

# *Air Force* **CIVIL ENGINEER**

Vol. 15 • No. 4 • 2007



## 2007 Almanac



*This year, the Air Force celebrated its 60th Anniversary as an independent service. Fittingly, 2007 also marks the first issue of the Air Force Civil Engineer magazine's Almanac, a compendium of CE's accomplishments over the past year.*

*AFCE's 2007 Almanac is a comprehensive look at all levels of CE. The Air Force Civil Engineer, The Chief of Enlisted Matters, and heads of divisions in the office of The Air Force Civil Engineer give a top-level view of CE's achievements in 2007. Detailed information about CE at each major command, field operating agency, and direct reporting unit is included, covering responsibilities, 2007 accomplishments, units, organizational structure, and leadership. The 2007 Almanac concludes, appropriately, with a synopsis of the achievements and sacrifices of CE's warfighters.*

*We hope you'll find inspiration and value in AFCE's 2007 Almanac.*



# Air Force CIVIL ENGINEER

Vol. 15 • No. 4 • 2007



**THE CIVIL ENGINEER**

**MAJ GEN DEL EULBERG**

**AFCESA COMMANDER**

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## 2007 Almanac

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# Civil Engineering Leaders

**Major General Del Eulberg** is The Air Force Civil Engineer, Headquarters U.S. Air Force, Washington, D.C. He is responsible for organizing, training and equipping the 60,000-person civil engineering force, and for planning, development, construction, maintenance, utilities and the environmental quality of Air Force bases worldwide. This responsibility also includes services for housing, fire protection, aircraft crash and rescue, explosive ordnance disposal, and emergency management. He also oversees the Air Force Civil Engineer Support Agency at Tyndall AFB, Fla., and the Air Force Center for Engineering and the Environment at Brooks City-Base, Texas.

Maj Gen Eulberg received a B.S. in civil engineering, with honors, from the U.S. Air Force Academy, and an M.S. in civil engineering from The Pennsylvania State University. He has served in a variety of Air Force civil engineer positions at the squadron, major command, and headquarters levels and has commanded two civil engineer squadrons, a support group, and an air base wing.



**Mr. Paul Parker**, a member of the Senior Executive Service, is the Deputy Air Force Civil Engineer, Headquarters U.S. Air Force, Washington, D.C. He has a B.S. in aerospace engineering and an M.S. in public administration, both from Auburn University. He was previously the Director of the Air Force Center for Engineering and the Environment, Brooks City-Base, Texas, where he guided the center's more than 350 persons in managing the Air Force's environmental restoration, military construction and military family housing construction programs. Mr. Parker, in an Air Force career spanning more than 28 years, has held civil engineering positions at the base, major command, and headquarters levels.



**Chief Master Sergeant Wayne Quattrone II** is the Chief, Enlisted Matters, Headquarters United States Air Force, Office of The Civil Engineer, Washington, D.C. He advises The Civil Engineer on matters affecting the civil engineering workforce with specific emphasis on readiness, morale, retention, training, and work force utilization. He serves as the functional manager for all civil engineering enlisted and wage grade civilians. He chairs the Air Force Civil Engineer Chiefs' and Airmen's Councils to review issues affecting the workforce, communicate ideas, and develop recommendations for senior leadership consideration.

CMSgt Quattrone enlisted in the Air Force in December 1979 as a Carpenter Specialist. He has a B.S. in business/management from the University of Maryland University College and an M.S. in Diplomacy from Norwich University. He has a diverse military background with extensive humanitarian and contingency deployment experience.





I am privileged, as your Air Force Civil Engineer, to introduce you to the first-ever almanac issue of the *Air Force Civil Engineer* magazine. This almanac is a "must read" and I guarantee you will learn something new about your civil engineer family.

This first issue highlights our accomplishments and challenges for fiscal year 2007. You will find a wide range of information about our civil engineer community, but also a window to our future as an organization. Information is presented from several perspectives, from your air staff, to our field operating agencies, the major command civil engineers, and direct reporting units. This almanac also honors the monumental sacrifices our civil engineers are making every day to support the war against global terrorism, as well as other contingencies, including humanitarian efforts.

As part of supporting "the fight," you will learn more about our current efforts to transform civil engineering to better support our combatant commanders and our installation commanders. Many of you, to varying levels, are aware of "CE Transformation." You are probably most familiar with our plan to transform CE to support the chief of staff's weapons modernization efforts. We are increasing the number of Airmen in RED HORSE and our explosive ordnance disposal career field; centralizing our capital investment programs (military construction, environmental restoration, and family housing construction) at the recently renamed Air Force Center for Engineering and the Environment; redesigning the fire emergency services concept of operations; realigning military positions at three Air Force Civil Engineer Groups; and restructuring our civil engineer organization at all levels.

We also began a concerted focus on institutionalizing transformation. We created the "CE Transformation Governance Structure," commissioned our first 35 CE enterprise transformation initiatives, and formalized our transformation vision as "20/20 by 2020." These efforts will drive us to become a more effective 21st century CE team; transition to a holistic asset management philosophy; take advantage of private sector best practices; and implement new information management systems as we map the high-level capabilities to support business processes. All of this boils down to doing the right jobs and doing them efficiently.

You will continue to see new ideas in the coming months and years, to include annual publications of this almanac. I hope you find this almanac useful, not only from an awareness standpoint, but also as a marketing tool. You can use its contents to highlight our accomplishments as part of the Air Force combat support team; advocate for programs, funds, manpower, and more; and see where you fit in "the big picture." Supervisors should provide their new troops and civilian employees the opportunity to read this almanac, thereby informing them about the team they are now a part of.

I sincerely thank each of you for your service. Let's take pride in our accomplishments as we read this first issue of our very own almanac. Let's also use fiscal year 2007 as a benchmark to continue our journey in making improvements to everything we do in civil engineering. I'm honored to be a member of the Air Force team and the CE family. Thank you for your continued service to our great country.

Del Eulberg  
Major General, USAF  
The Air Force Civil Engineer

# A Message from the Chief of Enlisted Matters

## Chiefs of Enlisted Matters



**CMSgt Wayne Quattrone II**  
Jun 2005–present



**CMSgt Michael Doris**  
Jun 2000–Jun 2005



**CMSgt Richard D. Park**  
Aug 1998–Jun 2000



**CMSgt Kenneth E. Miller**  
Aug 1995–Jul 1998



**CMSgt Larry R. Ward**  
Mar 1994–Jul 1995



**CMSgt Larry R. Daniels**  
Sep 1989–Jun 1992

This was a year of change for the enlisted force. Although PBD 720 drove reductions in end strength across the Air Force, transformation within the civil engineer community was part of a much larger vision to ensure an efficient and effective force for wartime and peacetime contingency operations.

The Readiness career field changed its name to Emergency Management to more accurately reflect their true mission as the Air Force specialists in emergency management and counter-chemical, biological, radiological, and nuclear planning, training and response. Emergency Management developed a transformation plan to organize, train, and equip personnel to meet asymmetrical and emerging threats by leveraging commercial and government off-the-shelf technology to modernize existing UTCs into leaner, capabilities-based response packages.

Explosive Ordnance Disposal pursued an optimization plan that simplifies flight sizes, establishes new flights for homeland defense, and establishes an EOD command and control UTC in accordance with Air Force and joint doctrine. The EOD command and control UTC provides Air Force leadership for teams when working as part of joint EOD task forces or when working independently to ensure force protection of an extended area surrounding an air base. The EOD career field also became the first Air Force specialty to be approved a Zone E selective reenlistment bonus in recognition of the demand to retain senior NCO leadership past retirement eligibility.

The Air Force adopted a new risk management-based concept of operations for fire emergency services flights. The CONOPS enabled a manpower reduction of approximately 900 personnel; however, the CONOPS also employs our firefighters more efficiently, an improvement which should boost morale and improve enlisted firefighter retention rates.

A new squadron reorganization plan will heavily impact the enlisted force in the area of training and force development. Wartime and contingency skills training of assigned military personnel will become part of the operations flight mission statement. An operations flight superintendent and a Prime BEEF NCOIC will be established to ensure that contingency and technical skills training are being conducted. An operations flight SNCO will serve as the Prime BEEF NCOIC under the Readiness and Emergency Management Flight Chief. The Operations Superintendent will liaise with the Prime BEEF NCO to ensure that deployment skills are properly emphasized. The reorganization will also place career fields under specific elements to ensure that feeder AFSCs are functionally aligned.

As an Air Force, we have a tradition unlike most military organizations...one of change. It's not enough to adapt to the current environment; we need to have the vision to meet the needs of tomorrow's battlefield...and no one does that better than Air Force civil engineers.

**CMSgt Wayne Quattrone II**  
Chief of Enlisted Matters  
Office of The Air Force Civil Engineer

# Air Force Civil Engineers



Maj Gen Del Eulberg  
23 Jun 2006–present



Maj Gen L. Dean Fox  
16 May 2003–23 Jun 2006



Maj Gen Earnest O. Robbins II  
23 Jul 1999–16 May 2003



Maj Gen Eugene A. Lupia  
22 Jul 1995–23 Jul 1999



Maj Gen James E. McCarthy  
28 Oct 1992–21 Jul 1995



Mr. Gary S. Flora  
1 Feb 1992–27 Oct 1992



Maj Gen Joseph A. Ahearn  
1 Mar 1989–31 Jan 1992



Maj Gen George E. Ellis  
Mar 1986–Feb 1989



Maj Gen Clifton D. Wright, Jr.  
Aug 1982–Feb 1986



Maj Gen William D. Gilbert  
Jul 1978–Aug 1982



Maj Gen Robert C. Thompson  
Apr 1975–Jun 1978



Maj Gen Billy J. McGarvey  
Mar 1974–Apr 1975



Maj Gen Maurice R. Reilly  
Jan 1972–Mar 1974



Maj Gen Guy H. Goddard  
May 1968–Dec 1971



Maj Gen Robert H. Curtin  
Jul 1963–May 1968



Maj Gen Augustus M. Minton  
Jul 1957–Jul 1963



Maj Gen Lee B. Washbourne  
Jun 1952–Jul 1957



Lt Gen Patrick W. Timberlake  
Dec 1950–Jan 1952



Maj Gen James B. Newman  
Mar 1949–May 1950



Maj Gen Grandison Gardner  
Sep 1948–Mar 1949



Maj Gen Colby M. Myers  
Jun–Sep 1948, May–Dec 1950,  
Jan–Jun 1952



Brig Gen Robert Kauch  
Sep 1944–Jun 1948

The duty titles for the individuals pictured above reflect their changing responsibilities, the development of the career field, and the transformation of the Air Force since 1944.

- Director of Air Installations (1944-1949)
- Director of Installations (1949-1954)
- Assistant Chief of Staff, Installations (1954-1957)
- Director of Installations (1957-1959)
- Director of Civil Engineering (1959-1975)
- Director of Engineering and Services (1975-1991)
- The Civil Engineer (1991 to present)

# HQ Air Force A7C Divisions

**The Air Force Civil Engineer:** Maj Gen Del Eulberg (A7C)

**Deputy Air Force Civil Engineer:** Mr. Paul Parker

**Associate Air Force Civil Engineer:** Col John Medeiros

**Chief of Enlisted Matters:** CMSgt Wayne Quattrone II

**Asset Management & Operations (A7CA)**  
Col Liesel Golden

**Planning (A7CI)**  
Col Joel Benefield

**Programs (A7CP)**  
Col Sal Nodjoman

**Resources (A7CR)**  
Ms. Rita Maldonado

**Readiness & Emergency Management (A7CX)**  
Col Donald Gleason

## ASSET MANAGEMENT AND OPERATIONS DIVISION (A7CA)

2007 marked a watershed event in Air Force civil engineering history: initiating a transformation to an asset management culture and approach. To facilitate this paradigm shift, the Asset Management and Operations Division was created in April. In addition to its functional responsibilities — managing the Air Force Housing; Installation Management; Energy; and Environmental Quality and Restoration programs — A7CA is also developing the blueprint for a new asset management approach across the CE enterprise. A7CA will eventually have the capability to analyze our entire portfolio of assets and to advocate for and allocate resources using the best business case based on risk, cost, and benefits. This transformation journey will take several years, but tremendous first strides were made thanks to advice and assistance from our private sector partners and contractor teammates.

The Housing Management Branch continued to provide Airmen with world-class housing, while progressing toward the goal to eliminate inadequate military family housing units at our CONUS bases by FY07 and overseas by FY10. We started 2007 with a total housing inventory of 76,713 units (34,505 considered inadequate), and through improvement projects, privatization, and demolition reduced our inventory by 25,417 (20,317 considered inadequate).

We also made great progress in managing other facets of our built infrastructure. Utilizing various cost models from the Office of the Secretary of Defense, we analyzed and validated more than \$56B in facility investment requirements across the future years' defense plan (FY08-13). With the approval of senior Air Force leaders, an Air Force Facility Energy Strategic Plan was created that calls for improving current and future infrastructure, expanding renewable energy usage, and managing utility rates. Our energy experts also established the Model Energy Base Initiative, and developed an economic model identifying \$2.2B in potential energy cost-avoidance in the FY06-15 time frame, assuming conservation goals are met.

The Air Force continued to lead the way in environmental performance, developing a standardized natural infrastructure assessment methodology, managing over eight million acres of land under an aggressive conservation program, and helping to revise the DoD Overseas Environmental Baseline Guidance Document. For FY07, 257 additional Installation Restoration Program sites already had a remedy in place, a number that far exceeds our projected 2007 goal of 124 sites and puts us well on track to meet the goal of having a remedy in place at all sites by FY12, two years ahead of the DoD goal.



