



# AIR FORCE CIVIL ENGINEER CENTER INSTALLATIONS DIRECTORATE

# Stakeholders Report

**FY2019-2020**



**A RIGHT-SIZED  
FOOTPRINT**



**AUDIT-READY REAL  
PROPERTY RECORDS**



**SAFE, RELIABLE  
UTILITY SYSTEMS**



**SAFE, QUALITY  
HOUSING OPTIONS**



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## Who We Are

We are the Air Force Civil Engineer Center Installations Directorate, commonly known as AFCEC/CI.

We are a diverse team of trusted advisors who offer a business-minded approach to installation optimization. We work alongside base personnel and leadership — our customers — to identify and deliver the right solutions at the right time.

- |                                       |                                    |
|---------------------------------------|------------------------------------|
| <b>Real Estate Specialists</b>        | <b>Portfolio Managers</b>          |
| <b>Environmental Coordinators</b>     | <b>Real Property Managers</b>      |
| <b>Housing Management Specialists</b> | <b>Real Property Legal Support</b> |



## What We Do

### MISSION

Provide real property, housing, utilities privatization and BRAC enterprise-wide solutions in support of today's and tomorrow's Air Force missions, Airmen and their families.

### VISION

The Air Force's real property and housing experts delivering comprehensive solutions that ensure the Air Force has resilient, battle ready installations now and in the future.

Through its business lines, expertise and real estate authorities, the Installations Directorate provides the Air Force:

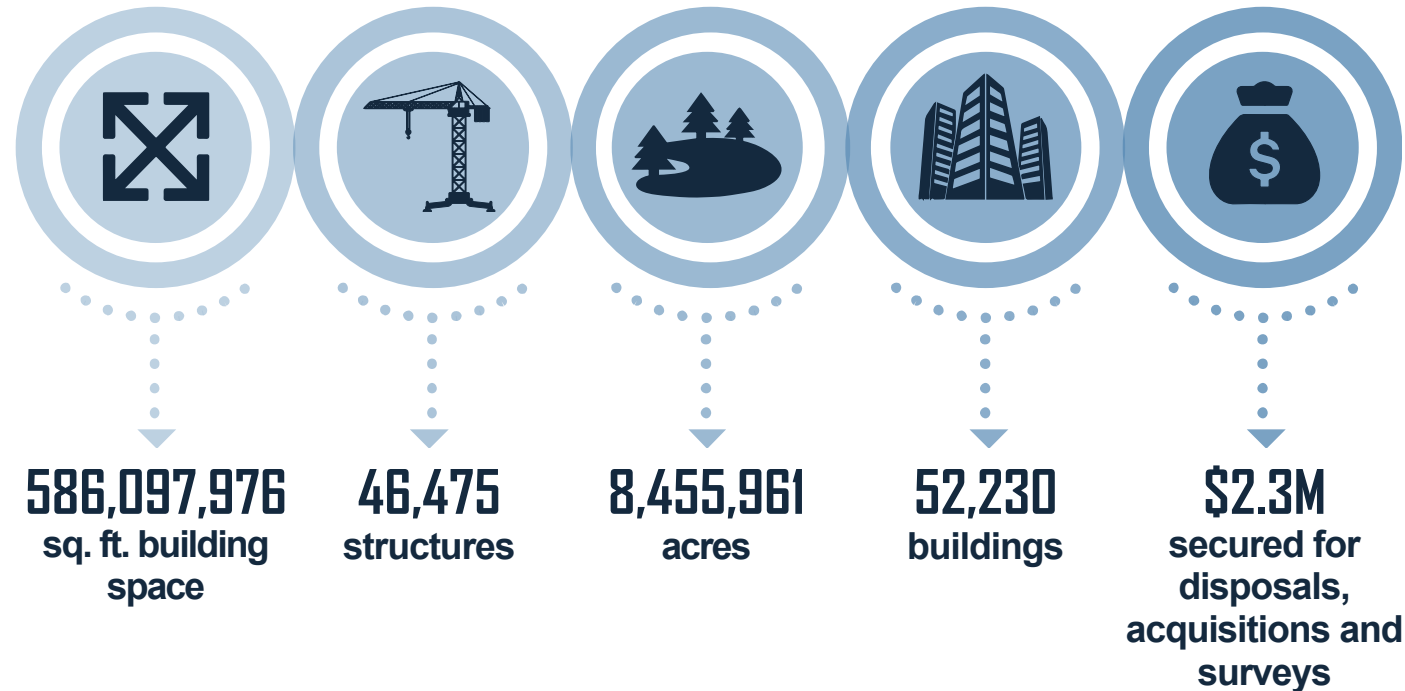
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|--|---------------------------------------|
| <b>A Right-Sized Footprint</b>           | <b>Safe, Reliable Utility Systems</b> |
| <b>Audit-Ready Real Property Records</b> | <b>Safe Quality Housing Options</b>   |



# A RIGHT-SIZED FOOTPRINT



Securing the land and space needed to safely conduct missions and divest or leverage other real property for mission benefit.



## Divesting Excess Property, Leases

Reducing excess infrastructure, real estate and leased space to free up resources.

