

**Air  
Force**

# Civil Engineer

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**2008 Almanac**



*This has been a year of Transformation for Air Force Civil Engineering, evident in the accomplishments reported in this publication, the Fiscal Year 2008 Air Force Civil Engineer Almanac. This almanac builds upon last year's inaugural edition to capture and record the remarkable events and successes of Air Force Civil Engineering throughout 2008.*

*The almanac is a comprehensive look at all levels of Civil Engineering. 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 Civil Engineering's achievements in 2008. Detailed information about Civil Engineering at each major command, field operating agency, and direct reporting unit is included, as well as highlights of Civil Engineering history. The 2008 Almanac concludes with a retrospective of the achievements and sacrifices of Civil Engineering's warfighters, and a listing of award winners.*

*As you read 2008's almanac, we hope you'll appreciate the efforts and accomplishments of your fellow Air Force civil engineers.*



**THE CIVIL ENGINEER** MAJ GEN DEL EULBERG  
**AFCESA COMMANDER** COL MAX E. KIRSCHBAUM  
**CHIEF, PROFESSIONAL COMMUNICATIONS** DR. RONALD HARTZER  
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## 2008 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 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 Patrick Abbot** is the Chief of 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 Abbott enlisted in the Air Force in October 1984. His background includes various construction and maintenance duties in Civil Engineering as well as assignments at the wing and headquarters level. His assignments include bases in Maine, Colorado, Arkansas, North Carolina, Florida, Nevada, and the Republic of Korea. He has also deployed in support of OPERATIONS ALLIED FORCE, ENDURING FREEDOM, and IRAQI FREEDOM.





This almanac is designed to give engineers across the Air Force the chance to reflect on the past year and all that we have collectively accomplished. What a year it has been! Whether it is accomplishments while deployed or at home station, this has been the most successful year in my tenure as the Air Force Civil Engineer and I have never been more honored to lead such a talented group of professionals.

At any given time, the Civil Engineering family has 3,000+ engineers deployed in support of the Global War on Terrorism, Operations IRAQI FREEDOM and ENDURING FREEDOM, humanitarian efforts, or steady state requirements. Over the past year Chief Abbott and I have traveled to many of your deployed locations in Qatar, Iraq, Kuwait, Kyrgyzstan, UAE, and Afghanistan. At each location, I grew even more proud of the professionalism, expertise, and determination you all contribute to the fight. Sadly, this year we lost some heroes from our Civil Engineering Community; TSgt Anthony Capra and Maj Rod Rodriguez gave the ultimate sacrifice and will never be forgotten.

Back at home, housing privatization continues to be the single most significant quality of life improvement of recent times for our Airmen. This year we brought our total of privatized homes to 37,889, privatizing housing at McChord, Fairchild, Travis, and Tinker and leveraging our \$44M investment for \$556M in development costs. We secured \$140M in supplemental end-of-year funds for repair, renovation and modernization of our dormitories. The Installation Support Panel also successfully advocated for an additional \$450M wedge in the FYDP for a centrally managed program focused on the quality of life for Airmen living in unaccompanied housing.

Transformation continues to be a way of life for the Air Force and for Civil Engineering. Over two years ago we started this enormous effort, have made tremendous progress, and still have a long way to go. As I have said before, transformation is an 'evolution, not a revolution.' Continuing our Corps of Discovery industry partnerships, we implemented several applicable best practices and lessons learned in areas such as asset management, centralization of key processes and strategic sourcing. Due to the hard work and diligence of engineers across the Air Force, the Activity Management Plan (AMP) was developed as the new management tool and foundation of how we'll manage our assets in the future. You can expect to see AMPs at your base in 2009.