## PLANNING DIVISION (A7CI)

The Planning Division, created during the reorganization in April, contains much of the legacy Programming Division. During the reorganization, A7CI worked on environmental impact analysis program initiatives for both the new Joint Strike Fighter and the F-22 Raptor, and tailored the Installation Support Panel as part of the Air Force transition to a centralized programming and budget process.

A Strategic Initiatives Branch was created — one of the most visible components of our new division. A7CIS has several roles, including handling CE strategic planning and communications and driving the enterprise-wide CE Transformation effort. A7CIS authored the Transformation Vision Primer, oversaw the first spiral of commissioned CE transformation initiatives, and created the Web-based CE Transformation Community of Practice with a “dashboard” tool to track progress. A7CIS also created the Organizational Change Management and Communications Handbook to provide a guide for managing change. A7CIS’s Information Technology office has responsibility for transforming civil engineering IT in line with the Office of the Secretary of the Air Force’s real property transformation and the Office of the Secretary of Defense’s business enterprise transformation. The IT office published an Installation Geospatial Information and Services instruction to standardize geospatial data supporting CE business mission areas. A7CIS is also engaged in MAJCOM reorganization efforts

as the combat support lead on the Command and Control Enabling Task Force, charged with looking at the potential consolidation of some MAJCOM base support functions.

A7CI’s Basing Branch led efforts impacting the Air Force as well as our sister services. In addition to working environmental impact issues and beddown initiatives for the F-22 and F-35, they served as the Air Force lead in joint-basing efforts. BRAC 2005 directed the creation of joint bases, with consolidated installation management functions run by a designated service. The Air Force, in cooperation with OSD and other services, has been developing joint-basing implementation guidance over the past two years and on-site table top exercises have aided progress. Using the Common Delivery of Installation Support initiative framework, common output level standards are being developed to provide consistent services to the installation.

This past year saw much change and the next year will see continuing efforts in CE Transformation as A7CI improves and evolves installation warfighting platforms, develops new planning transformation definitions and processes, implements joint-basing with a laser focus on warfighting capabilities, streamlines new mission beddowns, and attacks the FY10 POM with a renewed vigor.



## PROGRAMS DIVISION (A7CP)

The Programs Division began the year as the Engineering and Construction Division and, as with all divisions on the staff, transformed during 2007. The new Programs Division continued to execute its “bread-and-butter” programs: planning, programming, and traditional military construction. The Air Force submitted a \$1B MILCON request to the president for FY08. In the Air Force’s effort to recapitalize and modernize the force, one area of risk is infrastructure. A7CP continues to work an FY09 MILCON program, currently valued at \$777M, through the amended program objective memorandum. Thirty-six prior-year projects worth \$431M were closed out while 53 FY07 projects valued at \$806M were awarded.

A7CP picked up military family housing responsibilities and built a \$246M FY09 MILCON program for housing. MFH execution awarded 21 projects at over \$1.1B, emphasizing the “best” combination of MFH MILCON and privatization. As stewards of base realignment and closure MILCON, A7CP executed 70% of the \$476M FY07 program.

A7CP also continued its Southwest Asia oversight MILCON responsibilities and assumed new ones for SWA operation and maintenance project management. FY07 MILCON projects included two GWOT supplemental projects (\$40M), two Title 10, Section 2803, projects (\$15M), and two unspecified minor

construction projects (\$3M). FY07 SWA O&M project management included four Contingency Construction Authority projects (\$63M) to construct facilities at contingency locations outside of the United States.

As part of the reorganization, A7CP focused on a number of programs, including force enabler programs such as Unspecified Minor Construction (P-341), Temporary Facilities, Energy Conservation and Investment Program, and Defense Access Roads. It assumed management of O&M facility repair projects costing more than \$5M and obtained approval of 28 repair projects totaling \$458M in FY07. It also assumed control of O&M project policy development and maintained oversight of the Non-Appropriated Funds activity. The FY08 report to congress consisted of seven major construction projects totaling \$107M; 14 FY07 major projects are underway with a value of \$184M.

The A7C Congressional Cell orchestrated the 2007 Staffer Days, gaining critical review and support of the MILCON and MFH construction programs submitted in the FY08 President’s Budget. The Cell processed more than 390 congressional inquiries, providing critical information to committee members, and helped prepare Air Force leaders for testimony at 14 congressional hearings.

## RESOURCES DIVISION (A7CR)

Resources Division started FY07 under a continuing resolution, with the added challenge of the Facilities Sustainment and Restoration & Modernization account having moved from the O&M to the MILCON/Quality of Life appropriation. Many command priority mission requirements were deferred or curtailed. However, in March, all restrictions were lifted and the S/R&M programs were returned to the O&M account.

To kick off A7C Transformation, the Resources Division welcomed the Competitive Sourcing and Privatization and CE Manpower programs to the Operations Branch. Experts from these programs quickly integrated into A7CR and completed the staffing of Program Action Directive 07-02, which formally codifies CE Transformation Initiatives. Responsibility for O&M project approvals, policy and program element management, and modeling duties moved to other divisions, while A7CR was given responsibility for budget oversight of the O&M Combat Support program.

A7CR established an Investment Accounts Branch, bringing together financial experts in MILCON execution, MFH MILCON and O&M, Environmental Quality, and Environmental Restoration, which enables the division to better focus on investment funding execution. A7CRI conducted the first A7C Resources Review Board, evaluating remaining FY07 resource requirements for Air Staff A7C divisions and FOAs and looking toward FY08 budget requirements.

In May 2007, A7CR hosted the CE Financial Managers’ Worldwide Conference in Pittsburgh, Pa. Attended by over 240 CE financial managers and resource advisors, the conference helped develop the next generation of CE financial leaders.

In the FY09 amended program objective memorandum, or APOM, all A7C O&M accounts moved to centralized program management. Resource analysts prepared the lay-in of the Air Force Corporate Structure FY09 APOM options for the Facilities Sustainment, R&M, Facilities Operation, and Base Operating Support program elements. This fine-tuning across MAJCOMs provided each command its required program resources.

A7CR’s close working relationship with the office of the Air Force Deputy Assistant Secretary for Budget continues to offer benefits. The migration of MAJCOMs from financial plans to execution plans reduced paperwork tenfold and increased the visibility of their priorities, which facilitated A7CR’s advocacy role as a voting member of the Operating Budget Review Committee. Dialogue between A7CR and the Air Force’s Directorate of Budget Operations resulted in the first-ever inclusion of purchased utilities into the SAF/FMB repricing effort, resulting in better funding that will alleviate continual execution-year funding shortfalls.

## READINESS AND EMERGENCY MANAGEMENT DIVISION (A7CX)

This year, Readiness and Emergency Management achieved significant transformation in all areas. The Readiness career field was renamed to reflect the increased emphasis on emergency management. Additionally, Fire Emergency Services implemented a new concept of operations for fire prevention and consequence management, focusing on risk management versus risk avoidance.

As part of the National Incident Management System, A7CX established the Air Force Incident Management System by revising AFI 10-2501, initiating an Emergency Response Operations Common Operating Picture, and establishing an ERO Community of Interest to create a standard ER vocabulary and architecture across the Air Force.

The Weapons of Mass Destruction Initial Response Training and the Medical Response Exercise and Training Program were combined into All-Hazards Response Training. This ensures that installation leaders are better able to manage a large-scale WMD event with current technology and procedures.

Explosive Ordnance Disposal troops continued to provide outstanding support in the area of operations; in FY07, they responded to 5,033 incidents involving improvised explosive devices. The coordinating authority mission for the Very Important Person Protective Security Activity, or VIPPSA, moved from the U.S. Army to NORTHCOM.

A7CX partnered with A4 to transform Basic Expeditionary Airfield Resources into the BEAR Order of Battle, a scalable, flexible, modular configuration that efficiently meets mission needs for all locations and provides a 30-day timeline to “Build

a Bare Base.” Through the Airfield Damage Repair Working Group, the division continues to improve ADR tactics, techniques and procedures.

The third presentation of the Joint Engineer Operations Course was held from April to July at Ft. Leonard Wood, Mo. The JEOC provides joint engineering planning and execution training to engineering career field officers and non-commissioned officers in all four military services. To date, nearly 200 engineers have taken the Web-based course and approximately 120 have attended the in-residence section.

A7CX joined with AFCESA to update CE military manning requirements based on National Military Strategy requirements. This “Blue-Suit Review” effort recommended CE total force structure changes. Revised manning requirements led to updated war mobilization plan annexes, re-postured UTCs, and a flexible database usable by other combat support functions.

To more efficiently deploy our troops, the division evaluated Contingency Support Training curricula working with the Air Force CST lead. A7CX omitted ancillary training from CST and worked with AFCESA to improve home station training programs to partially absorb CST curricula. These efforts shortened the EOD course by 13 days and established a waiver process for deploying EOD personnel who completed CST within the past nine months. To meet the overall high demand for engineers, all CE UTCs except firefighters will deploy in an alternative AEF construct effective January 2008. A waiver approved by the Air Force Vice Chief of Staff allows forces to be aligned in three pairs rather than in five AEFs over 20 months.





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BRIG GEN TIMOTHY A. BYERS  
DIRECTOR OF INSTALLATIONS AND  
MISSION SUPPORT



CMSGT TODD W. BARNES  
CE FUNCTIONAL MANAGER

### COMMAND MISSION

The primary force provider of combat airpower to America's war fighting commands.

### CE RESPONSIBILITIES

ACC A7 provides trained and ready Airmen for today's battle while transforming through innovative actions to modernize and right-size installations, infrastructure, facilities, and mission essential services. Our Airmen are the Air Force's premier multi-dimension maneuver force, with the agility, reach, speed, stealth, payload, precision, and persistence to achieve global effects. ACC/A7 Airmen are expeditionary combat support—experienced and bring RED HORSE, Prime BEEF, Engineering, EOD, Fire, Security Forces, Contracting, and Cultural and Natural Resource talent to base and combatant commanders.

### SIGNIFICANT ACCOMPLISHMENTS

- Members of Provincial Reconstruction Teams and RED HORSE, Prime Beef, and EOD reconstructed runways in Southwest Asia and at ACC, and installed new wells and irrigation systems to assist nations and regions in rebuilding municipal infrastructures and health clinics.
- PRT members sponsored contractor fairs to teach local Afghan and Iraqi managers how to organize workers and submit contract bids, and worked with local schools to teach basic construction skills to young boys.
- Hardened installation gates and improved access controls with low-cost alternatives to expensive hydraulic barriers.
- Managed Air Force land, water, air, and space resources to preserve range and operational capabilities, preventing

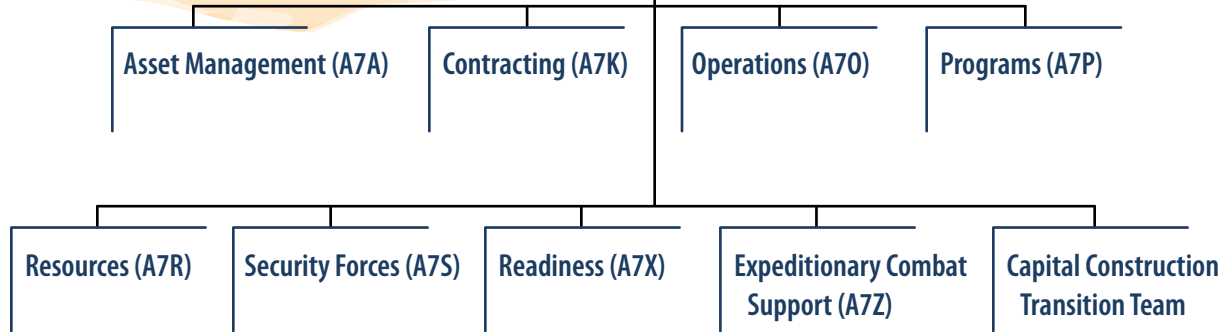
encroachment. One example is the Minuteman II Long Term Stewardship Agreement signed at Whiteman AFB, Mo., by ACC and the federal and state EPAs.

- Generated more than 25% base energy needs at Nellis AFB, Nev., with one of the largest photovoltaic arrays in North America.
- Dyess AFB, Texas, used 100% renewable energy (the first U.S. base to do so), installed natural day-lighting fixtures in high-bay hangar facilities, and installed new flush valves, showerheads, aerators, and faucets, saving over \$500K annually.
- Initiated waste-to-energy proposals at both Dyess AFB and Davis-Monthan AFB, Ariz.
- Awarded a four-year, \$5.4M design, build, restore, and remediate contract at Avon Park Air Force Range, Fla., to remediate the remaining 14 open Environmental Restoration Program sites.
- Incorporated base defense concepts, focusing on protection of critical resources with a layered defense.
- Increased environmental, safety, and occupational health compliance and streamlined ESOH Awareness training by teaming with PACAF, AMC, and the Army to create an internet-based ESOH Management System that ensures all personnel complete base-specific awareness training.
- Obtained membership in EPA National Environmental Performance Track program at Ellsworth AFB, S.D., Minot AFB, N.D., and Seymour Johnson AFB, N.C.
- Led a massive housing privatization initiative encompassing Barksdale AFB, La., Langley AFB, Va., and Bolling AFB, D.C. that is being heralded as an Air Force-wide example for future lease-use opportunities.