10,000 acres

2.3M sq. ft. building space

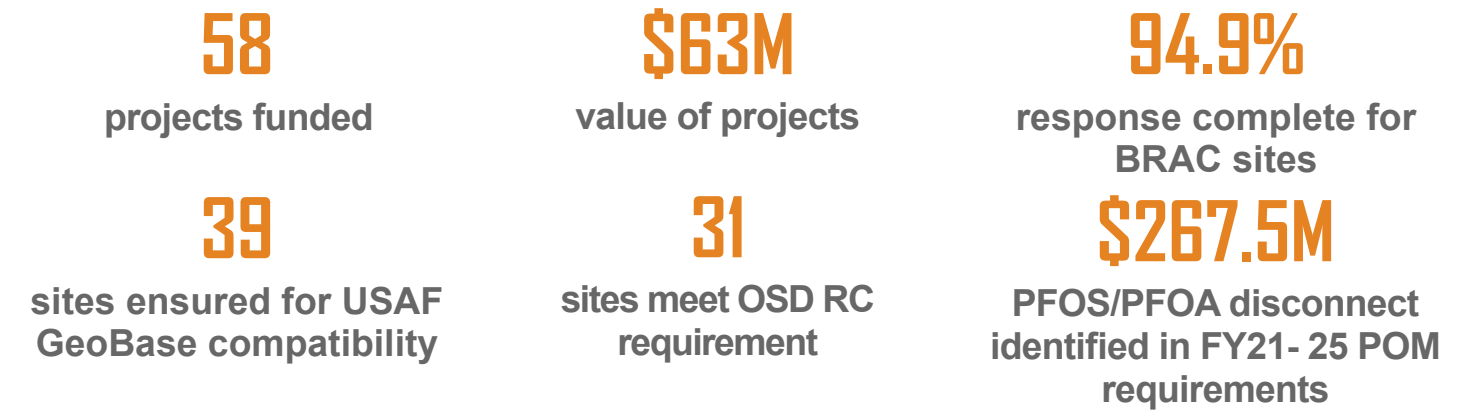
410 structures

**GOAL** 5% footprint reduction by 2035

## BRAC ENVIRONMENTAL RESTORATION

Reducing environmental liabilities to support property transfer.

In FY19, the Air Force Base Realignment and Closure program management team reached a milestone of transferring 97.8 percent of the property from base closures. To date, the program has transferred 86,476 acres of the 88,396-acre portfolio to local communities.



## Response to PFOS/PFOA

The Air Force is taking aggressive measures to respond to Perfluorooctane Sulfonate and Perfluorooctanoic Acid releases and protect human health and the environment. The Air Force is using a comprehensive approach — identify, respond, prevent — to assess potential risk to human drinking water sources and respond appropriately.

The BRAC program conducted DW response actions at seven former installations including KI Sawyer Air Force Base, Michigan; March AFB, California; Mather AFB, California; Pease AFB, New Hampshire; Plattsburgh AFB, New York; Reese AFB, Texas; and Wurtsmith AFB, Michigan.

Mitigating DW impacts at 8 former bases | 47 sites accounted for in RC projections

20 former bases with completed Site Inspections

**Former Pease AFB**  
Apr. 2019: BRAC began constructing a Granular Activated Carbon filtration system to treat groundwater downgradient of a DW plant. Once constructed, the system began operating a dual GAC/Ion Exchange plant that treats up to one million gallons of GW daily, protecting DW supplies in neighboring Newington.

**Former Wurtsmith AFB**  
Oct. 2018: BRAC increased GW treatment capacity by tying in a second plant pumping GW to the Central GAC Treatment System at the former base.





# A RIGHT-SIZED FOOTPRINT

## Redevelopment

Working with communities and environmental partners to support redevelopment, expedite cleanup and achieve property transfer.

In FY19, the BRAC team conducted 11 Restoration Advisory Board meetings and 10 public meetings to keep BRAC communities apprised of restoration activities and actions the Air Force is taking to remedy mission-related contamination and expedite property transfer.

### BRAC program wins 2019 Federal Excellence Award

The U.S. Environmental Protection Agency presented its second annual “National Federal Facility Excellence in Site Reuse” award to the AFCEC BRAC program for the environmental cleanup and redevelopment of the former Myrtle Beach AFB, South Carolina.

The award recognizes the hard work, innovative thinking and cooperation among the Air Force, EPA, state and local redevelopment agencies to complete the restoration and reuse of the former base.

### Former Myrtle Beach AFB Redevelopment



## LEASE TERMINATIONS

Reducing the Air Force’s footprint, rent expenditure and liabilities.

**135**

expired leases terminated

**2M**

sq. ft. of building space reduced

**\$1.2M**

annual lease savings



## Optimizing Non-Excess, Underutilized Property

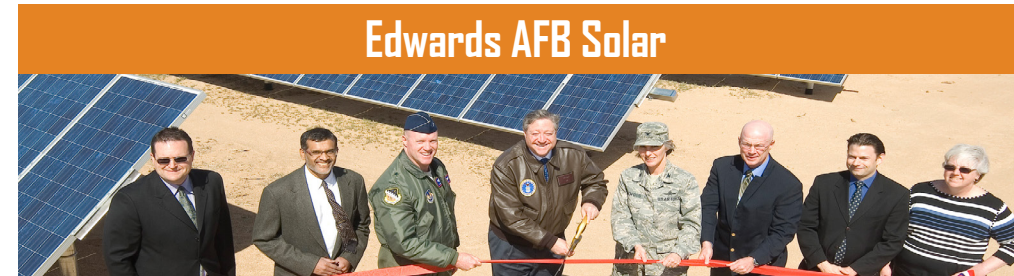
Leveraging non-excess Air Force property to generate revenue or in-kind consideration for base infrastructure improvements.

As of FY19, \$104M generated in cash rent and/or in-kind consideration from 18 agreements



Since 2008, the Enhanced Use Lease at Hill AFB, Utah, has yielded nine individual site development leases. In addition to receiving in-kind consideration, the base also benefits from the commercial office space. In Dec. 2018, Defense Acquisition University opened a new facility that offers more opportunities for base employees and saves money by reducing temporary duty costs for training.