Over the past year we also centralized many of our key processes at the Air Force Center for Engineering and the Environment, most notably our capital investments program (military construction or MILCON), Military Family Housing Privatization, and our Environmental Restoration Account (ERA) program. Many other key functions were centralized at the Air Force Civil Engineer Support Agency, such as management of the enterprise utility privatization program, a strategic sourcing division for commodities in line with the Air Force Installation Acquisition Transformation, and a Facility Energy Center of expertise. Energy has received a new national and international focus. This year we published the first Air Force Infrastructure Energy Strategic Plan. We also secured \$250M per year through the FYDP to aid our goals of making Air Force installations everywhere more energy efficient and continuing to be the number one federal renewable energy purchaser for four years running.

We have made remarkable progress in our emergency services career fields, starting with the development of the EOD Optimization plan. Partnering with the AF/A1 community, we established a deserved and long overdue Special Duty Assignment Pay as well as a significant increase across all Selective Reenlistment Bonus zones for EOD. Our readiness personnel worked diligently to employ AFIMS across the Air Force, as did our fire departments in implementing the 2007 Fire CONOPS.

I have only skimmed the surface of the many accomplishments Civil Engineers achieved over the past year. As you read through the Almanac, take pride in all we have done and what we bring to the fight. I am honored to serve with you and thank you again 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 Patrick D. Abbott**  
Feb 2008–present



**CMSgt Wayne Quattrone II**  
Jun 2005–Feb 2008



**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

Let me start by saying what a privilege it is to serve as The Air Force Civil Engineer's Chief of Enlisted Matters. It's an honor to serve our Airmen and The Civil Engineer on issues affecting all of us.

This year for me has been interesting as I've moved from a deployed tactical RED HORSE focus to the Pentagon and a new strategic role. It's been incredible to visit and talk with our Airmen at their bases, schoolhouses, deployment training sites, and in the Air Force Central Command (AFCENT) area of responsibility (AOR). I've been able to meet with our new Senior Master Sergeants at the AFIT superintendents courses, with our squadron commanders and superintendents at the MAJCOM Commanders and Chiefs' conferences, and with the MAJCOM Functional Managers and CE career field managers during our CE Chiefs' Council meetings. These are extraordinary venues to learn and discuss concerns, share information, and recognize our superior Airmen and their best practices.

The insights gained at these venues help to ensure that we make the right decisions and have the right policies in place. The offices, organizations and Airmen displayed throughout this almanac (all 60,000 Air Force engineers) have had an integral role in forming policy and delivering several key items for our Airmen.

Manufacture of a fire-resistant ground crew ensemble for our more than 1,000 strong EOD, RED HORSE, and Prime BEEF Airmen filling Joint requirements "outside the wire" in the AFCENT AOR, and production of an NFPA 1975-compliant, 100% cotton Airman Battle Uniform for our firefighters and for Airmen performing work on electrical circuits worldwide are just two of the items that we've introduced to keep our CEs safe. Changing to the Red/White/Blue rotation to increase predictability and decrease our time away from home for predeployment training; formation of a robust Selective Reenlistment Bonus program; initiation of Special Duty Assignment Pay for our highly skilled EOD Airmen; increased retraining in numbers for our most stressed grades and skills; and a return to Active Duty option for prior service EOD, Dirt Boy, and Structures Airmen are a few of the ways we are working to lessen the impacts of our Global War on Terrorism commitment of 3,000 deployed Air Force engineers.

It is our continuous challenge to address our Airmen's concerns at the appropriate level and in a timely manner, to hold ourselves accountable for our decisions and actions, and to develop and care for our Airmen and their families. I greatly appreciate the work that you do for our nation, our Air Force, and our Airmen.