**Director of Installations & Mission Support: Brig Gen Timothy Byers (A7)**

**CE Functional Manager: CMSgt Todd Barnes (CEM)**



**CE UNITS IN COMMAND**

|           |                           |
|-----------|---------------------------|
| 1st CES   | Langley AFB, Va.          |
| 2nd CES   | Barksdale AFB, La.        |
| 4th CES   | Seymour-Johnson AFB, N.C. |
| 5th CES   | Minot AFB, N.D.           |
| 7th CES   | Dyess AFB, Texas          |
| 9th CES   | Beale AFB, Calif.         |
| 20th CES  | Shaw AFB, S.C.            |
| 23rd CES  | Moody AFB, Ga.            |
| 28th CES  | Ellsworth AFB, S.D.       |
| 49th CES  | Holloman AFB, N.M.        |
| 55th CES  | Offutt AFB, Neb.          |
| 99th CES  | Nellis AFB, Nev.          |
| 355th CES | Davis-Monthan AFB, Ariz.  |
| 366th CES | Mountain Home AFB, Idaho  |
| 509th CES | Whiteman AFB, Mo.         |
| 819th RHS | Malmstrom AFB, Mont.      |
| 820th RHS | Nellis AFB, Nev.          |
| 823rd RHS | Hurlburt Field, Fla.      |

**STATISTICS**

|                         |                             |
|-------------------------|-----------------------------|
| Major Bases             | 16                          |
| Plant Replacement Value | \$28.876B                   |
| Buildings               | 94.7M sq. ft.               |
| Airfield Pavement       | 31M sq. yd.                 |
| Housing                 | 21,945 units (26% priv.)    |
| Dorms                   | 13,575 rooms                |
| ACC Personnel           | Active Duty 85,002          |
|                         | Reserve & Guard 57,000      |
|                         | Civilian 10,600             |
| CE Personnel            | Active Duty 3,885           |
|                         | Civilian 2,316              |
|                         | Contractor 2,182            |
| MILCON                  | 200 projects (\$3.1B total) |
| S/R&M                   | \$258.5M total              |
| Facility Operations     | \$267.1M                    |

*data current as of September 30, 2007; statistics include Cannon AFB, which was turned over to AFSOC on October 1, 2007.*





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COL MARK A. POHLMEIER  
THE CIVIL ENGINEER



CMSGT MICHAEL DRUMMING  
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 and construction management for new facilities. They plan and program MILCON, O&M, and ECP projects, and are responsible for real property accounting and reporting. They are responsible for the development, preparation, submittal, and maintenance of the financial plan, budget estimate, and the financial management system. AETC CEs provide living quarters for permanent-party military members and students, as well as fire protection and prevention, public education, and other emergency response services. They locate, identify, render safe, and neutralize explosive hazards that threaten personnel, resources, and local interests. They also train, equip, and deploy Prime BEEF engineers to support natural disasters, major accidents, and global combat operations.

### SIGNIFICANT ACCOMPLISHMENTS

- Executed the Air Force's largest housing MILCON in history. The \$299M MILCON project encompasses constructing 1,067 new homes at Keesler AFB, Miss.
- Spearheaded the Air Force's largest housing privatization effort to date, a \$900M program to eliminate inadequate military family housing.

- Led CSAF-directed basic military training transformation; managed \$25.4M Basic Expeditionary Airmen Skills Training, or BEAST, construction at Lackland AFB, Texas.
- Created organizational framework for what will be the DoD's largest joint base, with over 90,000 personnel and 3,200 facilities, spanning 5 geographically separated locations.
- Spearheaded new mission beddown construction in AETC for the F-22, T-6A, CV-22, C130J, and F-35.
- Managed the Air Force's largest domestic lease program, a \$1.5M program to house recruiters and ROTC cadres where no military housing exists.
- Developed and managed requirements for a new \$11M PJ Rescue and Recovery Center to enhance special operations forces capabilities.
- Created reduced sign-on (Common Access Card) access to geospatial data via the Air Force Portal and collected and converted information for 100+ environmental data layers, which allowed users easy access and use of the GeoBase common installation picture data for AETC installations.
- Enhanced ESOHCAMP compliance and risk management by streamlining AETC's external ESOHCAMP process to focus on protocols presenting the greatest risk to an installation's mission and compliance status.



**Director of Installations: Col Mark Pohlmeier (A7C)**

**Chief Enlisted Manager: CMSgt Michael Drumming**



### CE UNITS IN COMMAND

|           |                       |
|-----------|-----------------------|
| 12th CED  | Randolph AFB, Texas   |
| 14th CES  | Columbus AFB, Miss.   |
| 17th CES  | Goodfellow AFB, Texas |
| 37th CES  | Lackland AFB, Texas   |
| 42nd CED  | Maxwell AFB, Ala.     |
| 47th CES  | Laughlin AFB, Texas   |
| 56th CES  | Luke AFB, Ariz.       |
| 81st CES  | Keesler AFB, Miss.    |
| 82nd CES  | Sheppard AFB, Texas   |
| 97th CES  | Altus AFB, Okla.      |
| 314th CES | Little Rock AFB, Ark. |
| 325th CES | Tyndall AFB, Fla.     |
| 71st LRS  | Vance AFB, Okla.      |

### STATISTICS

|                            |                            |
|----------------------------|----------------------------|
| Major Bases                | 13                         |
| Plant Replacement Value    | \$19.5B                    |
| Buildings                  | 75.5M sq. ft.              |
| Airfield Pavement          | 23.5M sq. yd.              |
| Housing                    | 862 units (90% privatized) |
| Dorms                      | 923 rooms                  |
| AETC Personnel Active Duty | 57,566                     |
| Reserve                    | 1,150                      |
| Guard                      | 2,802                      |
| Civilian                   | 14,369                     |
| Contractor                 | 11,910                     |
| CE Personnel Active Duty   | 1,687                      |
| Reserve                    | 104                        |
| Guard                      | 115                        |
| Civilian                   | 2,704                      |
| Contractor                 | 2,260                      |
| MILCON                     | 23 projects (\$212M total) |
| S/R&M                      | 52 projects (\$73M total)  |
| Facility Operations        | \$221M                     |





## AFMC

WRIGHT-PATTERSON AFB, OHIO  
AFMC.A6.7.WORKFLOW@WPAFB.AF.MIL  
937-257-2350 (DSN 522-2350)



**TIMOTHY K. BRIDGES**  
DIRECTOR OF COMMUNICATIONS,  
INSTALLATIONS AND MISSION SUPPORT



**CMSGT JAMES A. MARTIN**  
CHIEF ENLISTED MANAGER

### COMMAND MISSION

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

### CE RESPONSIBILITIES

The A7 Directorate provides forward operating security support to AFMC installations. 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 policy, 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 CEs also provide policy, programs, and resources to secure their command's operational, acquisition, and sustainment mission capabilities during peace, war, and contingency operations, and handle all aspects of the financial resources and manpower to support command installations and base operating support functions.

### SIGNIFICANT ACCOMPLISHMENTS

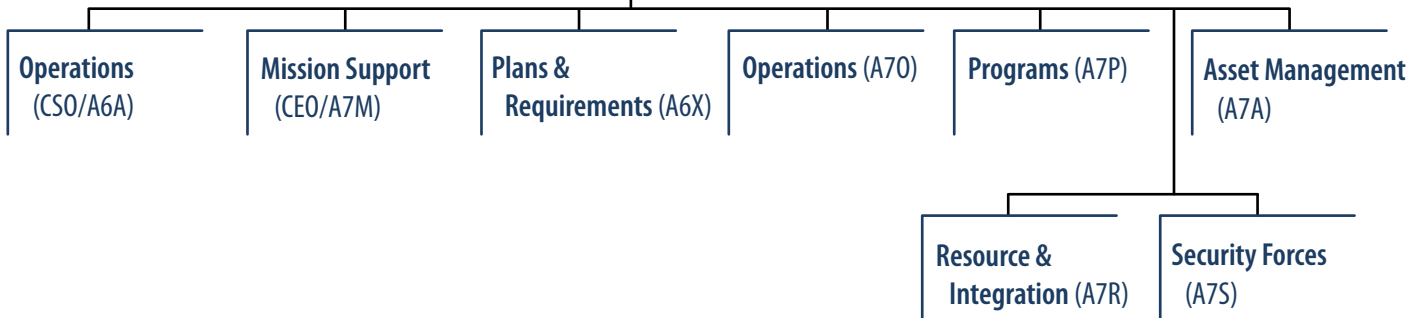
- Leased more than 395 acres of land to commercial entities for development compatible with AFMC missions and commercial interests, generating cash rent and facilities for the Air Force.
- Privatized 48% of AFMC Housing Inventory.
- Jointly developed and signed 12 FMS cases valued at \$300M to provide facilities for the Iraqi Army.
- Won 2006 Dirtkicker Award, Most Improved category.
- Diverted 44K tons of solid waste, saving \$6M.
- Continued to reduce hazardous waste disposal and air emissions — now 33% of 1992 baseline generations.
- Completed final cleanup remedies at an additional 15 Installation Restoration Program sites. Cleanup is now complete or final cleanup remedies are in place at 94% of the command's 2,003 identified sites.
- Three Civil Engineer Groups at Hill, Robins, and Eglin AFBs undertook major re-engineering efforts to streamline their organization in support of the CE Transformation plan.
- Under the CE Transformation plan, established a new EOD flight at Wright-Patterson AFB. A new flight is also planned for Tinker AFB.
- An EOD member at Hill AFB was voted one of the 12 most outstanding airmen of the year. Another EOD member at Kirtland was recognized by the Chief of Staff in "Portraits in Courage," Spring 2007.
- Partnering with AFMC/A6, developed and field tested a computer monitor energy savings solution that was implemented command-wide in April 2007, with a potential savings of \$530K per year.
- Deployed more than 54% of our military CEs in support of combat operations for AEF Cycle 6.
- Implemented DoD Installation Protective Program, an approximately \$1.05B program to improve chemical, biological, radiological, and nuclear capabilities at 4 AFMC bases — delivered \$4M in critical infrastructure/force protection capabilities.





**Director of Communications, Installations & Mission Support: Mr. Timothy K. Bridges (A6/7)**  
**Deputy Director of Installations & Mission Support: Col Otis L. Hicks, Jr. (A7)**

**Chief Enlisted Manager: CMSgt James A. Martin**



## CE UNITS IN COMMAND

|              |                            |
|--------------|----------------------------|
| 66th MSG/CE  | Hanscom AFB, Mass.         |
| 72nd ABW/CE  | Tinker AFB, Okla.          |
| 75th CEG/CC  | Hill AFB, Utah             |
| 78th CEG/CC  | Robins AFB, Ga.            |
| 88th ABW/CE  | Wright-Patterson AFB, Ohio |
| 95th ABW/CE  | Edwards AFB, Calif.        |
| 96th CEG/CC  | Eglin AFB, Fla.            |
| 311th MSG/CB | Brooks City-Base, Texas    |
| 377th MSG/CE | Kirtland AFB, N.M.         |
| 704th CES    | Arnold AFB, Tenn.          |

## STATISTICS

|                         |                                |        |
|-------------------------|--------------------------------|--------|
| Major Bases             | 10                             |        |
| Plant Replacement Value | \$43B                          |        |
| Buildings               | 138M sq. ft.                   |        |
| Airfield Pavement       | 30M sq. yd.                    |        |
| Housing                 | 10,824 units (48% privatized)  |        |
| Dorms                   | 5,863 rooms                    |        |
| AFMC Personnel          | Active Duty                    | 18,195 |
|                         | Reserve                        | 2,339  |
|                         | Civilian                       | 55,770 |
|                         | Contractor                     | 25,652 |
| CE Personnel            | Active Duty                    | 630    |
|                         | Reserve                        | 127    |
|                         | Civilian                       | 3,985  |
|                         | Contractor                     | 3,592  |
| MILCON                  | 7 projects (\$112.4M total)    |        |
| S/R&M                   | 645 projects (\$354.24M total) |        |
| Facility Operations     | \$329.78M                      |        |





## AFRC

ROBINS AFB, Ga.

AFRC.A7@AFRC.AF.MIL

478-327-1100 (DSN 497-1100)



COL STEVEN W. ZANDER  
THE CIVIL ENGINEER



CMSGT SUSAN K. WYNN  
CHIEF ENLISTED MANAGER

### COMMAND MISSION

The mission of the Air Force Reserve is the same as the Air Force: Deliver sovereign options for the defense of the United States of America and its global interests—to fly and fight in Air, Space, and Cyberspace.

### CE RESPONSIBILITIES

Provides and directs command civil engineer programs and resources affecting 84,300 AFRC personnel located at 12 primary and 56 tenant locations with a \$7B plant replacement value, and annual \$100M military construction and \$250M operating budgets. Organizes, trains, equips, and prepares 5,900 engineers at 43 bases for worldwide contingencies.