AFCEC is negotiating with a private company to begin developing approximately 57 acres by USAFA’s North Gate in Colorado Springs, Colorado. The proposed lease includes an agreement to construct a new visitor’s center. The center would increase visibility and accessibility for the local community, yield services and tax revenue for local residents and continue to generate revenue for the Athletics Club through merchandise sales.



AFCEC signed an agreement to lease 4,000 acres on the perimeter of Edwards AFB, California, for a commercial-grid photovoltaic system. The EUL revenue will fund energy conservation and assurance projects.

**EUL EESAV’s**  
 In FY19, the EUL team conducted five EUL Educational Staff Assistance Visits. The EESAV initiative provides real property offices in-person training on the program and highlights the benefits of leasing non-excess property.

“The EESAV team visit was key to kicking off the next round of EULs at Nellis. The team’s knowledge and experience was extremely helpful in focusing our direction and effort.”

- Col. Michael Davis  
 Vice Commander,  
 99th ABW





# A RIGHT-SIZED FOOTPRINT



**3.5M**  
sq. ft. building space

**200,000**  
acres

## Acquisitions, Leases and Easements

*Using real estate authorities to acquire land and space and protect priority impact areas.*

### ACQUISITIONS

*Acquiring rights — deeds, leases, easements, etc. — for land and facilities needed for Air Force missions.*

**FY19 HIGHLIGHTS**

Coordinated an economic analysis to determine the best course of action to support the Oklahoma MROTC at Tinker AFB.

Executed a lease for an off-base facility to support AFLCMC expansion at Wright-Patterson AFB, Ohio

Completed a land lease agreement for 350 acres of CNMI property. The lease enables Tinian International Airport to better support divert landings, exercises, humanitarian assistance and disaster relief.

**37** projects funded  **125** expired grants renewed

### LEASES

*Acquiring temporary building space or acreage needed to support today's Air Force missions.*

**31** new leases acquired  **35** expired/expiring leases renewed

### EASEMENTS

*Securing access rights to non-Air Force properties for mission needs and/or restrict development in priority impact areas.*

**124** acquired by CIT  **200+** new easements acquired

## REPI Program

Protecting installations' mission readiness and the environment through compatible-use development opportunities.

<b>\$23M</b> secured for encroachment protection	<b>18</b> submittals	<b>20%</b> growth in base participation
<b>\$16M</b> OSD funds secured	<b>24%</b> available funds captured	<b>\$7M</b> service match



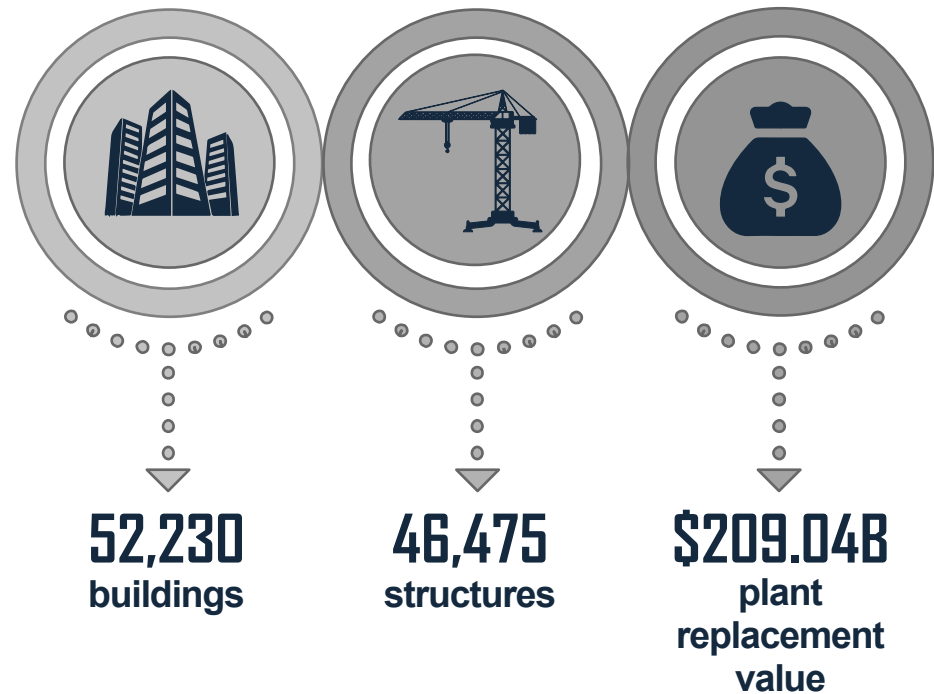
Melrose Air Force Range

**Base:** Cannon AFB, New Mexico  
**Stakeholders:** Air Force, The Conservation Fund, New Mexico Land Conservancy, New Mexico Economic Development Department  
**Acreage:** 30,493  
**Readiness Environmental Protection Integration program funds:** \$1.2M  
 In May 2019, AFCEC/CI supported the purchase of a restrictive use conservation easement on land adjacent to the primary training range for the 27th Special Operations Wing. The easement, which represents the largest single REPI transaction in program history, prohibits development that could threaten training operations and protects the short-grass prairie ecosystem that's vital to the local ranching economy.

