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*Integrity - Service - Excellence*



# Air Force Civil Engineer Center

**Joe Sciabica**  
AFCEC Director  
15 Jan 2013

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# ***Air Force Priorities***



- **Continue to Strengthen the Nuclear Enterprise**
- **Partner With the Joint & Coalition Team to Win Today's Fight**
- **Develop and Care for Airmen & Their Families**
- **Modernize Our Air and Space Inventories, Organizations and Training**
- **Recapture Acquisition Excellence**



## ***Enduring Air Force Contributions***

- **Air & Space Superiority, Cyberspace Assurance**
- **Able to hold any target at risk**
- **Responsive intelligence, surveillance, and reconnaissance**
- **Able to rapidly move people and cargo anywhere in the world**
- **Command & Control to conduct operations rapidly, effectively, and efficiently**

### ***CSAF Focus***

*Win the Fight*

*Strengthen  
the Team*

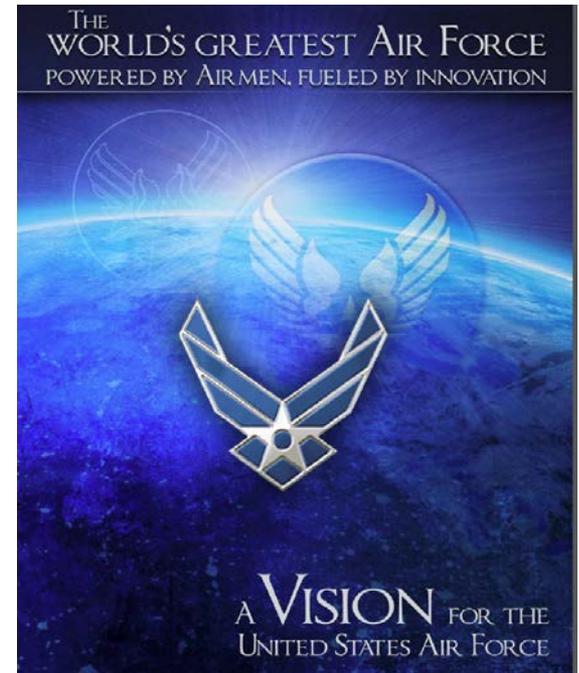
*Shape  
the Future*

***Installations Underpin These Priorities and Contributions***



# ***New CSAF Vision***

- **Complex security and fiscal challenges demand that our Air Force develop innovative Airmen who find better and smarter ways to fly, fight, and win**
  - **We must safeguard and reinforce that foundation**
- **Squadrons will be the cohesive, ready, and agile fighting forces that the Air Force, the joint force commander, and the Nation require**
- **Enhance relationships and interoperability with our sister Services, other government agencies, allies, and partners**
- **... we need bold leaders at every level who encourage innovation, embrace new thinking, and take prudent risks to achieve mission success**



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# ***AFCEC Mission***

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**The mission of the Air Force Civil Engineer Center is to provide ready engineers, engineering and real property solutions and emergency response services that enable sustainable, highly effective power projection platforms to **support the warfighter****



# ***AFCEC Vision***

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**The Air Force Civil Engineer Center will be a trusted and indispensable mission partner to support major command, combatant and installation commanders by ensuring installations have the full capability to execute assigned missions.**

**We will deliver agile, efficient and innovative engineering and real property products and services that  
**enable execution of Air Force priorities.****