### SIGNIFICANT ACCOMPLISHMENTS

- Assumed ownership of Buckley Annex, Colo., from Air Force Space Command.
- Won FY06 Air Force Dirtkicker Award, Small Command category, for MILCON construction execution.
- Won Air Force Design Award, a Citation Award in Facility Design, for the Aeromedical Evacuation Facility, Minneapolis-St. Paul IAP, Minn.
- Exceeded energy goals by 5.3%, becoming one of the lead commands in energy conservation.
- Deployed a total of 3,370 CE personnel in support of GWOT and other civil engineer projects:

|              |       |
|--------------|-------|
| AEF          | 646   |
| AEF Backfill | 299   |
| Projects     | 1,108 |
| Exercises    | 155   |
| Silver Flag  | 1,053 |
| REOTS        | 109   |

- Trained 996 personnel at Expeditionary Combat Support, Technical Training Center, Dobbins ARB, Ga.:

|             |     |
|-------------|-----|
| Active Duty | 68  |
| Guard       | 145 |
| Reserve     | 776 |
| Civilians   | 7   |

### CE UNITS IN COMMAND (AFRC BASES)

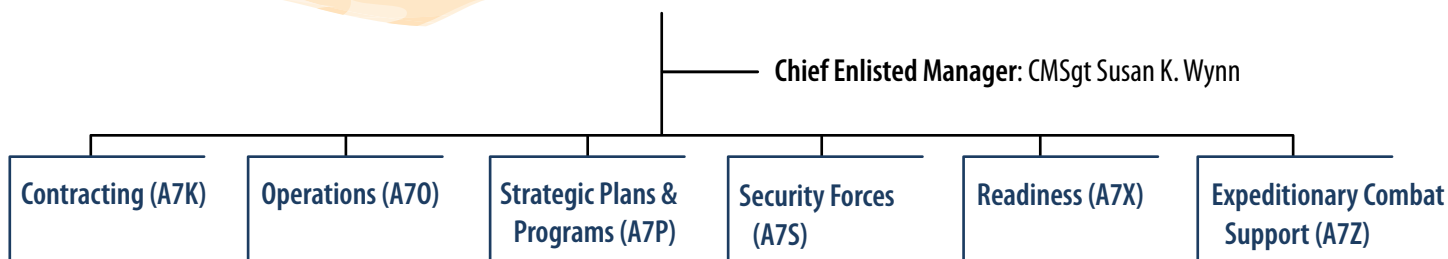
|           |                                 |
|-----------|---------------------------------|
| 94th CES  | Dobbins ARB, Ga.                |
| 434th CES | Grissom ARB, Ind.               |
| 439th CES | Westover ARB, Mass.             |
| 440th CES | General Mitchell ARB, Wis.      |
| 452nd CES | March ARB, Calif.               |
| 482nd CES | Homestead ARB, Fla.             |
| 910th CES | Youngstown ARB, Ohio            |
| 911th CES | Pittsburgh IAP, Pa.             |
| 913th CES | Willow Grove ANG, Pa.           |
| 914th CES | Niagara Falls ARB, N.Y.         |
| 927th CES | Selfridge ARB, Mich.            |
| 934th CES | Minneapolis-St. Paul IAP, Minn. |
| 939th CES | Portland ANGB, Ore.             |

### (TENANT UNITS)

|           |                      |
|-----------|----------------------|
| 301st CES | NAS Ft. Worth, Texas |
| 302nd CES | Peterson AFB, Colo.  |
| 307th RHS | Barksdale AFB, La.   |
| 315th CES | Charleston AFB, S.C. |
| 349th CES | Travis AFB, Calif.   |
| 403rd CES | Keesler AFB, Miss.   |
| 419th CES | Hill AFB, Utah       |
| 433rd CES | Lackland AFB, Texas  |

**Director of Installations & Mission Support: Brig Gen Robert Bailey (A7)**

**Deputy Director of Installations & Mission Support and The Civil Engineer: Col Steven W. Zander (DA7)**



**CE UNITS IN COMMAND (TENANT UNITS)**

|           |                            |
|-----------|----------------------------|
| 442nd CES | Whiteman AFB, Mo.          |
| 445th CES | Wright-Patterson AFB, Ohio |
| 446th CES | McChord AFB, Wash.         |
| 459th CES | Andrews AFB, Md.           |
| 507th CES | Tinker AFB, Okla.          |
| 512th CES | Dover AFB, Del.            |
| 514th CES | McGuire AFB, N.J.          |
| 555th RHS | Nellis AFB, Nev.           |
| 556th RHS | Lackland AFB, Texas        |
| 624th CES | Hickam AFB, Hawaii         |
| 628th CEF | Dobbins ARB, Ga.           |
| 701st COS | March ARB, Calif.          |
| 804th CES | Elmendorf AFB, Alaska      |
| 810th CEF | NAS Ft. Worth, Texas       |
| 904th CEF | March ARB, Calif.          |
| 908th CES | Maxwell AFB, Ala.          |
| 911th DET | Morgantown, W.V.           |
| 916th CES | Seymour-Johnson AFB, N.C.  |
| 917th CES | Barksdale AFB, La.         |
| 919th CES | Eglin AFB, Fla.            |
| 920th RQW | Patrick AFB, Fla.          |
| 931st CES | McConnell AFB, Kan.        |
| 932nd CES | Scott AFB, Ill.            |
| 940th CES | Beale AFB, Calif.          |
| 944th CES | Luke AFB, Ariz.            |

**STATISTICS**

|                         |                                   |          |
|-------------------------|-----------------------------------|----------|
| Major Bases             | 5                                 |          |
| Plant Replacement Value | \$5.8B                            |          |
| Buildings               | 13.2M sq. ft.                     |          |
| Airfield Pavement       | 10.8M sq. yd.                     |          |
| AFRC Personnel          | Traditional Reserve               | 53,599   |
|                         | Individual Mobilization Augmentee | 8,212    |
|                         | Air Reserve Technician            | 10,712   |
|                         | Civilian                          | 4,014    |
|                         | Contractor                        | 1,179    |
|                         | Active Guard Reserve              | 2,177    |
|                         | Active Duty                       | 345      |
| CE Personnel            | Traditional Reserve               | 4,762    |
|                         | Individual Mobilization Augmentee | 405      |
|                         | Air Reserve Technician            | 162      |
|                         | Civilian                          | 736      |
|                         | Contractor                        | 305      |
|                         | Active Guard Reserve              | 54       |
|                         | Active Duty                       | 20       |
| MILCON                  |                                   | \$76M    |
| S/R&M                   |                                   | \$129.7M |
| Facility Operations     |                                   | \$98.4M  |



## AFSOC

HURLBURT FIELD, FLA.

AFSOC.A7@HURLBURT.AF.MIL

850-884-3169 (DSN 579-3169/2260)



COL STEVEN E. HOARN  
DIRECTOR OF INSTALLATIONS &  
MISSION SUPPORT



CMSGT ALFRED E. HICKS  
CE FUNCTIONAL MANAGER

### 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 for worldwide deployment and assignment to regional unified commands. The command's SOF are composed of highly trained, rapidly deployable Airmen, conducting global special operations missions ranging from precision application of firepower, to infiltration, exfiltration, resupply, and refueling of SOF operational elements.

### CE RESPONSIBILITIES

Programs, budgets, and manages civil engineering processes to enable the air component of U.S. Special Operations Command. Executes \$90M in annual appropriations, supports 12,900 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, explosive ordnance disposal, fire emergency services, security forces, and contracting capability in garrison and at deployed locations. To further assist USSOCOM achieve its mission, provides expeditionary beddown support capability for deployed personnel in contingency locations for up to 14 days using AFSOC-tailored Air Rapid Response Kits.

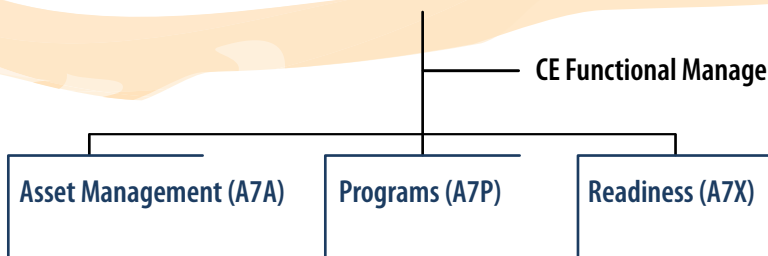
### SIGNIFICANT ACCOMPLISHMENTS

- Successfully completed an Environmental Impact Statement in "record" time to support the Department of Defense decision transferring ownership of Cannon AFB, N.M., from ACC to AFSOC, effective Oct. 1, 2007; in coordination with the 27th Fighter Wing and the offices of the Secretary of the Air Force and The Air Force Civil Engineer, AFSOC CEs completed the entire National Environmental Protection Agency process in less than 12 months.
- Mobilized to beddown AFSOC forces at Cannon AFB, N.M., facing several challenges such as a fast-track time table. Major initiatives included updating the general plan and creating the Cannon "Smart Growth" planning approach/principles for modern urban community development. AFSOC planning teams initiated several industrial and community sub-area master plans, collected new aerial imagery, built a comprehensive airfield waiver analysis, and launched a comprehensive Melrose Range master plan.
- Executed the largest facilities program in the history of AFSOC with over \$200M of combined O&M/MILCON. Projects included a \$7M C-130 flight simulator facility that will boost training capacity by 55% and a \$7.7M one-of-a-kind Special Tactics Advanced Skills Training Facility that exponentially increases the pipeline capability for special operations forces training.
- Established the "Energy Concious Flightline" by replacing hundreds of taxiway light fixtures with LED lighting, lowering maintenance hours, and reducing airfield energy usage by 92%.
- 1st SOCES deployed CE warriors to nine locations for 17,088 total days, in direct support of SOCOM and AEF missions; managed 66 UTCs supporting AFSOC/AEF missions worldwide with \$5.2M in equipment and 210 tested warfighters.
- Supported 1,610 combat missions with 328 IED defeat operations and more than 570,000 ordnance items destroyed; served as a force multiplier for Task Force Iron Claw; and conducted 43 route clearance missions, keeping 2.5K km free from IEDs.
- Bought down the command's fire risk, buying out over \$2M in Fire Safety Deficiency 1's and 2's and fully funded the design that will eliminate the command's last FSD 2 in FY08.
- Acquired AFSOC's first-ever Mobile Emergency Operations Center capability for Hurlburt Field and Cannon AFB. The \$600K state-of-the-art MEOC is capable of providing a complex operational response to an emergency or crisis situation such as terrorist attacks, aircraft crashes, natural disasters, or major accidents, regardless of the location.



**Director of Installations & Mission Support: Col Steven E. Hoarn (A7)**

**CE Functional Manager: CMSgt Alfred E. Hicks**



**CE UNITS IN COMMAND**

|            |                      |
|------------|----------------------|
| 1st SOCES  | Hurlburt Field, Fla. |
| 27th SOCES | Cannon AFB, N.M.     |
| 193rd CES  | Harrisburg, Pa.      |
| 209th CES  | Gulfport, Miss.      |
| 919th CES  | Duke Field, Fla.     |

**STATISTICS**

|                         |                             |
|-------------------------|-----------------------------|
| Major Bases             | 2                           |
| Plant Replacement Value | \$4.9B                      |
| Buildings               | 10.1M sq. ft.               |
| Airfield Pavement       | 2.2M sq. yd.                |
| Housing                 | 2,261 units (0% privatized) |
| Dorms                   | 2,324 rooms                 |
| AFSOC Personnel         |                             |
| Active Duty             | 11,206                      |
| Reserve                 | 1,293                       |
| Guard                   | 1,021                       |
| Civilian                | 857                         |
| Contractor              | 535                         |
| CE Personnel            |                             |
| Active Duty             | 463                         |
| Reserve                 | 91                          |
| Guard                   | 184                         |
| Civilian                | 218                         |
| Contractor              | 133                         |
| MILCON                  | 9 projects (\$100M total)   |
| S/R&M                   | 218 projects (\$80M total)  |
| Facility Operations     | \$6.3M                      |





## AFSPC

PETERSON AFB, COLO.  
A7.WF@PETERSON.AF.MIL  
791-554-8178 (DSN 692-8178)



COL CARLOS R. CRUZ-GONZALEZ  
DEPUTY DIRECTOR OF INSTALLATIONS &  
MISSION SUPPORT AND COMMAND CE



CMSGT ROGER L. AUSTIN  
CE FUNCTIONAL MANAGER

### COMMAND MISSION

To deliver trained and ready Airmen with unrivaled space capabilities to defend America.

### CE RESPONSIBILITIES

Plans, programs, operates, maintains, designs, and budgets for all real property, facilities, infrastructure, and housing necessary for operation of ground-based space surveillance and warning systems, satellite operations, space launch, and intercontinental ballistic missiles. Administers Emergency Services; Environmental; MILCON; Sustainment, Restoration, and Modernization; Housing; and Facilities Excellence programs for nine main bases and 87 worldwide sites. Manages \$69M service and Base Maintenance Contract program encompassing 27 contracts and nine bases. Provides policy and guidance, program evaluation, resources allocation, and training necessary to effectively and efficiently operate Air Force Space Command facilities and infrastructure through contractual base operating support. Advocates in the program objective memorandum as Functional Manager; responsible for the \$1.3B Facilities Operation Program Element. Manages \$55M uninterruptible power supply equipment program.