# AUDIT-READY REAL PROPERTY RECORDS

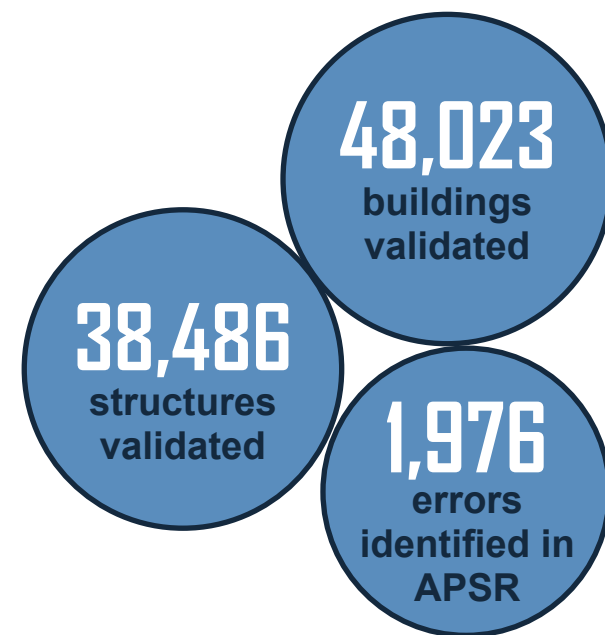


Ensuring accurate sustainment funds are received for critical base assets.



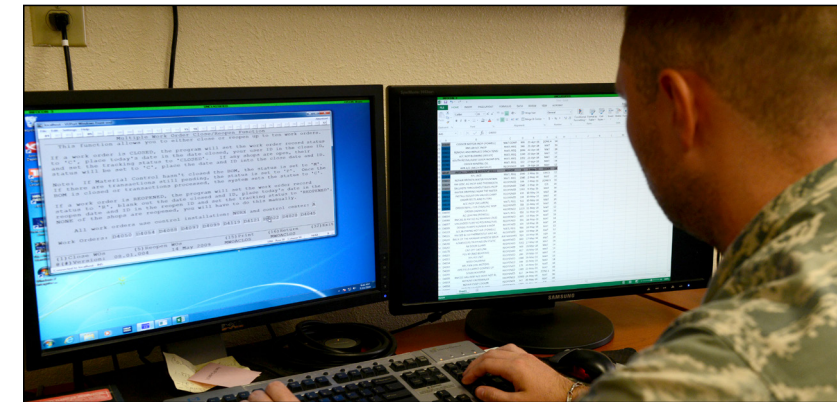
## EXISTENCE & COMPLETENESS

In Feb. 2019, OSD issued a memo requiring full E&C for buildings in the Air Force's Accountable Property System of Record. In response, AFCEC/CI conducted site visits to 82 bases with the highest plant replacement value to direct and monitor E&C. At the close of FY19, AFCEC/CI helped the Air Force achieve 97 percent accuracy in records and maximize Facilities, Restoration, Sustainment and Modernization dollars.



## Accountability

Ensuring the 1170 career field has the training, resources, guidance, management and expertise to maintain audit-ready real property records at every base.

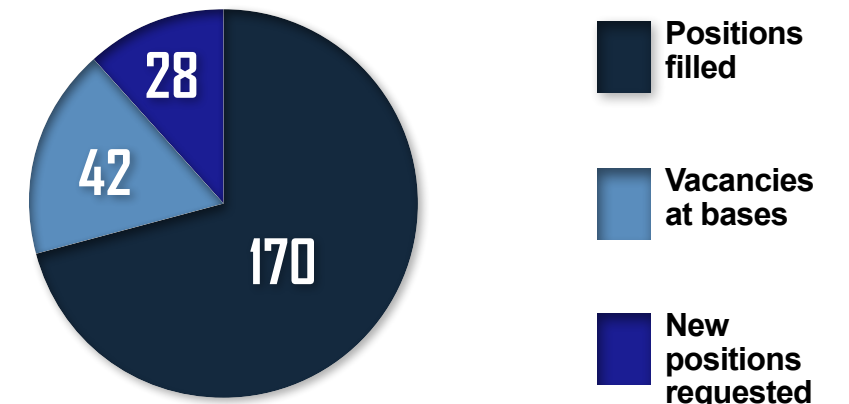


## RESOURCES

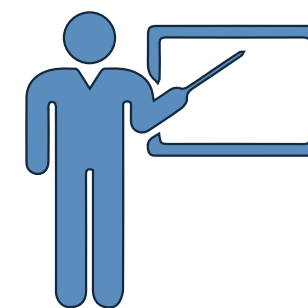
AFCEC/CI continued to provide support and training to bases post migration to the new APSR. As of FY19, 50 percent of bases have migrated to the NexGen IT System.

## MANPOWER

AFCEC partnered with the Air Force Manpower Analysis Agency to complete the first manpower study for the 1170 career field; the study linked real property Financial Improvement and Audit Readiness to insufficient manpower.



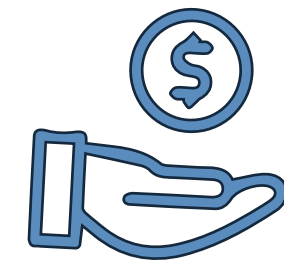
## EDUCATION & TRAINING



Contracted two adult education training specialists to create a training program and modules designed for new 1170 hires without real property experience.

## GIFTS

AFCEC/CI processed \$5.5M worth of real property gifts in FY19.