**CMSgt Pat Abbott**  
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)

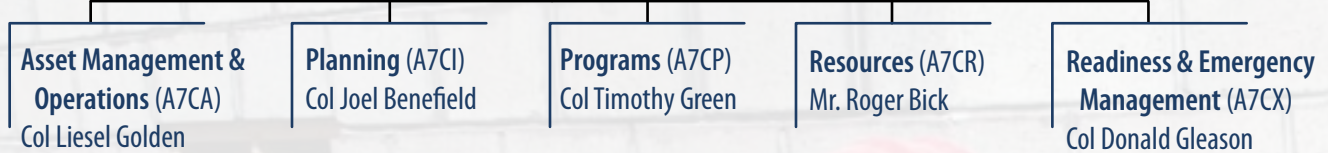
# HQ Air Force A7C Divisions

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

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

**Associate Air Force Civil Engineer:** Col Mark A. Pohlmeier

**Chief of Enlisted Matters:** CMSgt Pat Abbott



## ASSET MANAGEMENT AND OPERATIONS DIVISION (A7CA)

Asset management is moving the CE community forward. The Air Force Institute of Technology hosted the first Asset Management Flight Chief course for over 110 students. For the Activity Management Plan (AMP) initiative, the Asset Management team developed and beta-tested templates to investigate 11 core civil engineer activities at both Langley AFB and Fairchild AFB. These beta tests demonstrated how AMPs can be implemented across the Air Force.

The Housing Management Branch continued to provide Airmen with world-class housing, while progressing toward the goal of eliminating inadequate military family housing units at all of our bases by FY09. We started 2008 with a total housing inventory of 55,701 units (22,044 considered inadequate) and, through improvement projects, privatization, and demolition, reduced our inventory to 38,050 (11,650 considered inadequate).

Our built infrastructure team continued utilization and refinement of the Office of the Secretary of Defense (OSD) cost models, validating more than \$56.5B in modeled facility investment requirements across the future years' defense plan (FY10-15). The key to meeting our energy challenges is rooted in our asset management transformation philosophy. The Air Force 2008 Infrastructure Energy Strategic Plan (IESP) was approved. The plan is built on four pillars: 1) improve current infrastructure; 2) improve future infrastructure; 3) expand renewables; and 4) manage costs. Initial application of the IESP demonstrated resounding success by garnering \$482M in AFOS21 Innovation Funding in FY2009.

In December 2007, we dedicated the largest (14.2 MW) photovoltaic solar array installation in the United States at Nellis AFB, Nev., which will offset 25% of the installation's annual energy use. Wind turbines installed at F.E. Warren AFB, Wyo., and at Ascension Island can produce 4 MW of electricity, and a successful landfill gas project at Hill AFB, Utah, is capable of producing 1.3 MW of electricity. Dover AFB, Del., one of our installations participating in "Operation Change Out," replaced incandescent light bulbs with more efficient compact fluorescent lights to potentially save \$800K a year.

A perennial front-runner in environmental performance, the Air Force leads all DoD components in implementing Environmental Management Systems (EMSs) in accordance with Executive Order 13423. Through these systems and an aggressive conservation program, we've implemented a standardized natural infrastructure methodology to manage over eight million acres of installation property and critical training ranges. In yet another transformation, the Air Force restoration program has seen an immediate payback from centralization. Improved business processes identified a number of program savings such as \$69M in reduced overhead costs, \$32M from more stringent Air Force-wide program reviews, and \$12.5M in reduced civilian payroll. These savings were reinvested to accelerate cleanup to help ensure that the Air Force will achieve the FY12 goal.





## PLANNING DIVISION (A7CI)

2008 proved to be another exciting year for the Planning Division. In last year's almanac, we said we would attack the FY10 POM with vigor, and that we did. The Installation and Support Branch (A7CIP), home of the Installation Support Panel (ISP), worked with the HAF Program Element Monitors, Integrated Process Teams, and MAJCOM representatives to build a strong FY10-15 budget request supporting the warfighter while decreasing some of the "risk in infrastructure" prevalent in recent Air Force submissions. In particular, the FY10 POM focused on MAJCOM Commander Requirements, Energy Conservation, and Dormitories by providing additional funding to all three programs. The ISP also validated every Air Force Smart Operations for the 21st Century (AFSO21) initiative impacting the portfolio. The ISP worked with personnel across the HAF and MAJCOMs to transform the Base Operating Support program into the new, OSD-directed Installation Services program.