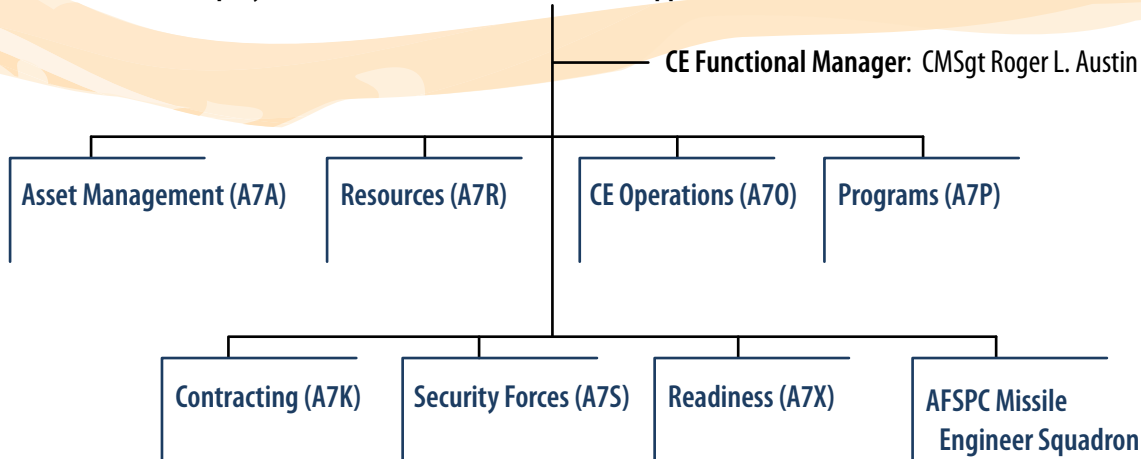
### SIGNIFICANT ACCOMPLISHMENTS

- 2006 U.S. Air Force Small Fire Department of the Year (90th CEF, F.E. Warren AFB, Wyo.)
- 2006 Department of Defense Military Firefighter of the Year (SrA Keith Armour, 30th CES, Vandenberg AFB, Calif.)
- 2006 Department of Defense Civilian Fire Officer of the Year (Mr. Dan Ardoin, 30th CES)
- 2006 Department of Defense Firefighter Heroism Award winners (Mr. Charles Brooks and Mr. John Markley, 30th CES)
- 2006 Air Force Major General Clifton D. Wright Award, Outstanding Operations Flight Award (341st CES, Malmstrom AFB, Mont.)
- 2007 Air Force Design Honor Award, Facility Design Category (90th CES)
- 2007 Air Force Design Citation Award, Landscape Architecture (21st CES, Peterson AFB, Colo.)
- 2007 Air Force Design Excellence Award, Military Category (SMSgt James E. Clark, 45th CES, Patrick AFB, Fla.)
- 2007 Air Force Design Merit Award, Landscape Architecture (30th CES)
- 2007 Air Force Design Merit Award, Landscape Architecture (90th CES)



**Director of Installations & Mission Support:** Maj Gen Richard Webber (A7)

**Deputy Director of Installations & Mission Support/Command CE:** Col Carlos R. Cruz-Gonzalez (DA7)



### CE UNITS IN COMMAND

|               |                         |
|---------------|-------------------------|
| 21st CES      | Peterson AFB, Colo.     |
| 30th CES      | Vandenberg AFB, Calif.  |
| 45th CES      | Patrick AFB, Fla.       |
| 50th CES      | Schriever AFB, Colo.    |
| 61st CELS     | Los Angeles AFB, Calif. |
| 90th CES      | F.E. Warren AFB, Wyo.   |
| 341st CES     | Malmstrom AFB, Mont.    |
| 460th CES     | Buckley AFB, Colo.      |
| 821st SPTS/CE | Thule AB, Greenland     |

### STATISTICS

|                         |                               |
|-------------------------|-------------------------------|
| Major Bases             | 9                             |
| Plant Replacement Value | \$32.69B                      |
| Buildings               | 45M sq. ft.                   |
| Airfield Pavement       | 4.9M sq. yd.                  |
| Housing                 | 6,023 units (9% priv.)        |
| Dorms                   | 5,459 rooms                   |
| AFSPC Personnel         |                               |
| Active Duty             | 18,310                        |
| Reserve                 | 496                           |
| Guard                   | 806                           |
| Civilian                | 9,213                         |
| CE Personnel            |                               |
| Active Duty             | 1,105                         |
| Reserve                 | 130                           |
| Guard                   | 0                             |
| Civilian                | 1,350                         |
| MILCON                  | 5 projects (\$78.2M total)    |
| S/R&M                   | 388 projects (\$180.9M total) |
| Facility Operations     | \$223M                        |





## AMC

SCOTT AFB, ILL.

AMC.A7@SCOTT.AF.MIL

618-229-0738 (DSN 779-0738)



COL LEONARD A. PATRICK  
DIRECTOR OF INSTALLATIONS &  
MISSION SUPPORT



CMSGT KEITH P. HINNERS  
CE COMMAND FUNCTIONAL MANAGER

### COMMAND MISSION

Provides airlift, air refueling, special air mission, and aeromedical 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. The A7 Director also chairs the Facilities Steering Group.

### SIGNIFICANT ACCOMPLISHMENTS

- Awarded 19 FY07 MILCON/BRAC projects valued at \$245M and completed designs for 17 projects worth \$352M; four designs received 2007 Air Force design awards; AMC earned an individual 2007 Air Force Design Award, Civil Category.
- Continued to use the Installation Support Steering Group (ISSG) to provide leadership and guidance, keep senior leaders informed, and guide joint base discussions. Additionally the ISSG created AMC joint basing tenets for success and facilitated the OSD "As-Is" Analysis data call to help the Installation Capabilities Council set Common Output Level Standards.
- Achieved environmental restoration remedy-in-place at 56 sites, exceeding the 2007 initial projection by 26 sites; awarded \$23.3M in contracts and completed natural infrastructure assessments at all AMC installations; AMC's structure for managing NI assets was adopted Air Force-wide. Dover AFB, Del., won the DoD Environmental Restoration Installation Award.
- Instituted the Installation Development Environmental Assessment program, which advocates a "fence-to-fence" approach to provide environmental documentation on projects. Estimate \$25M savings over five years command-wide.
- Guided AMC installations to achieve initial operational capability for the Air Force Incident Management System.
- Authored Expeditionary Combat Support Campaign Plan to meld AMC's vision with the Air Force Chief of Staff's goals; initiated AFSO21 event on AEF reclama process; developed an AMC instruction to clearly articulate expeditionary Airman training policy and requirements; authored Establish Operating Location Supporting Concept of Operations.

- Executed \$28.6M in family housing real property maintenance contracts — 59 projects affecting over 1,500 houses (including the demolition of 736 inadequate houses).
- Developed new command standards for grounds, custodial, and refuse service contracts; completed infrastructure assessments at two bases.
- Antiterrorism Program was awarded "AMC Best Practice in USTRANSCOM" by achieving a Best Practice for AMC Program Reviews, Best Combating Terrorism Readiness Initiative Fund program management, and Overall Best Antiterrorism program during the 2007 USTRANSCOM triennial program review.
- Increased competition and improved efficiency in construction contracting through use of multiple-award task order contracts and formed a Regional Transition Team to work installation acquisition transformation issues.
- McGuire AFB selected as Model Energy Base Initiative; first ever AF/DOE High Value Initiative Energy Audit validated \$48M in potential projects.
- Led the development of a Senior Focus Group for energy conservation encompassing facilities, aviation and transportation fuels and new technologies; achieved 17% reduction versus 6% goal. Executed \$10.8M supporting infrastructure upgrades through nine Energy Savings Performance Contracts and eight Utility Energy Service Contracts resulting in a \$13.82M annual energy cost-avoidance.





**Director of Installations & Mission Support:** Col Leonard A. Patrick (A7)

**CE Command Functional Manager:** CMSgt Keith P. Hinners



## CE UNITS IN COMMAND

|           |                       |
|-----------|-----------------------|
| 6th CES   | MacDill AFB, Fla.     |
| 22nd CES  | McConnell AFB, Kan.   |
| 43rd CES  | Pope AFB, N.C.        |
| 60th CES  | Travis AFB, Calif.    |
| 62nd CES  | McChord AFB, Wash.    |
| 92nd CES  | Fairchild AFB, Wash.  |
| 305th CES | McGuire AFB, N.J.     |
| 319th CES | Grand Forks AFB, N.D. |
| 375th CES | Scott AFB, Ill.       |
| 436th CES | Dover AFB, Del.       |
| 437th CES | Charleston AFB, S.C.  |

## STATISTICS

|                         |                               |
|-------------------------|-------------------------------|
| Major Bases             | 11                            |
| Plant Replacement Value | \$24.1B                       |
| Buildings               | 46.89M sq. ft.                |
| Airfield Pavement       | 22.8M sq. yd.                 |
| Housing                 | 14,261 units (37% priv.)      |
| Dorms                   | 6,637 rooms                   |
| AMC Personnel           | Active Duty 46,332            |
|                         | Reserve 46,240                |
|                         | Guard 44,353                  |
|                         | Civilian 8,747                |
| CE Personnel            | Active Duty 2,252             |
|                         | Reserve 110                   |
| MILCON                  | 12 projects (\$175.8M total)  |
| S/R&M                   | 253 projects (\$236.5M total) |





# ANG

**ANDREWS AFB, MD.**  
**NGB.A7@ANG.AF.MIL**  
**301-836-8060 (DSN 278-8060)**



**COL WILLIAM P. ALBRO**  
**DIRECTOR OF INSTALLATIONS &**  
**MISSION SUPPORT**



**CMSGT TROY M. TAYLOR**  
**CHIEF ENLISTED MANAGER**

## COMMAND MISSION

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

## SIGNIFICANT ACCOMPLISHMENTS

- Deployed more than 3,700 engineers for Operations IRAQI FREEDOM, ENDURING FREEDOM, and JUMP START.
- Received four design awards in FY07 (including air traffic control tower in Wisconsin and maintenance hangar and shops for Tennessee ANG).
- Closed 23% of active IRP sites.
- Completed more than 27 ESOHCAMPs.

## CE UNITS IN COMMAND

|           |                         |
|-----------|-------------------------|
| 101st CES | Bangor ANGB, Maine      |
| 102nd CES | Otis ANGB, Mass.        |
| 103rd CES | East Granby, Conn.      |
| 104th CES | Westfield, Mass.        |
| 105th CES | Newburgh, N.Y.          |
| 106th CES | Westhampton Beach, N.Y. |
| 107th CES | Niagara Falls, N.Y.     |
| 108th CES | McGuire AFB, N.J.       |
| 109th CES | Scotia, N.Y.            |
| 110th CES | Battle Creek, Mich.     |
| 111th CES | Willow Grove ARS, Pa.   |
| 113th CES | Andrews AFB, Md.        |
| 114th CES | Sioux Falls, S.D.       |
| 115th CES | Madison, Wis.           |
| 116th CES | Robins AFB, Ga.         |
| 117th CES | Birmingham, Ala.        |
| 118th CES | Nashville, Tenn.        |
| 119th ACS | Knoxville, Tenn.        |
| 119th CES | Fargo, N.D.             |
| 120th CES | Great Falls, Mont.      |
| 121st CES | Columbus, Ohio          |
| 122nd CES | Ft. Wayne IAP, Ind.     |
| 123rd CES | Louisville, Ky.         |
| 124th CES | Boise, Idaho            |
| 125th CES | Jacksonville, Fla.      |
| 126th CES | Scott AFB, Ill.         |
| 127th CES | Selfridge ANGB, Mich.   |
| 128th CES | Milwaukee, Wis.         |

## CE UNITS IN COMMAND

|           |                                  |
|-----------|----------------------------------|
| 129th CES | Moffett Federal Air Field, Calif |
| 130th CES | Charleston, W.V.                 |
| 131st CES | Bridgeton, Mo.                   |
| 132nd CES | Des Moines, Iowa                 |
| 133rd CES | St. Paul, Minn.                  |
| 134th ACS | McConnell AFB, Kan.              |
| 134th CES | Knoxville, Tenn.                 |
| 136th CES | Ft. Worth, Texas                 |
| 137th CES | Oklahoma City, Okla.             |
| 138th CES | Tulsa, Okla.                     |
| 139th CES | St. Joseph, Mo.                  |
| 140th CES | Aurora, Colo.                    |
| 141st CES | Fairchild AFB, Wash.             |
| 142nd CES | Portland, Ore.                   |
| 143rd CES | North Kingstown, R.I.            |
| 144th CES | Fresno, Calif.                   |
| 145th CES | Charlotte, N.C.                  |
| 146th CES | Port Hueneme, Calif.             |
| 147th CES | Houston, Texas                   |
| 148th CES | Duluth, Minn.                    |
| 149th CES | Lackland AFB, Texas              |
| 150th CES | Albuquerque, N.M.                |
| 151st CES | Salt Lake City, Utah             |
| 152nd CES | Reno, Nev.                       |
| 153rd CES | Cheyenne, Wyo.                   |
| 154th CES | Hickam AFB, Hawaii               |
| 155th CES | Lincoln, Neb.                    |
| 156th CES | Carolina, P.R.                   |

**Director of Installations & Mission Support: Col William P. Albro (A7)**

**Chief Enlisted Manager: CMSgt Troy M. Taylor**



**CE UNITS IN COMMAND**

|              |                               |
|--------------|-------------------------------|
| 157th AOG/DE | St. Louis, Mo.                |
| 157th CES    | Newington, N.H.               |
| 158th CES    | South Burlington, Vt.         |
| 159th CES    | New Orleans, La.              |
| 161st CES    | Phoenix, Ariz.                |
| 162nd CCG    | Sacramento, Calif.            |
| 162nd CES    | Tucson, Ariz.                 |
| 163rd CES    | March ARB, Calif.             |
| 164th CES    | Memphis, Tenn.                |
| 165th CES    | Garden City, N.J.             |
| 166th CES    | New Castle, Del.              |
| 167th CES    | Martinsburg, W.V.             |
| 168th CES    | Eielson AFB, Alaska           |
| 169th CES    | Eastover, S.C.                |
| 171st CES    | Coraopolis, Pa.               |
| 172nd CES    | Jackson, Miss.                |
| 173rd CES    | Klamath Falls, Ore.           |
| 174th CES    | Syracuse, N.Y.                |
| 175th CES    | Baltimore, Md.                |
| 176th CES    | Anchorage, Alaska             |
| 177th CES    | Pleasantville, N.J.           |
| 178th CES    | Springfield-Beckley MAP, Ohio |
| 179th CES    | Mansfield, Ohio               |
| 180th CES    | Toledo, Ohio                  |
| 181st CES    | Terre Haute, Ind.             |
| 182nd CES    | Peoria, Ill.                  |
| 183rd CES    | Springfield, Ill.             |
| 184th CES    | McConnell AFB, Kan.           |
| 185th CES    | Sioux City, Iowa              |
| 186th CES    | Meridian, Miss.               |
| 187th CES    | Montgomery, Ala.              |
| 188th CES    | Fort Smith, Ark.              |
| 189th CES    | Little Rock AFB, Ark.         |
| 190th CES    | Topeka, Kan.                  |