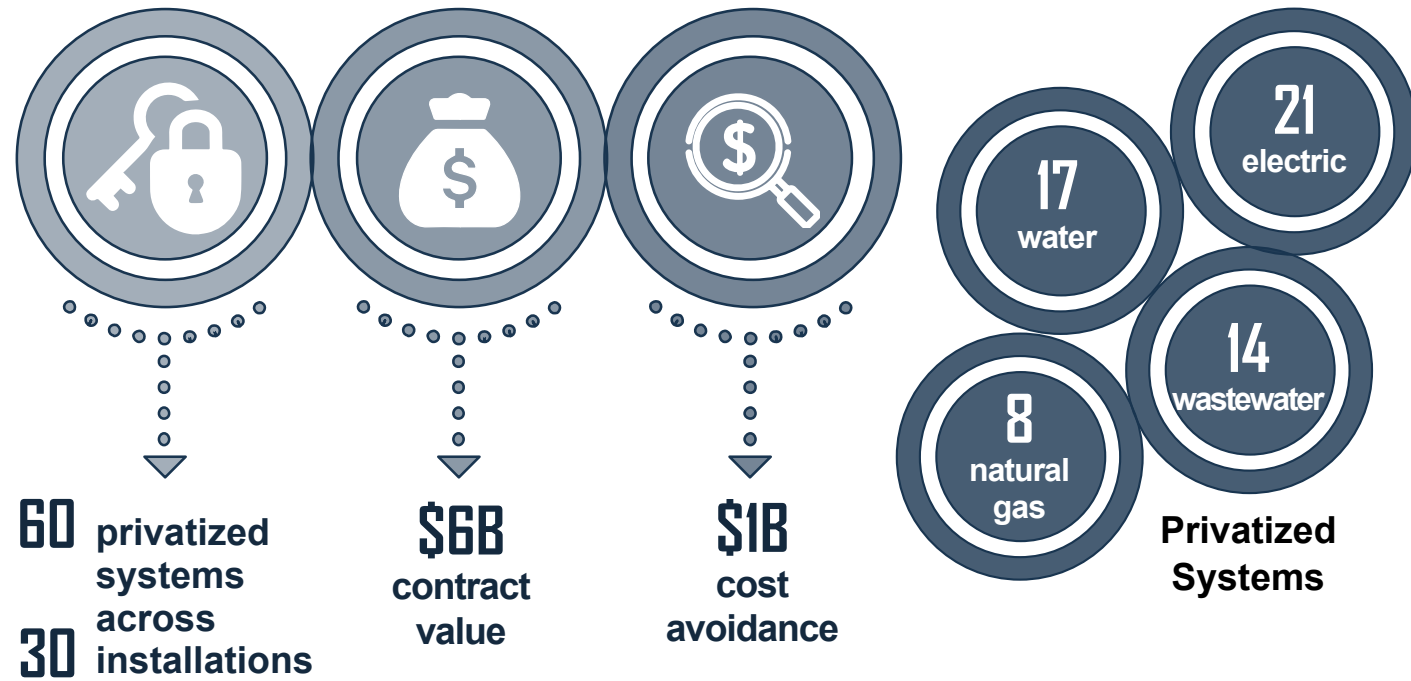




# SAFE, RELIABLE UTILITY SYSTEMS



Enhancing sustainability and mission assurance through smart utility system investments.



## Privatized Utilities

Leveraging privatization as a tool to provide energy assurance for mission-critical utility assets.

In FY19, AFCEC/CI privatized three utility systems, initiated acquisitions for systems identified as the most mission critical and reviewed contracts within the Utilities Privatization portfolio to assess health and long-term viability.



## UP TIMELINE



### Strategic Pause

The UP program was paused in 2013. While the program could continue to work on acquisitions already in the pipeline, new systems could not be added to the UP schedule. Over the next few years, the UP program focused on moving forward with planned acquisitions and developing an approach to ensure future UP solicitations are designed to support mission assurance objectives.



### Gap Analysis

UP analyzed cost growth in the portfolio in order to substantiate where money is spent and why. The information UP gathered identified cost growth drivers. For example, a cost growth of 37 percent for the FE Warren Electric contract was attributed to new projects and inventory identified post transition due to mission growth.



### Setting the Standard

New OSD reporting requirements called for all DoD services to develop a formal PCR and a more robust business case analysis with additional metrics and requirements. USAF was the only service to complete a CGC report or PCR, completing eight of the latter. USAF received high praise during the annual program review. Lisa A. Jung, OSD deputy assistant for energy, referred to the USAF UP program office as a trailblazer and said they set the bar high for the other services.

## HUSWG

As a key stakeholder in the Holistic Utilities Systems Working Group, the UP program helped establish a method to identify the best utility investment tool to prioritize and execute critical system upgrades.

### HUSWG PRIVATIZATION SCORING MODEL



## OSD Guidance

In Feb. 2019, OSD issued supplemental guidance for all DoD UP programs to increase due diligence and ensure privatized utilities continue to support mission assurance goals and that contractual controls are in place. In addition to re-delegating conveyance authority to the assistant secretary level and requiring OSD approval, the guidance also stipulated a more rigorous UP policy and procedures.

## Pause Lifted

In Aug. 2019, the Deputy Assistant Secretary of the Air Force for Environment, Safety and Infrastructure lifted the pause on acquisitions and directed AFCEC to move forward based on mission criticality, adding eight systems to the acquisition pipeline.