The Strategic Initiatives Branch (A7CIS) continued to embrace the task of leading our transformation. One of the biggest accomplishments of the transformation team, which includes members from the MAJCOMS, FOAs, and bases, was publishing the 2008 Civil Engineer Strategic Plan. This document charts our path to ensure that Air Force leaders and combatant commanders can count on engineer capabilities now and in the future. Another big step forward was the implementation of a corporate governance structure, including the CE Council and CE Board of Directors, with responsibility for guiding us through our transformational efforts. Finally, A7CIS partnered with Business Process Owners (CE functional experts) to

define the requirements for our Next Generation IT System; they continue the integration of these requirements into a commercial off-the-shelf software operating platform.

The Basing Branch (A7CIB) led the Air Force's planning effort on several high-interest initiatives, including requirements for the Air Force Cyber Command, an expanded Air Force Base Defense Group, an Air Force Public Affairs Agency FOA, and the AFRICOM Headquarters basing initiative. Our Joint Basing team worked with OSD and the other services to finalize implementation guidance and the 265 Common Output Level Standards needed to transition installations to joint bases. They also worked hand-in-hand with installation personnel to develop draft Memoranda of Agreement (MOAs) at McGuire and Anderson AFBs and a final MOA (with VCSAF signature) at Andrews AFB. Last, but not least, our planners participated in an ACC-led reengineering of the Air Force Comprehensive Planning Program that resulted in a more efficient process, providing better decision-quality data to our customers.

This past year presented many opportunities to excel as we've operated within constrained budgets, tackled complex basing initiatives and beddown proposals, and shaped the transformation of our 60,000+ Civil Engineering force. We eagerly look toward the future as we ready ourselves for challenges in 2009.

## PROGRAMS DIVISION (A7CP)

The Programs Division (A7CP) continued to focus on its primary responsibilities: planning, programming, and traditional military construction (MILCON). Along those lines, the Air Force submitted a \$989M MILCON request to the president for FY09, including \$123M for five CENTCOM projects directed by OSD. Though the Air Force continues to take risk in infrastructure to fund higher priorities (recapitalizing and modernizing the force), the FY10 POM build saw greater emphasis in funding MAJCOM commander current-mission requirements. A7CP worked aggressively with MAJCOM programmers and the Installation Support Panel to put a face on the MILCON program and defend each project on its own merit. In the end, the Air Force presented a \$1.4B FY10 MILCON program to OSD, which included a 125% increase in current mission projects. Seventy MILCON projects worth \$683M were financially closed out, while 85 FY08 and prior projects, valued at \$1.1B, were awarded in FY08.

A7CP's Military Family Housing (MFH) program is working towards the execution of a \$396M FY09 and a \$178M FY10 MILCON program. In 2008, MFH execution awarded 11 projects of over \$647M, emphasizing the "best" combination of MFH MILCON and privatization. As stewards of base realignment and closure MILCON, A7CP executed 80% of the \$941M FY08 program.

A7CP also continued its Southwest Asia (SWA) oversight MILCON responsibilities and assumed new ones for opera-

tion and maintenance project management. FY08 MILCON projects included 12 GWOT supplemental projects (\$343M) and one unspecified minor construction project (\$1.5M). FY08 SWA O&M project management included three Contingency Construction Authority projects (\$98M).

In addition to MILCON, A7CP focused on a number of other programs, including force enabler programs such as Unspecified Minor Construction (P-341); Temporary Facilities, Energy Conservation and Investment Program; and Defense Access Roads 44 O&M facility repair — projects totalling more than \$5M in costs and requiring approval of \$576M in FY08. A7CP also continued 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; 15 FY07 major projects are underway with a value of \$216.6M.