**CE UNITS IN COMMAND**

|           |                      |
|-----------|----------------------|
| 192nd CES | Sandston, Va.        |
| 193rd CES | Middletown, Pa.      |
| 200th RHS | Port Clinton, Ohio   |
| 201st RHS | Annville, Pa.        |
| 202nd RHS | Starke, Fla.         |
| 203rd RHF | Virginia Beach, Va.  |
| 219th RHF | Malmstrom AFB, Mont. |
| CRTC GA   | Garden City, Ga.     |
| CRTC MI   | Alpena, Mich.        |
| CRTC MS   | Gulfport, Miss.      |
| CRTC WI   | Camp Douglas, Wis.   |
| REOTS     | Annville, Pa.        |

**STATISTICS**

|                         |                               |
|-------------------------|-------------------------------|
| Major Bases             | 177                           |
| Plant Replacement Value | \$14.1B                       |
| Buildings               | 47.5M sq. ft.                 |
| Airfield Pavement       | 16.4M sq. yd.                 |
| NGB Personnel           | Active Guard Reserve 13,313   |
|                         | Guard 92,733                  |
|                         | Technician 23,498             |
|                         | Civilian 1,321                |
| CE Personnel            | Active Guard Reserve 439      |
|                         | Guard 9,120                   |
|                         | Technician 787                |
|                         | Civilian 356                  |
| MILCON                  | 14 projects (\$91.1M total)   |
| S/R&M                   | 185 projects (\$201.7M total) |
| Facility Operations     | \$233.5M                      |



## PACAF

HICKAM AFB, HAWAII

V3PACAF.A7@HICKAM.AF.MIL

808-449-3857 (DSN 315-449-3857)



**COL WILLIAM M. CORSON**  
DIRECTOR OF INSTALLATIONS &  
MISSION SUPPORT



**CMSGT TIMOTHY D. HULME**  
CHIEF ENLISTED MANAGER

### COMMAND MISSION

PACAF provides ready air and space power to promote U.S. interests in the Asia-Pacific region during peacetime, crisis, and war.

### CE RESPONSIBILITIES

Leads PACAF's civil engineers, security forces and contracting activities at nine main operating bases and 141 geographically separated units in Pacific Air Forces' theater of operations. Manages policy, resources, and execution of emergency services, readiness, housing, force protection, and acquisition programs for \$38B in base infrastructure and \$10B in annual contracts. Provides combatant commanders with trained and ready agile combat support forces in support of theater OPLANs.

### SIGNIFICANT ACCOMPLISHMENTS

- Won DoD Award for Cultural Resource Management Individual (Mr. Gary O'Donnell, Hickam AFB, Hawaii).
- Won 2006 Dirtkicker Award, Large Command category.
- Won White House Closing the Circle Award For Recycling (Kadena AB, Japan).

- Won two Thomas D. White Awards: Cultural Resources Management Award by individual/team (Mr. Gary M. O'Donnell, Hickam AFB) and Environmental Quality Award by overseas installation (Misawa AB, Japan).
- Received ASCE 2007 Young Government Civil Engineer of the Year award (Ms. Stacie Kaneshiro, PACAF A7H).
- Won 2006 Brig Gen Michael A. McAuliffe Award for Best Housing Flight in the Air Force (718th CES, Kadena AB, Japan).
- Won Professional Housing Management Association 2006 Air Force Service Recognition Award, Outstanding Mid-Level Housing Manager (Mr. David J. Sibole, 718th CES).
- Eliminated deficit dorms in FY07 through aggressive dorm investment strategy.
- Completed the Restoration Program on time and well under budget, despite receiving funding seven months after the start of the fiscal year and suffering a \$2.7M cut; the FY07 remedy-in-place of 77 sites was exceeded and all high-risk sites were either declared RIP or had the risk reduced.
- Relocated 241 families at Eielson AFB, Alaska in just four months (Sept.-Dec. 2006) after lease with the owner of the Sprucewood housing units expired.



**Director of Installations & Mission Support: Col William M. Corson (A7)**

**Chief Enlisted Manager: CMSgt Timothy D. Hulme**



**CE UNITS IN COMMAND**

|                  |                       |
|------------------|-----------------------|
| 3rd CES          | Elmendorf AFB, Alaska |
| 8th CES          | Kunsan AB, Korea      |
| 15th CES         | Hickam AFB, Hawaii    |
| 18th CEG         | Kadena AB, Japan      |
| 18th CES         | Kadena AB, Japan      |
| 718th CES        | Kadena AB, Japan      |
| 35th CES         | Misawa AB, Japan      |
| 36th CES         | Andersen AFB, Guam    |
| 51st CES         | Osan AB, Korea        |
| 354th CES        | Eielson AFB, Alaska   |
| 374th CES        | Yokota AB, Japan      |
| 554th RHS        | Andersen, Guam        |
| Det 1, 554th RHS | Kadena AB, Japan      |
| 611th CES        | Elmendorf AFB, Alaska |

**STATISTICS**

|                             |                             |
|-----------------------------|-----------------------------|
| Major Bases                 | 9                           |
| Plant Replacement Value     | \$15.4B                     |
| Buildings                   | 89.6M sq. ft.               |
| Airfield Pavement           | 18.3M sq. yd.               |
| Housing                     | 20,092 units (22.4% priv.)  |
| Dorms                       | 14,734 rooms                |
| PACAF Personnel Active Duty | 29,673                      |
| Reserve                     | 670                         |
| Guard                       | 4,422                       |
| Civilian                    | 14,634                      |
| CE Personnel Active Duty    | 2,885                       |
| Guard/Reserve               | 2,614                       |
| Civilian                    | 3,389                       |
| Contractor                  | 2,529                       |
| MILCON                      | 12 projects (\$300M total)  |
| S/R&M                       | 465 projects (\$264M total) |
| Facility Operations         | \$183M                      |





# USAFE

RAMSTEIN AB, GERMANY  
USAFE.A7@RAMSTEIN.AF.MIL  
49-6371-47-0707 (DSN 314-480-0707)



COL DAVE C. HOWE  
DEPUTY DIRECTOR OF  
INSTALLATIONS & MISSION SUPPORT



CMSGT DIRK MCDOWELL  
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 leadership 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 lifecycle to a level of service to support missions and organizational goals.

## SIGNIFICANT ACCOMPLISHMENTS

- Laid the framework with U.S. Army, European Command, for establishing a forward operating site in Romania to support COCOM Theater Security Cooperation objectives.
- Processed a general officer's quarters lease in Turkey for the NATO chief in record time, accommodating multiple constraints for one of the most expensive GOQ leases in the world.
- Implemented a plan to reclaim U.S. dollar investments (approx. \$460K) in the United Kingdom and Belgium.
- Awarded a \$43.6M base maintenance contract for Moron AB, Spain; installed and commissioned the base's water treatment system, effectively ending a five-year non-potability period.
- Coordinated and published the United Kingdom's Final Governing Standard for Hazardous Waste.
- Obtained an approved loan guarantee for nearly \$58M for 364 build-to-lease housing units in Germany; partnered with FM to revise TLA policy and save newcomers up to \$3K in out-of-

- pocket PCS expenses; and clarified dislocation allowance policy, putting \$581 in service members' pockets.
- Closed out seven MILCON projects; completed the construction of 187 townhomes; started construction on more than 700 additional homes; and designed 926 units for upcoming projects.
- Evaluated seven base consolidation return initiatives and analyzed eight new basing initiatives, including AFRICOM and JTF-East (Romania).
- Completed two Web-based geospatial base general plans
- Involved in the restoration of the Lafayette Escadrille Memorial in Paris, France.
- Deployed over 1,200 engineers in 13 specialties to support the mission in the EUCOM AOR and the Global War on Terror. Continued support to EUCOM in the area of humanitarian de-mining operations, leading to vast improvements in Guinea-Bissau, Africa.
- Trained a rapid-response, multi-functional, and scalable team capable of C2, emergency services, and support functions to provide a single integrated response to a full spectrum of events or contingencies.
- Brought two command aircraft live-fire trainers up to Air Force standards, providing the first assets in theater to accomplish this specialized training.
- Provided world-class mission support training to over 1,200 U.S. and Allied forces through the USAFE Silver Flag Exercise. USAFE's SFE provides the Air Force's only Expeditionary Leadership Program to train midlevel leaders from all mission support specialties, plus judge advocate, medical, chaplain service, and finance.



**Director of Installations & Mission Support: Brig Gen Danny K. Gardner (A7)**

**Deputy Director of Installations & Mission Support: Col Dave C. Howe (A7D)**

**Chief Enlisted Manager: CMSgt Dirk McDowell**



### CE UNITS IN COMMAND

|           |                         |
|-----------|-------------------------|
| 3rd AF/A7 | Ramstein AB, Germany    |
| 31st CES  | Aviano AB, Italy        |
| 39th CES  | Incirlik AB, Turkey     |
| 48th CES  | RAF Lakenheath, UK      |
| 52nd CES  | Spangdahlem AB, Germany |
| 65th CES  | Lajes Field, Azores     |
| 86th CTS  | Ramstein AB, Germany    |
| 100th CES | RAF Mildenhall, UK      |
| 420th CES | RAF Fairford, UK        |
| 421st CES | RAF Menwith Hill, UK    |
| 422nd CES | RAF Croughton, UK       |
| 423rd CES | RAF Alconbury, UK       |
| 425th ABG | Izmir AB, Turkey        |
| 435th CEG | Ramstein AB, Germany    |
| 435th CES | Ramstein AB, Germany    |
| 496th ABS | Morón AB, Spain         |
| 735th CES | Ramstein AB, Germany    |
| 835th CES | Vogelweh AB, Germany    |

### STATISTICS

|                         |                             |
|-------------------------|-----------------------------|
| Major Bases             | 13                          |
| Plant Replacement Value | \$24B                       |
| Buildings               | 59M sq. ft.                 |
| Airfield Pavement       | 12M sq. yd.                 |
| Housing                 | 9,707 units (0% priv.)      |
| Dorms                   | 7,271 rooms                 |
| USAFE Personnel         | Active Duty 25,992          |
|                         | Civilian 6,760              |
|                         | Contractor 3,694            |
| CE Personnel            | Active Duty 2,029           |
|                         | Civilian 2,246              |
|                         | Contractor 2,292            |
| MILCON                  | 4 projects (\$51M total)    |
| S/R&M                   | 394 projects (\$109M total) |
| Facility Operations     | \$200M                      |





## AFCEE

**BROOKS CITY-BASE, TEXAS**  
**V3AFCEE.CC@BROOKS.AF.MIL**  
**210-536-3072 (DSN 240-3072)**



**MR. DENNIS M. FIRMAN**  
**DIRECTOR**



**COL KEITH F. YAKTUS**  
**MILITARY COMMANDER &**  
**EXECUTIVE DIRECTOR**

### AGENCY MISSION

To provide Air Force leaders the comprehensive and diverse expertise needed to support the warfighter by protecting, preserving, restoring, developing, and sustaining the nation's environmental and installation resources.

The agency comprises 45 military and 312 civilian employees.

### SIGNIFICANT ACCOMPLISHMENTS

The end of FY2007 signals a new era for the Air Force Center for Engineering and the Environment. In addition to a new name, the transformed AFCEE assumed centralized management of the service's military construction and environmental restoration programs, reorganized its directorates into divisions, and created MILCON and restoration program management offices as well as regional management offices to oversee construction projects overseas.

In 2007, AFCEE started more than \$2B in installation projects supporting its worldwide environmental and construction mission.

Housing continues to be a major mission; construction is currently taking place at 19 bases. To date, the center has managed \$252M in construction of 13,811 new units and renovation of 6,969 in the Military Family Housing Privatization Initiative.

One of the largest (\$27M) housing restoration projects recently took place at F. E. Warren AFB, Wyo. More than 150 units in 86 buildings—dating back to 1867—located in the base's "Old Historic Bricks" section were refurbished within budget and four months ahead of schedule.

AFCEE completed a \$1.8M environmental restoration project at the Hickam AFB, Hawaii, golf course. The work included extensive cleanup and restoration of the course, which lies over a former joint-services landfill.

Environmental remediation began at a World War II—era dump site near Andersen AFB, Guam, with the removal of decades of accumulated construction debris, scrap metal, and other waste.

Two AFCEE chemists, Dr. Javier Santillan and Mr. Ed Brown, received an award from the Interstate Technology and Regulatory Council for their work in the remedial process optimization program.

Military construction projects included a new C-17 hangar at Hickam AFB and major runway repairs at Hill AFB, Utah, and Andersen AFB.

In two joint ventures, AFCEE worked with the U. S. Army Corps of Engineers to install two outfall pumps to prevent disastrous flooding in the event of future storms in New Orleans, and with the Army Air Force Exchange Service to design and construct a shopette and gas station at Vandenberg AFB, Calif.

In 2007, the Center awarded \$630M for work in Iraq, with \$502M still pending for additional projects, including construction of water wells, water-storage tanks, detention centers, border forts, and police stations. In the last three years, AFCEE has managed projects in Iraq totaling \$3.5B.