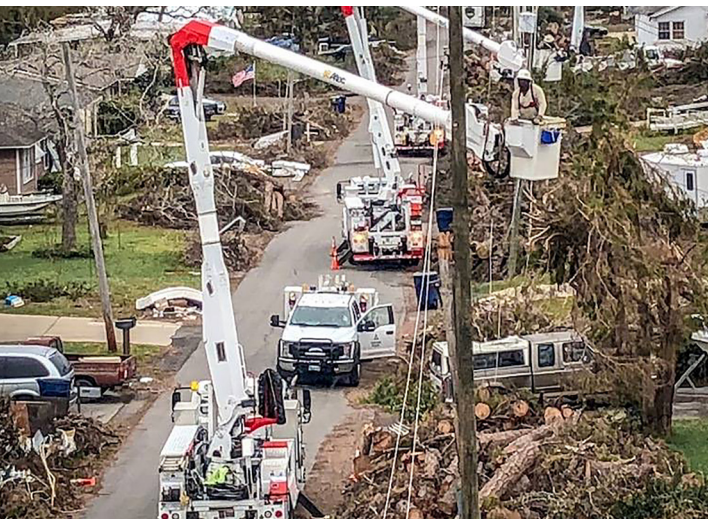
# SAFE, RELIABLE UTILITY SYSTEMS



## Energy Assurance

The UP team continues to collaborate with the Office of Energy Assurance and the AFCEC Energy Directorate to implement energy assurance into both previously awarded and new contracts as part of the Energy Assurance Process and Installation Energy Plans. UP informs IEPs by providing baseline infrastructure conditions, information relevant to resilience and solutions to ensure resilient power and water distribution.

UP participated in seven IEP kickoffs in 2019. The program ensures system owners are involved in the IEP to provide insight to the system and potential risks.



## Tyndall AFB Spotlight

The utility infrastructure at Tyndall AFB, Florida, was destroyed when the base took a direct hit from Hurricane Michael Oct. 10, 2018. Within 24 hours, the electrical distribution system owner began damage assessments.

The dedicated effort of the utility teams resulted in the electrical systems being readied well in advance of power availability and allowed base leaders to focus on the safety and welfare of Airmen and their families, securing the base and mission continuity.

## Base of the Future

With the rebuild of Tyndall, the Air Force has an opportunity to create a base from scratch that will be recognized as a center of excellence for innovation and serve as a blueprint for other bases. Smart utility system investment is key to base resiliency and mission assurance; ACFC is working with the Tyndall PMO and industry experts to identify innovative ways to acquire and maintain safe, reliable utility systems that help preserve mission capability under adverse conditions, disruptions or other potential threats.

**+6 days**

main distribution system is fully functional

**+9 days**

power and water are restored to the base

**29 days**

totality for base water/electric interruption

**\$130,000**

cost avoidance for relocation and taking buildings out of service

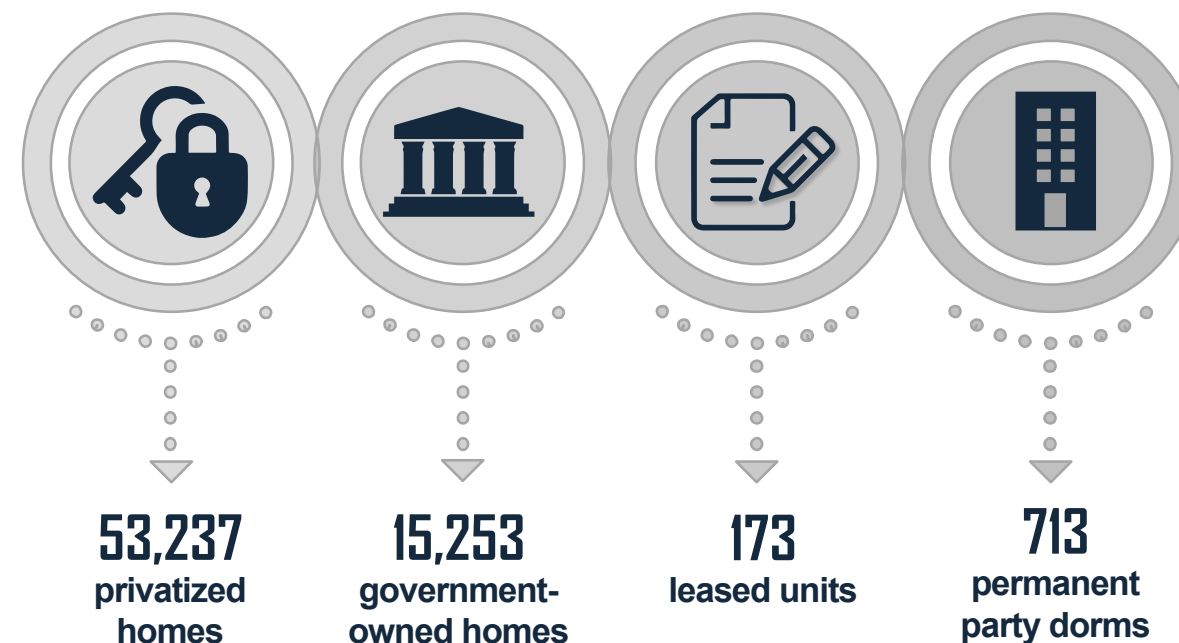
**\$18,750**

cost avoidance for demolition

# SAFE, QUALITY HOUSING OPTIONS



Protecting quality of life for Airmen and their families.



As the central program execution office for all Air Force housing activities, AFCEC/CI streamlines approval authorities, reduces decision timelines, provides consistency, enables commanders and Mission Support Groups to remain mission focused and advocates for Airmen and their families.

## Privatized Housing

Leveraging private sector expertise and funding to build and maintain thriving communities.











## HOUSING IMPROVEMENT PLAN

In FY19, the Air Force Housing Privatization team launched a responsive plan to rectify health and safety concerns raised by privatized housing residents, the press and Congress.