# AFCEC Organizational Fit



**Air Force  
Chief of Staff**  
Gen Mark Welsh III



**Deputy Chief of Staff**  
**Installations & Logistics (A4/7)**  
Lt Gen Judith Fedder



**The Civil Engineer**  
**(A7C)**  
Maj Gen Timothy Byers



**Air Force Civil Engineer  
Center**  
Mr. Joe Sciabica



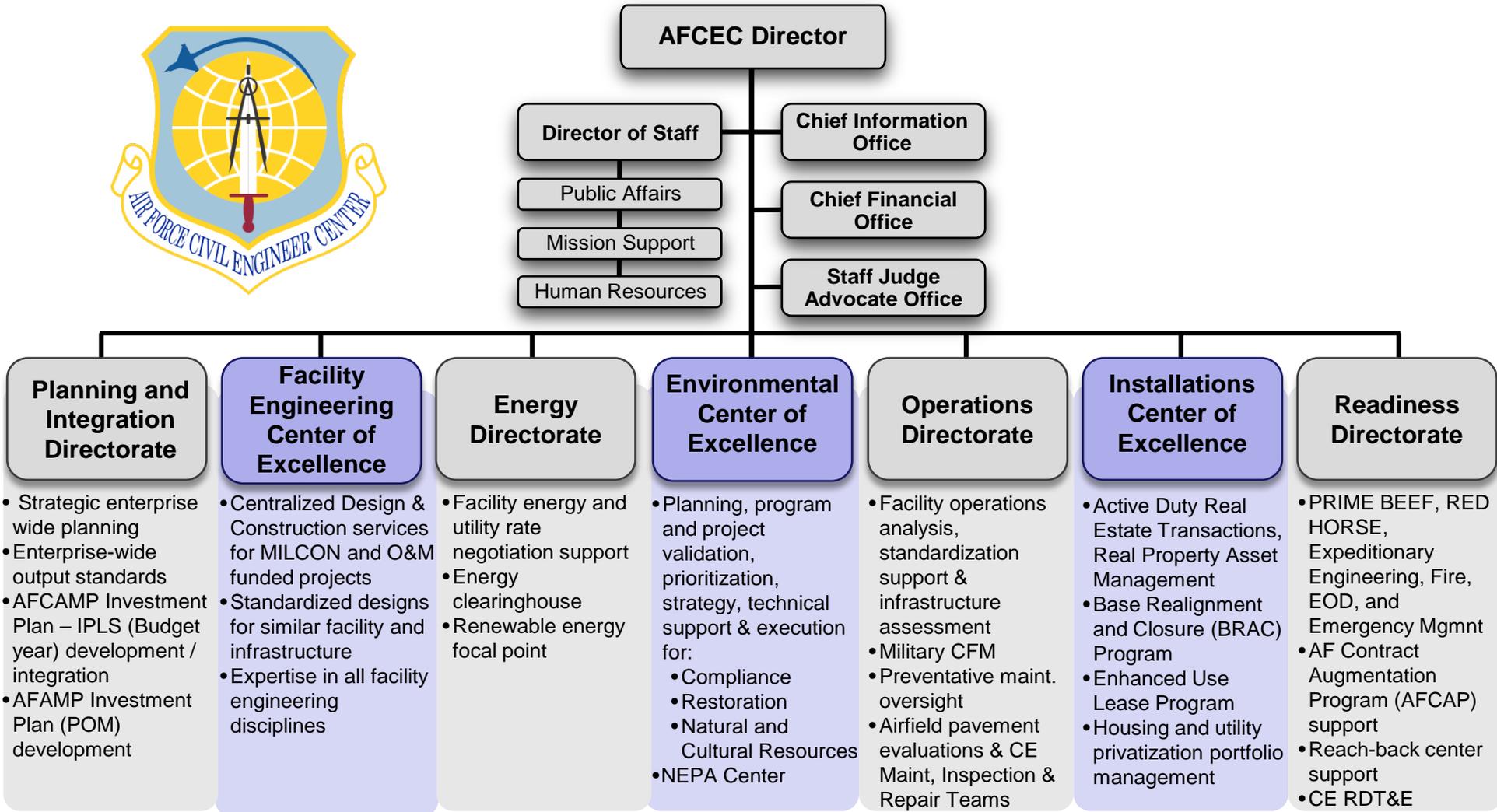
# Office of The AF Civil Engineer

## Transformed Organization





# AFCEC Organization



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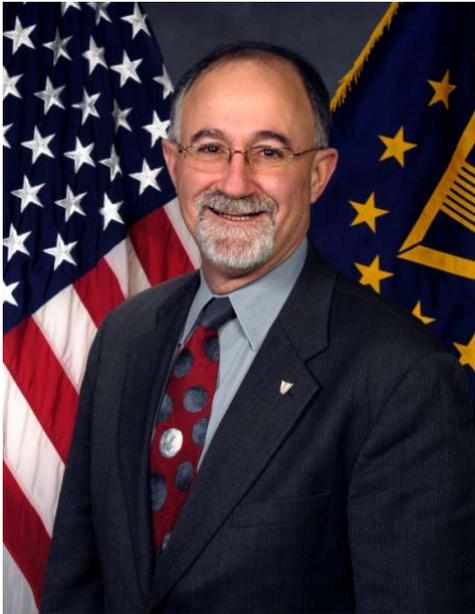


# AFCEC Leadership

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## Director

HQ AFCEC, JBSA-Lackland



Mr. Joe Sciabica

## Deputy Director

HQ AFCEC, JBSA-Lackland



BG Vince Saroni, P.E.

## Deputy Director

AFCEC Det.1, Tyndall AFB



Col Dave Reynolds

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# Air Force Civil Engineer

## Strategic Goals

### ***Build to Last ... Lead the Change***



#### **Build Ready Engineers**

*Provide more effective Civil Engineer expeditionary and emergency response and management capabilities to meet current and emerging Air Force and CCDR requirements.*



#### **Build Great Leaders**

*Organize, develop, enable, and retain a trained and capable Total Force Civil Engineer team ready to meet current and emergent mission requirements*



#### **Build Sustainable Installations**

*Develop sustainable installations by implementing asset management principles for built and natural assets.*



# ***Installations Enable Enduring Air Force Contributions***

## **Installations**

- Power projection platforms -- CONUS, OCONUS, expeditionary
- Enable air & space superiority
- Assure Cyberspace access
- Provide infrastructure necessary to hold targets at risk anywhere across the globe
- Facilitate ISR exploitation
- Host robust C2 networks
- Build partnerships with allies & developing nations by forward basing US forces



***“Air bases are a determining factor in the success of air operations. The two-legged stool of men and planes would topple over without this equally important third leg.” General of the Air Force Henry H. “Hap” Arnold*** <sup>11</sup>