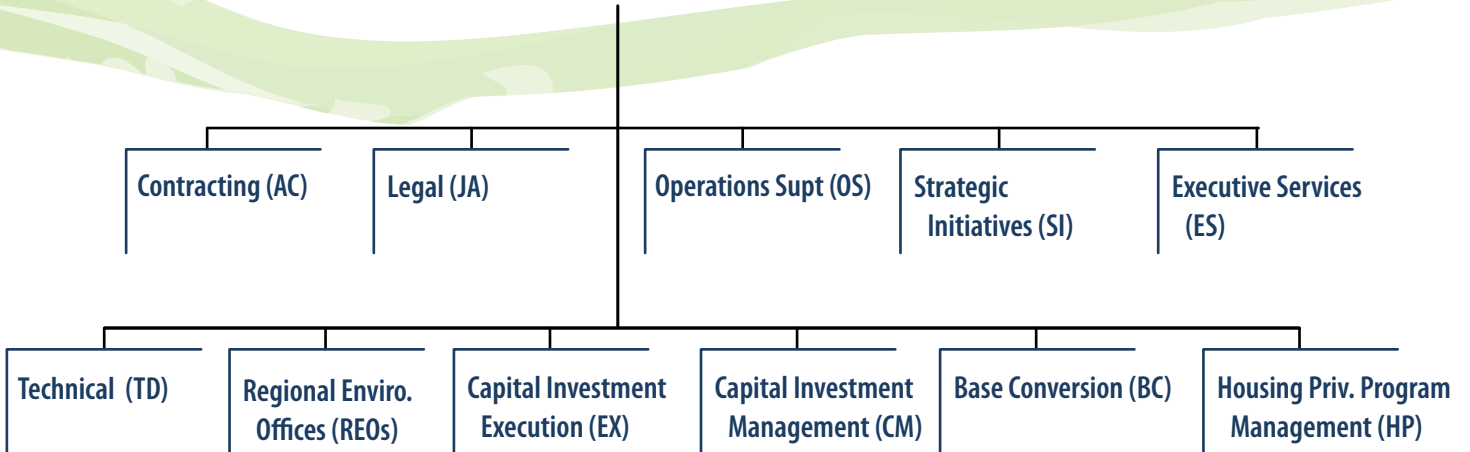
Since AFCEE's involvement in Iraq's reconstruction began in 2004, the center has overseen the construction of 80 military bases, 360 police stations, and numerous other projects. To support this work, 22 civilians and 13 military members assigned to AFCEE have deployed to Iraq.

AFCEE recently expanded its work in Afghanistan, with more than \$270M awarded for projects there.





Director: Mr. Dennis M. Firman (CC)  
Executive Director/Military Commander: Col Keith F. Yaktus (CD)





## AFCESA

TYNDALL AFB, FLA.

AFCESAREACHBACKCENTER@TYNDALL.AF.MIL

888-AFCESA1 (DSN 523-6995)



COL RICHARD A. FRYER, JR.  
COMMANDER



CMSGT RANDY F. JONES  
CHIEF ENLISTED MANAGER

### AGENCY MISSION

AFCESA provides the best tools, practices, and professional support to maximize Air Force civil engineer capabilities and base and contingency operations.

The agency comprises 84 active duty military, 25 Reservists, 102 civilian employees, and 195 contractor personnel.

### SIGNIFICANT ACCOMPLISHMENTS

Along with the rest of civil engineering, the agency is transforming to meet the future needs of the Air Force. AFCESA recently reorganized its directorates to maximize alignment and enhance communication with its base and command customers.

A high point of the year was when an Air Force Inspector General team recognized AFCESA's excellence with its highest rating during a Unit Compliance Inspection. Almost unprecedented, the team had *no* findings and was effusive in praising Team AFCESA's unparalleled quality and professionalism.

AFCESA provided EOD warriors with 126 satellite communications kits and specially designed geospatial analysis software and lowered the operations tempo by eliminating unnecessary combat skills training and reducing range workload by 50%.



The Fire Emergency Services team led efforts to pen the transformational Fire Prevention and Consequence Management CONOPS and developed a fire vehicle validation and realignment plan that will generate more than \$250M in avoided costs over the 20-year vehicle recapitalization period.

Updates to the Air Force emergency response operations procedures to align with the National Incident Management System and comply with Homeland Security Presidential Directive-5 progressed significantly. AFCESA experts authored *AFIMS: Senior Leader Guide to Implementation and Sustainment*, a CSAF-approved guide to reaching initial capability by December 2007 and final capability by December 2009.

Prime BEEF personnel and equipment UTCs were completely transformed; the new modularized UTCs provide flexible options and meet future COCOM requirements. As the new central repository for all CE lessons learned, AFCESA established a process with AF/A9L to receive, evaluate, and disseminate all lessons learned from both deployed and in-garrison CE Airmen.

AFCESA's Operations and Programs Directorate guided \$17M in research on airfield damage repair, airfield infrastructure, facility energy, and force protection technology development and published seven Engineering Technical Letters, an Air Force Instruction on Electrical Safety, and three handbooks supporting ongoing operations at expeditionary and permanent bases.

The Airfield Pavements Evaluations team completed and published 25 reports on contingency locations and main operating bases. AFCESA's Airfield Support Program manager reviewed and tracked 585 aircraft arresting system engagement reports.

The Air Force Training Record, a Web-based program launched in October 2006 to track training progress, reached a milestone of 60,000 users in 2007. The Web-based Enterprise Environmental Safety and Occupational Health Management Information System for the collection of ESOH data deployed in January 2007.

AFCESA joined with the 754th Electronic Systems Group community to enable the remaining 107 Real Property Inventory Requirements, as part of the Real Property Transformation effort.

**Commander: Col Richard A. Fryer, Jr. (CC)**  
**Executive Director: Mr. Bryon J. Bednar (CD)**

**Chief Enlisted Manager: CMSgt Randy F. Jones**



The Air Force Facility Energy Center, one of AFCESA's newest directorates, helped installations meet federally mandated energy efficiency improvement goals by securing reliable and affordable energy through facility energy management, energy savings performance contracts, renewable energy, utility rates litigation, and utility privatization. To date, privatization efforts have a total of 256 Air Force utility systems in solicitation, analysis, or pending request for release. In 2007, the AFFEC secured over \$1.7M in end-of-year funds for energy initiatives, and partnered with HQ USAF and the MAJCOMs to develop the Facilities Energy Strategic Plan.

AFCESA's Contract Support Directorate was formed in July, combining all agency contracting functions. In 2007, AFCESA handled over \$325M in sustainment, restoration, and modernization projects; the approximately 230 projects represented customers from all MAJCOMs, and were part of more than 500 separate contracting actions executed in FY07.

AFCESA used the Air Force Contract Augmentation Program, or AFCAP, to support a wide array of contingencies for the Air Force as well as U.S. Central Command, the Army, the Coast Guard, and the Office of Foreign Disaster Assistance. Support included

\$164M in new task orders to leverage capabilities, such as services, commodities and infrastructure support, from the private sector to meet mission demands.

Major commands continued to request worldwide support from the Civil Engineer Maintenance, Inspection and Repair Team, even with a change in operational funding. CEMIRT completed 160 work requests for only \$5.4M, including work in all CEMIRT capabilities: aircraft arresting system overhauls; MEP overhauls; generator overhauls and installations; IR scans; relay calibrations; HVAC assessments, commissionings and balancing; and SCADA design and installation.

The Mission Support Directorate created AFCESA's Strategic Plan to focus on future agency goals and developed an implementation plan to guide civil engineering during the CE Squadron Re-organization Initiative. Financial Management accurately worked over \$730M in current-year requirements and program execution documents and funding transactions on behalf of The Air Force Civil Engineer. The directorate also published the *Air Force Civil Engineer* magazine and celebrated the Air Force's 60th anniversary with a special CE history issue in September.





**MS. KATHRYN HALVORSON**  
**DIRECTOR**

## **AFRPA**

**ARLINGTON, VA.**

**AFRPA.PA@AFRPA.PENTAGON.AF.MIL**

**703-696-5500 (DSN 426-5500)**

### **AGENCY MISSION**

The Air Force Real Property Agency manages the acquisition and disposal processes of all Air Force-controlled real property. That mission is executed while striving to maximize returns on value for the warfighter, their families, and the taxpayer. In addition to real and personal property transactions, agency responsibilities also include execution of enhanced-use leases and management of Environmental Restoration Programs under pre-2005 Base Realignment and Closure Acts. AFRPA's personnel specialize in real and personal property; real estate law; environmental restoration and compliance; environmental law; facility maintenance and operations; financial management; human resources; information technology; and public affairs.

AFRPA employs more than 200 federal personnel and contractors.

### **SIGNIFICANT ACCOMPLISHMENTS**

On April 13, 2007, AFRPA held a public auction for the Calgary Housing Units at the former Kelly AFB, Texas, and realized a greater asset value recovery than initially projected. The auction created overwhelming responses from potential buyers, and two bidders from California bought the property for \$489,999, which will be directed to the Non-Appropriated Funds Account, which is used to support our troops at home and abroad.

In March 2007, AFRPA executed an Environmental Services Cooperative Agreement for 62 acres on the former McClellan AFB, Calif. This agreement transfers environmental cleanup responsibilities from the Air Force to the County of Sacramento and paves the way for the early transfer of the property to the county. This was an unprecedented accomplishment: privatized environmental agreements are not new, but such an agreement had never before been achieved for the cleanup of a DoD National Priorities List site. Early transfer with privatized cleanup creates an opportunity for the Air Force to save money.

On June 18, 2007, the Air Force transferred the 40-acre Defense Fuel Supply Point Escanaba on the shores of Lake Michigan to the Hannah Indian Community, a federally recognized Native American tribe based in Hannahville, Michigan. The property, which the tribe purchased for \$10,000, will become part of a larger waterfront development. In addition to the cash payment, the tribe assumed responsibility to complete the environmental cleanup of the site. A significant milestone for the Air Force, this marked the first time the Air Force transferred BRAC property to a party under Section 2905(e) of the Defense Base Closure and Realignment Act of 1990, which allows an agreement to transfer property by deed to any party who agrees to perform all environmental restoration, waste management, and environmental compliance obligations for the property.

On June 26, 2007, AFRPA presented the deed for the final 3.5-acre parcel of the former Rickenbacker ANGB, Ohio, to its local redevelopment authority. This was another milestone in transferring property to local communities for redevelopment. Of the 32 former Air Force installations managed by AFRPA, 17 have been fully transferred to local redevelopment authorities or other parties, with four of those whole-base transfers that occurred in FY07: Rickenbacker ANGB; Carswell AFB, Texas; Castle AFB, Calif.; and Homestead AFB, Fla.

On July 2, 2007, the Air Force completed transfer of a 39-acre parcel to the St. Louis Port Authority. The facility, once used by the National Imagery and Mapping Agency, will be redeveloped as part of a \$375M entertainment and retail development project. This achievement represents a new way of doing business: environmental remediation responsibility was transferred to the St. Louis Port Authority along with the property. In approving the early transfer for the state of Missouri, Governor Matt Blunt stated, "I am pleased with the cooperative effort demonstrated by the state of Missouri, the United States Air Force, and the St. Louis County Port Authority to bring the subject property back to productive use."

Director: Ms. Kathryn Halvorson

Legal Division  
Real Property Office

Operations Office (COO)

Financial Office (CFO)

Information Office (CIO)





## AFDW

ANDREWS AFB, MD.

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240-857-1666 (DSN 857-1666)



**MRS. TERRIE A. WARREN, P.E.**  
DEPUTY DIRECTOR OF  
INSTALLATIONS & MISSION SUPPORT



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

### COMMAND MISSION

As the single Air Force voice in the National Capital Region, the Air Force District of Washington's 320th Air Expeditionary Wing brings air, space, and cyberspace capabilities to the joint team, protecting the nation's capital and supporting personnel serving locally and worldwide.

### CE RESPONSIBILITIES

AFDW engineers perform major command functions as well as provide regional warfighting support to the Joint Task Force—National Capital Region. They direct planning, programming, and oversight for MILCON, O&M, SRM, NAF, Medical, GWOT, Environmental, and ECP projects and are responsible for implementing CE-specific policies and directives for the Air Force within the NCR. 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 have responsibility 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 natural disasters, major accidents, and global combat operations.

### SIGNIFICANT ACCOMPLISHMENTS

- Awarded Air Force Organizational Excellence Award for 2006.
- Redesignated one wing and established two wings and a group (11th Wing, Bolling AFB; 316th Wing and 79th Medical Wing, Andrews AFB; and 844th Communications Group, Bolling AFB) in 60 days to support Air Force war/peacetime operations in the NCR.
- Designed, contracted, and constructed a sensitive compartmented information facility, which was accredited three months earlier than planned, allowing AFDW to carry out real-time GWOT and National Counter Terrorism Center updates and highly classified conversations.
- Organized the 320th AEW for former President Gerald Ford's state funeral during the Christmas and New Years holidays, attaching 634 personnel to complete a 10-day mission

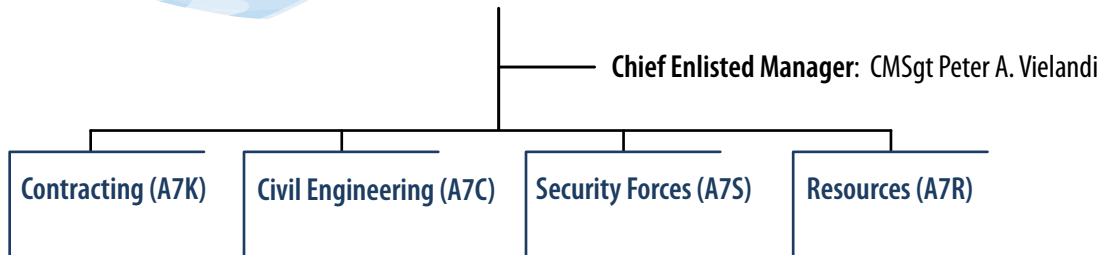
in three joint-operation areas; in less than 12 hours from notification, deployed 167 joint forces and equipment for JTF Ceremony Forward.