The improvement plan takes aim at program shortfalls and strengthens the Air Force's commitment to put families first. The FY20 National Defense Authorization Act implemented substantial reforms that solidified resident rights, directed overhaul of existing Military Family Housing agreements to improve the resident experience and accountability.

The Air Force's improvement plan encompasses five lines of effort: empower residents, improve oversight, integrate leadership, improve communication and standardize policy.

### RESIDENTS WANT...

 <h4>HELP WHEN THEY NEED IT</h4> <ul style="list-style-type: none"> <li>• Increase chain of command involvement and Military Housing Office staffing</li> <li>• Distinguish between MHO and project owner staff</li> <li>• Standardize the dispute resolution process with Air Force Judge Advocate involvement</li> <li>• Establish a 24-hour helpline tool</li> <li>• Automate the work order system</li> </ul>	 <h4>SIMPLE MOVE-IN/OUT PROCEDURES</h4> <ul style="list-style-type: none"> <li>• Direct MHOs to perform 100% inspection of homes before new residents take occupancy</li> <li>• Create standardized move-out checklists and have outbound resident present during move-out inspection</li> </ul>
 <h4>TO KNOW THEIR TENANT RIGHTS</h4> <ul style="list-style-type: none"> <li>• Develop a resident-influenced Bill of Rights</li> <li>• Standardize leases</li> <li>• Provide new residents with records of prior maintenance performed on their new home</li> </ul>	 <h4>A VOICE IN THE PROCESS</h4> <ul style="list-style-type: none"> <li>• Elevate health and safety issues above the wing level</li> <li>• Add resident focus groups to Annual Site Visits</li> <li>• Establish Resident Advocates and Resident Councils</li> <li>• Automate maintenance satisfaction surveys</li> <li>• Conduct annual customer surveys</li> </ul>


## Improving oversight with additional manpower

Increased manpower is essential to better assist residents and ensure POs are delivering safe and healthy homes. Following a 100 percent health and safety review of housing and recommendations from the Inspector General, AFCEC/CI implemented a plan that standardizes and greatly increases oversight. The directorate also partnered with HAF A4C (Civil Engineers) to conduct a workload analysis and determine manpower needs to meet increased oversight demands on the MHOs.



**INCREASE IN OVERSIGHT**

- 100% of homes receive full inspections every three years
- 45-60 minute average duration of inspections with added criteria
- 30% oversight check for urgent WO requests
- 100% oversight check for all emergency WO requests



**INCREASE IN MANPOWER**

- 11 HAF and PMO-level positions
- \$32M for FY20 positions
- 148 wing-level positions
- 60 resident advocates

“Our actions determine if we deserve the trust of the Airmen and their families, of the people we serve.”  
 - John Henderson, Assistant Secretary of the Air Force (Installations Environment and Energy)



# Family and Unaccompanied Housing

*Managing government-owned housing, dorms and leases.*

## FAMILY HOUSING

At the close of FY19, the housing inventory consisted of 15,253 homes. Within the inventory, 70 percent of the homes had a Facility Condition Index of 80 or greater. OSD's goal is to have 90 percent of homes with an FCI of 80.

### Sustainment

FY19 sustainment efforts included executing \$138 million of real property maintenance activities and real property maintenance by contract. RPMA included 83 projects worth \$80 million. AFCEC/CI also began updating the Family Housing Master Plan.

## DORMS

AFCEC/CI published the Dorm Master Plan in Jan. 2019. The plan, which is sponsored by AFIMSC, AFCEC and HAF, is a comprehensive investment planning tool to help meet permanent party unaccompanied housing requirements.

The DMP outlines recommendations to build deficit dormitories and sustain, improve, replace, demolish or divest existing dormitories. The investment strategy identifies large improvement projects through Operations and Maintenance funding and new construction through Military Construction funding.

**< 2% permanent party dormitories score below 60% FCI**

**\$100M - projects funding needed annually to sustain dormitories at the current condition**



AFCEC/CI is working with the Air Force Installation Contracting Center to develop a long term, in-house contract vehicle that captures a total force requirement to support three major lines of business: Housing, EUL and UP.

This comprehensive enterprise acquisition will help AFCEC/CI deliver agile, on-time installation support to customers and ensure the Air Force has resilient, battle ready installations now and in the future.



A year-end government spending bill granted the **BRAC PROGRAM** the money it needs to push forward on the next phase of PFOS/PFOA investigation work. The Air Force received an additional \$48 million from the Further Consolidated Appropriations Act of 2020. The program will award the first four RI contracts in 2020, one year ahead of schedule. Additionally, the program will present RRSE information at 21 installations, communicating risk levels for their respective PFOS/PFOA sites.

The POM disconnect identified by the BRAC program in FY19 was approved, doubling their budget for the next five years. Among its spending plans, BRAC plans to award six regional performance-based contracts. The contracts, which have a combined value of more than \$400 million for a 10-year period, will continue restoration activities for non-PFAS contamination.

The **REPI PROGRAM** will capture approximately \$15 million in OSD REPI funding, matched by \$7 million budgeted from AFIMSC, targeting 49,000 easement acres in partnership with municipalities, land trusts and willing landowners. Since inception, the program has protected 425 parcels, 100,000 acres and facilitated \$177 million in easements adjacent to critical installations and ranges.

The **EUL PROGRAM** plans to execute a signed Site Development Lease for the initial 36 acres of the USAFA project and conduct the program's first virtual EUL Industry Day for Tyndall AFB. Programmatically, the directorate is examining the advantages of revising an EUL policy that would make it a self-supporting function.