# “3D Weapon System”

## Air Force Installations

### Family Housing



**75,800 Homes**

Arlington & Alexandria  
Combined



**10M Acres of Land**

2 x New Jersey

### Airfields



**154M Sq Yds of Pavement**

229 x Dulles Airport

### Facilities



**634M Sq Ft of Buildings**

89 x Microsoft Corporation  
1.5 x GM



### Plant Replacement Value

**\$255B PRV**

Equal to Chevron's  
annual revenue

### Dormitories



**69,500 Dorm Rooms**

1.5 x Doubletree Hotels

***We Must Reinvest in Air Force Installations – A Force Enabler***



# ***AFCEC: A Journey***

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- **This not just a reorg – it's an enterprise-wide asset mgmnt approach**
  - **Not a new mindset; it is a renewed emphasis with a shorter timeline**
  - **We have been working towards sustainable, efficient, and effective installations for several years**
- **Realigns functions to support the Air Force Base of the Future**
  - **Fundamentally changes how we do business and provide installation support, at home and deployed**
  - **Rather than simply react, using this opportunity to smartly adjust our organization to operate successfully in the changing fiscal environment**
  - **Enables us to continue to build sustainable installations more efficiently and effectively**
  - **Provide the right support at the right time for our installations and contingency missions**
- **We're moving forward – generating ideas on how to do things smarter, better, faster, and cheaper based on industry benchmarks**



# ***AFCEC: A Journey***

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- **Transition from “Service Provider” to “Enterprise Leader”**
  - **Lead AF CE Solutions/Processes/Programs**
- **Provide CE (military and civilian) warfighters to the AF**
- **Provide CE support to AF installations**

***“Installation and Warfighter Support” -- Our Key to Success***



# ***AFCEC Strategic Planning***

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- **AFCEC IOC to FOC – have we gone far enough?**
- **Are we postured for an enduring CE mission (15 years and beyond?)**
  - **Vision, Mission, Guiding Principles**
  - **Enduring CE Capabilities**
  - **Standardized, repeatable processes**
  - **AFCEC Culture/Core Values**
  - **MAJCOM Roles**
  - **Base Roles**
  - **Diverse, balanced workforce**

**Enabling the Warfighter!**



# **AFCEC Strategic Planning Homework...**

- **Are there ideas that were left "on the table" in the build up to AFCEC that need to be addressed now?**
- **Do we have our AFCEC organization structure aligned right? (We can ask "hard" questions now that we are all one family!)**
- **Are there FTE allocation "issues?"**
- **Are there things we are not doing that we should (or visa versa)?**
- **Do we have strengths we can build upon or weaknesses we need to address?**
- **Are we delivering the capabilities that we promised to the installations? If not, what do we need to change?**
- **Are our military properly aligned?**
- **Are we meeting your expectations of AFCEC?**
- **Do we need organizational "goals" (or are there too many existing external factors that drive our actions)?**

**EVERYTHING is on the table**



# *How Can Industry Help?*

- **Embrace private/public partnerships – we need each other**
- **Share best practices – we want to leverage your expertise in technology, construction, maintenance and management to be more efficient**
- **Be “Brilliant at the Basics”**
- **Enable the warfighter to operate in tomorrow’s complex environment**
  - **Develop strategies & capitalize on technologies that strengthen our enduring capabilities**
  - **Enable squadrons to be highly capable expeditionary teams**
  - **Be more efficient ... yet effective (not more with less; less with less)**
- **Seek win-win scenarios via third-party investments with Air Force (P4)**
- **Centralized acquisition ... decentralized execution**
  - **Performance Based Remediation**
  - **AF IDIQ and service contracts**
  - **Smart/Strategic Sourcing is key**

*The future of the Air Force starts with us!*



# We're on the Web: [www.afcec.af.mil](http://www.afcec.af.mil)

## U.S. Air Force Civil Engineer Center



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### Air Force Civil Engineer Center



The Air Force Civil Engineer Center, headquartered at Joint Base San Antonio-Lackland, is a 1,600-person civil engineer field operating agency responsible for

providing responsive, flexible full-spectrum installation engineering services. AFCEC missions include facility investment planning, design and construction, operations support, real property management, readiness, energy support, environmental compliance and restoration, and audit assertions, acquisition and program management. The unit conducts its operations at more than 75 locations worldwide.

### AFCEC News

January 2013 Energy Express

AFCEC to participate in Installation Innovation Forum

Air Force NCO named EOD instructor of the year **1**

Air Force Fire Chief leaves legacy of service **1**

Exchange officer trains CEs, builds partnerships

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#### Mission areas

- Base Realignment and Closure
- Civil Engineer Operations
- Design & Construction
- Enhanced Use Lease
- Environment
- Energy
- Installation Planning
- Readiness & Emergency Management
- Renewable Energy

#### Win the War Against Waste

[Air Force WVAW campaign](#)

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## ***CE Transformation***

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# Air Force CE has Changed!

- **We've centralized enterprise-wide asset management**
- **We're gaining efficiencies**
- **We will build upon – with an intent to grow – our industry-partner relationships**

# DISCUSSION



Runway repair in Afghanistan