- Ensured Air Force readiness for Capital Shield 07, NCR's largest defense support to civil authorities exercise.
- Reviewed and wrote operation orders for the Air Force Memorial dedication and the 60th Anniversary open house.
- Led \$59M of Andrews AFB funds migration from AMC to AFDW, which assured the Chief of Staff of the Air Force's warfighting capability.
- Crafted the Bolling Housing Privatization initiative, which conveys 3,000 units worth \$5.4B in a 50-year lease.
- Aligned civil engineer expertise with joint-force headquarters to safeguard NCR resources.
- Marketed requirements for a new \$135M conjunctively funded BRAC/leased space/AFDW command building, justifying new construction versus renovation, and identified \$82M in BRAC/leased-space projects to relocate 3,000 personnel in the NCR.
- Managed \$1.5M beddown request for USCG Station Washington, which protects the peninsula at Bolling AFB.
- Garnered \$35M in end-of-year funds for critically important AFDW projects.



**Director of Installations & Mission Support:** Col Brian Bellacicco (A7)

**Deputy Director of Installations & Mission Support:** Mrs. Terrie A. Warren, P.E. (A7D)



## CE UNITS IN COMMAND

|           |                   |
|-----------|-------------------|
| 11th CES  | Bolling AFB, D.C. |
| 316th CES | Andrews AFB, Md.  |

## STATISTICS

|                         |                              |                             |
|-------------------------|------------------------------|-----------------------------|
| Major Bases             |                              | 2                           |
| Plant Replacement Value |                              | \$4.47B                     |
| Buildings               |                              | 1,904/12.7M sq. ft          |
| Airfield Pavement       |                              | 19.3M sq. yd.               |
| Housing                 |                              | 3,907 units (0% privatized) |
| Dorms                   |                              | 851 rooms                   |
| AFDW Personnel          | Active Duty                  | 4,091                       |
|                         | Reserve                      | 169                         |
|                         | Guard                        | 2                           |
|                         | Civilian                     | 1,311                       |
|                         | Contractor                   | 670                         |
| CE Personnel            | Active Duty                  | 394                         |
|                         | Reserve                      | 15                          |
|                         | Guard                        | 13                          |
|                         | Civilian                     | 361                         |
|                         | Contractor                   | 11                          |
| MILCON                  | 10 projects (\$120M total)   |                             |
| S/R&M                   | 145 projects (\$69.3M total) |                             |
| Facility Operations     |                              | \$105.32M                   |





## USAFA

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719-333-2660 (DSN 333-2660)

LT COL DEBORAH MCMURTREY  
USAFA CIVIL ENGINEER AND  
10TH 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 Academy's superintendent, mission support group commander, and wing commander on CE planning and programming facility matters for active and proposed mission requirements. The USAFA Civil Engineer directly coordinates with Air Staff and other agencies on the management of Academy real property; 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, emergency management, engineering, construction, and daily support operations.

### SIGNIFICANT ACCOMPLISHMENTS

The US Air Force Academy earned the Air Force Organizational Excellence Award for the period Oct. 1, 2005, to Dec. 31, 2006.

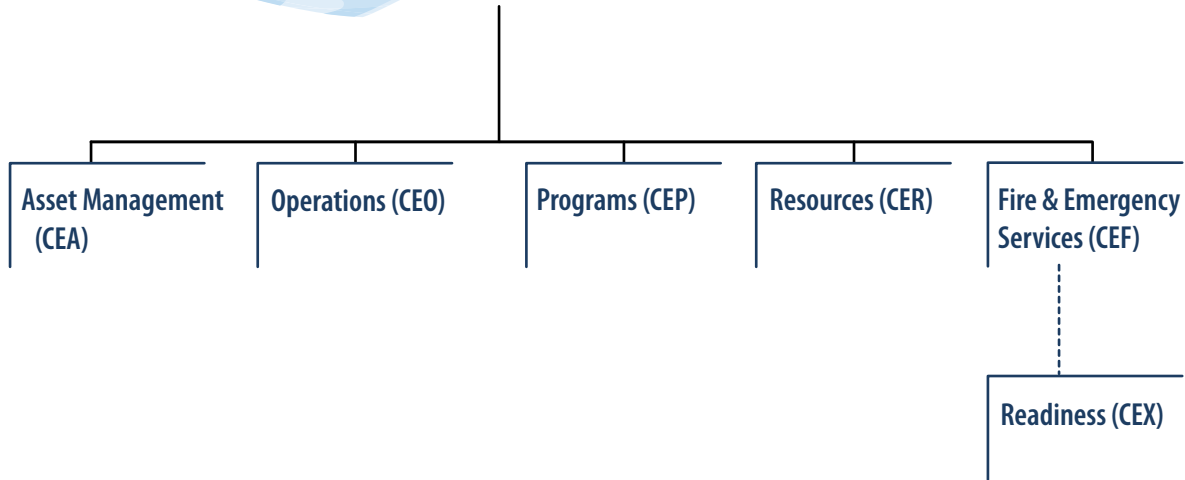
The Fire Emergency Services Flight responded to more than 1,000 emergency incidents in several dozen categories. Academy firefighters mitigated a 27-vehicle accident on a major interstate highway in December during blizzard conditions. In April, firefighters executed a technically challenging rescue, directing a helicopter pick-off of a victim who had fallen more than 200 feet down the side of a mountain.

"Team USAFA," the International Firefighter Combat Challenge team, competed in the "toughest two minutes in sports," finishing as the fifth ranked team in the nation, and seventh in the world.





USAFA Civil Engineer/10th CES Commander: Lt Col Deborah A. McMurtrey (CE)



## CE UNITS IN COMMAND

10th CES U.S. Air Force Academy, Colo.

## STATISTICS

|                         |                              |
|-------------------------|------------------------------|
| Major Bases             | 1                            |
| Plant Replacement Value | \$2.55B                      |
| Buildings               | 6.4M sq. ft.                 |
| Airfield Pavement       | 375K sq. yd.                 |
| Housing                 | 1,208 units (100% priv.)     |
| Dorms                   | 4,949 rooms                  |
| CE Personnel            |                              |
| Active Duty             | 29                           |
| Reserve                 | 0                            |
| Guard                   | 0                            |
| Civilian                | 95                           |
| Contractor              | 553                          |
| MILCON                  | 1 project (\$1.4M total)     |
| S/R&M                   | 119 projects (\$44.9M total) |
| Facility Operations     | \$28.2M                      |



# Contingency Year in Review



Air Force Civil Engineers continued their tradition of serving on the front lines, providing extraordinary support in contingency operations around the world in FY 2007. Working at high operational levels, active duty, Guard, and Reserve CEs carried out their contingency mission in support of the Air Force and its sister services.

In coordination with the Joint Staff, U.S. Joint Forces Command, the Air Force Personnel Center's AEF Division, and other Services, the Air Force presented nearly 2,700 engineer requirements in support of combatant commanders throughout the year. Nearly half of that number supported the Army or served in other joint or "in lieu of" missions.

At bases throughout Southwest Asia, engineers provided expeditionary combat support at the highest levels since the Vietnam War, enabling flying operations to continue in support of national military objectives. Engineers had a heavy construction support requirement that often exceeded RED HORSE's capability, and Prime BEEF forces made up the shortfall.

Although not widely known, the Air Force and Air Force engineers played a substantial part in the troop surge in Iraq, known as the Baghdad Security Plan, that began in January 2007. At Forward Operating Base Hammer, members of the 557th Expeditionary RED HORSE Squadron joined the Army's 411th Engineering Brigade to build a base to accommodate nearly 4,000 Soldiers of the 3rd Brigade Combat Team. The 557th ERHS comprised predominantly engineers from the 202nd RHS at Camp Blanding, Fla., and 203rd RHS in Virginia Beach, Va., as well as some 50 Air Force Prime BEEF personnel. With fellow 557th engineers deployed throughout Iraq performing ILO missions, portions of the RED HORSE unit used Harvest Falcon and the Army's Force Provider kits to provide tents, hard-wall shelters, area lighting systems, basic water and electrical systems, latrines and showers, a kitchen facility, environmental control units, and other basic equipment for the force beddown. The engineers built

a tactical operations center and a maintenance building for each battalion. Force protection projects included prefabricated guard towers, elevated fighting positions, and eight miles of 10-foot high perimeter berm constructed or fortified with the equivalent of more than 37,000 dump truck loads of earth. In a little more than a month, the 411th EB's area turned into a bustling combatant stronghold due to Air Force and Army engineering cooperation.

In mid-summer, the 557th ERHS, now comprising engineers from the 555th RHS, Nellis AFB, Nev., fortified FOB Kalsu, south of Baghdad. The Airmen were forward-deployed from Balad AB, Iraq, to build four tactical operations centers for the Army's 2nd Brigade Combat Team, 3rd Infantry Division, headquartered there. Working in 115-degree weather, they constructed elevated wooden buildings to be used as Army headquarters for the units assigned to the FOB. The 2/3 ID was previously running operations out of tents. While working in the "Triangle of Death," the urgency of the force protection work was punctuated by incoming mortar attacks, including a round that damaged one of their newly completed buildings, which the engineers quickly repaired.

RED HORSE and Prime BEEF engineers blended seamlessly into efficient work teams for several major projects such as the bed-down of A-10 aircraft at a Marine Aircraft Wing's home, Al Asad AB, Iraq, between November 2006 and January 2007. A team with members from Air National Guard's 202nd RHS at Camp Blanding, Fla., and 169th CES at McEntire Joint National Guard Station, S.C., and active duty from 366th CES, Mountain Home AFB, Idaho, worked closely with Det 14, 732nd ECES, to construct Southwest Asia huts for Maintenance Operations, an 8,400 square foot K-Span, and a convoy briefing facility, and to upgrade the electrical distribution system at the base, enabling the A-10s to provide close air support to the ground forces.

In Afghanistan, young CE officers played important roles as the Air Force took the lead on several Provincial Reconstruction Teams, an important component of the overall coalition strategy



EOD performed 8,776 responses in the Afghan and Iraqi theaters. They responded to 3,706 IEDs, 3,682 UXOs, and 1,388 weapon caches. EOD teams were also heavily tasked to fill Army requests for forces, many of which were 365-day deployments. To counter the ever-present IED threat and to coordinate EOD operations, the Air Force supported Joint Task Force Troy in Iraq and Joint Task Force Paladin in Afghanistan. Air Force EOD provided approximately 30% of the overall joint EOD capability over both AORs. This support was not without cost as five Air Force EOD professionals were killed in Iraq during FY07:

to support the Afghan government. Capt Rockie Wilson, an Air Combat Command engineer, headed up the Qalat PRT comprising 40 Airmen and 50 Soldiers, and managed the construction of 70 miles of highway, a number of bridges, and hospital and government projects. “We are part of the war on terrorism right there with our Army, Navy, and Marine counterparts,” said Capt Wilson, helping extend the outreach of government-sponsored public works projects. The PRT set up a trade school to teach construction skills to teenage boys. This support was not without danger, as Taliban fighters once ambushed his convoy, killing an Afghan service member.

- Capt Kermit Evans, Dec. 3, 2006
- TSgt Timothy R. Weiner, Jan. 7, 2007
- SrA Elizabeth A. Loncki, Jan. 7, 2007
- SrA Daniel B. Miller Jr., Jan. 7, 2007
- SrA William N. Newman, June 7, 2007

Another CE, Capt Dave Lin, was responsible for \$20M worth of construction projects at Kabul, Afghanistan. As part of NATO’s International Security Assistance Force, his team of seven Afghan contractors and 300 laborers constructed a conference center and perimeter wall and installed an underground sewer system. Capt Kevin Mares, from the 31st CES at Aviano AB, Italy, was assigned to ISAF’s Regional Security Advisory Command-Central staff of Task Force Phoenix, which mentored the Afghan National Army’s command staff officers. He was also responsible for projects in Kabul and eastern Afghanistan such as expanding FOB Jalalabad to bring it up to garrison standards, as well as winterizing 15 other FOBs.

In April, approximately 250 military personnel under the 820th ERHS’s lead concluded New Horizons–Nicaragua 2007, a \$7.5M humanitarian and training exercise. The engineers built a three-room school in San Martin de La Calera and a five-room medical clinic in Buena Vista, repaired more than 44 miles of dilapidated roads, and fixed a water well and drilled two others. They also collected and donated about \$500 and more than 100 books and toys to two local orphanages. These missions helped improve opportunities for the people of the region, promoted stability and economic development, and strengthened the institutions of the region’s democracies through the type of tangible assistance that only engineers can provide.

Air Force EOD forces continued to be in high demand throughout Iraq and Afghanistan. They supported Airmen at places such as Baghdad International Airport, Balad AB, Bagram AB, Kandahar AB, Kirkuk AB, and Ali AB. They also supported Multi-National Coalition–Iraq forces by providing off-base assistance with a Quick Reaction Force and IED recognition training to personnel tasked to maneuver outside the wire. Using the latest technology, they were actively engaged in information gathering/recovery of IED components. The team’s site descriptions were quickly communicated across the EOD community and intelligence agencies, providing a critical component in meeting the ever-changing enemy tactics in the counter-improvised explosive device campaign. In FY 07,



