams, including the competitors shown here participating in "Rumble in the Rockies," a regional event with 40 teams participating at Falcon Stadium on the Academy. (U.S. Air Force photos)