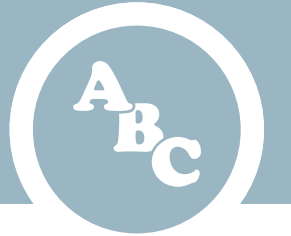
The **REAL ESTATE TRANSACTIONS** team is prepared to execute off-base leases to help installations meet mission requirements when on-base facilities are at capacity. The directorate is currently processing 12 off-base leases needed to support new requirements, to include securing interim administrative office space in Colorado Springs, Colorado, to support the U.S. Space Command and Space Force. The team will also complete a critical transaction for the Oklahoma MROTC at Tinker AFB.

AFCEC/CI will continue to help the Air Force maintain audit-ready **REAL PROPERTY** records by helping installations reconcile records by 2021 and complete NexGen IT System migration Air Force-wide by 2024. The directorate will also identify reasons for not filling vacant 1170 positions included on UMDs. Through resolving insufficient manpower, providing professional training courses and finishing the requirements to complete level 1 acquisition coding, AFCEC/CI will ensure the 1170 career field has the training and resources necessary to maintain audit-ready records at every base.



The real property team will also play a role in the U.S. Space Command and Space Force stand up in FY20 by transitioning installations' real property assets to the new command.





The **UP PROGRAM** will continue planning, acquisition and execution activities for the eight new systems in the privatization pipeline in compliance with OSDs 2019 UP supplemental guidance. This means continuing to apply outcome-oriented performance metrics that help the Air Force manage utility service contracts to meet economic, utility reliability, energy resilience and cybersecurity requirements. The directorate plans to award both the water and wastewater systems at Tinker AFB in FY20.

The program will also integrate with OEA to enhance energy resilience across the UP portfolio. As OEA conducts assessments to define installations' resilience requirements and identify gaps and other needs, the UP team is positioned to resolve gaps and support needs by including them as requirements in UP contracts.

Another key UP initiative for FY20 is aligning all contracts with new requirements for new water quality standards. The directorate will publish a policy through the Defense Logistics Agency that directs system owners to comply with America's Water Infrastructure Act of 2018— a federal law that provides for water infrastructure improvements throughout the United States.

AFCEC/CI continues to work closely with residents, POs and base leadership to continually assess housing conditions, address health and safety hazards and implement procedures that will restore military families' confidence in **PRIVATIZED HOUSING**. The focus will be implementing the FY20 NDAA requirements for residents — a few key initiatives include: implementing Installation Management Review Committees, restructuring Performance Incentive Fees and formalizing policies, procedures, authorities and resources available to commanders to resolve complaints.



The health of **DORMS** is another focus for Air Force Housing in FY20. AFCEC/CI will standardize the condition assessment of DMPs across the portfolio and conduct annual condition assessments of DMPs for 25 percent of dorms. The directorate will also collaborate with the AFIMSC Resources Directorate on the DMP as part of the Installation Health Assessment.

AFCEC/CI will help determine the viability and mission value of **PRIVATIZED LODGING** for the Air Force. The directorate will collaborate with SAF/IE, Air Force Services Center and Air Force Manpower, Personnel and Services to assess if privatized lodging will match or improve service and infrastructure quality at an equal or lower cost with no, or minimal, operational impacts.

ABW.....	Air Base Wing	IMRC.....	Installation Management Review Committee
AFB.....	Air Force Base	LRA .....	Local Redevelopment Authority
AFCEC.....	Air Force Civil Engineer Center	MHO .....	Military Housing Office
AFCEC/CI.....	AFCEC Installations Directorate	MROTC.....	Military Reserves Officer Training Corps
AFCEC/CN.....	AFCEC Energy Directorate	MSG .....	Mission Support Group
AFIT .....	Air Force Institute of Technology	MSPR .....	Monthly System Performance Report
AFLCMC .....	Air Force Life Cycle Management Center	OSD .....	Office of Secretary Defense
AFSVC .....	Air Force Services Center	PCR .....	Post Conveyance Review
APSR .....	Accountable Property System of Record	PMO.....	Program Management Office
BRAC .....	Base Realignment Closure	PO.....	Project Owner
CGC.....	Cost Growth Control	POM.....	Program Objective Memorandum
CNMI.....	Commonwealth of the Northern Mariana Islands	RAB .....	Restoration Advisory Board
DMP.....	Dorm Master Plan	RC.....	Response Complete
DW .....	Drinking Water	REPI .....	Readiness & Environmental Protection Integration
E&C.....	Existence & Completeness	RI .....	Remedial Investigation
EESAV.....	EUL Educational Staff Assistance Visits	RP .....	Real Property
EPA.....	Environmental Protection Agency	RPMA .....	Real Property Maintenance Activities
ESI.....	Expanded Site Inspection	RRSE.....	Relative Risk Site Evaluation
EUL .....	Enhanced Use Lease Program	SAF/IE.....	Assistant Secretary of the Air Force for Energy, Installations and Environment
FCI.....	Facility Condition Index	SDL.....	Site Development Lease
FIAR.....	Financial Improvement Audit Readiness	SI.....	Site Inspection
FRSM.....	Facilities Sustainment, Restoration Management	SOW .....	Special Operations Wing
FY .....	Fiscal Year	UMD .....	Unit Manning Document
GAC.....	Granular Activated Carbon	UP.....	Utilities Privatization
GW .....	Ground Water	USAF.....	United States Air Force
HUSWG.....	Holistic Utilities Systems Working Group	USAFA .....	United States Air Force Academy
		WBT .....	Whole Base Transfer
		WO .....	Work Order