The A7C Congressional Cell orchestrated the 2008 Staffer Days, gaining critical review and support of the MILCON and MFH construction programs submitted in the FY09 President's Budget. The cell processed more than 350 congressional inquiries, providing critical information to committee members, and helped prepare Air Force leaders for testimony at 16 congressional hearings.

## RESOURCES DIVISION (A7CR)

2008 has been an exciting year for the Resources Division (A7CR) as we remained focused on providing budget oversight of the O&M Combat Support program. The Division continued to foster our close working relationship with the Office of the Air Force Deputy Assistant Secretary for Budget. In conjunction with the Asset Management Division, nearly \$140M in O&M funds were secured to support the MAJCOMs' dorm renovation efforts to ensure that our Airmen are provided the quality living environments they deserve.

The ongoing migration from budgetary financial plans to O&M execution planning continued to improve management oversight and visibility into each MAJCOM's FY09 financial program. This forward-looking process enabled us to provide MAJCOM Resource Advisors with a very detailed and helpful analysis of their expected FY09 financial distribution. This "peek under the tent" provided crucial insight into their programs and enhanced their ability to plan for FY09.

The new Investment Accounts Branch matured, overcoming challenges with accurate and timely accounting of the \$10.5B Air Force MILCON, the \$6.3B MFH MILCON, and the \$433M GWOT MILCON Supplemental programs. Through cooperation between the Asset Management Division

and AFCEE, the \$688M MFH O&M and the \$900M Environmental Quality and Environmental Restoration programs were successfully executed.

The Investments Branch has embraced resource management transformation through financial execution improvements utilizing Air Force and MFH MILCON centralized checkbooks, Family Housing Analysis Checkbook tools, and implementation of process improvement efficiencies in investment accounts resource funds flow. Such improvements facilitated support to the Programs Division for the award of over \$811M in FY08 MILCON, \$1.8M in MILCON P&D for FY09/10 programmed construction and congressional inserts, and the successful execution of \$23M in the GWOT MILCON Supplemental.

The AFSO21 program continues to seek new, improved, and more efficient methods of operation across the Air Force. The MAJCOMs submitted numerous initiatives for consideration, with over \$708M approved to receive FY09 innovation funds. These initiatives are expected to generate nearly \$2B in savings across the FYDP.

## READINESS AND EMERGENCY MANAGEMENT DIVISION (A7CX)

Readiness and Emergency Management (A7CX) continued significant transformational efforts in all areas and achieved numerous successes aimed at supporting CE warfighters.

To enhance Prime BEEF and RED HORSE capabilities, we conducted a wholesale review of our wartime obligations to develop a new comprehensive wartime task standard. This standard served as the baseline for evaluating how we can most effectively prepare civil engineers for battlefield tasks. Efficiencies will be gained by using existing Silver Flag sites to deliver pre-deployment training for each UTC and integrating Guard and Reserve capabilities to meet training needs.

We also made improvements at posturing forces to meet combatant commander requirements. We instituted the new Tempo Band construct to allow flexibility in meeting Air Force and Joint requirements. Civil Engineering functional area managers developed a Global Force Management two-year rotation plan to source requirements through June 2010, which will establish a predictive schedule for both active duty and reserve component forces. A7CX also partnered with SAF/AQ, AFCENT, and AFPC to reclassify or delete 94 CE requirements, providing some manpower relief and ensuring that forces are employed properly.

A7CX partnered with Air Mobility Command for the Expeditionary Combat Support IPT to formalize active duty and Reserve Prime BEEF squadron associations. Hickam, Travis, and Barksdale AFBs are pilot bases for the program.

This formalization will produce efficiencies in operations and training through shared facilities and resources.

We declared initial operational capability on Air Force Incident Management System (AFIMS) implementation on Jan. 1, 2008. This year's Fire and Emergency Management Symposium focused on achieving AFIMS final operational capability by Dec. 31, 2009. To further this effort, the HAF developed AFIMS training standards, the Emergency Control Center concept, the Emergency Response Operations Common Operating Picture (COP) Community of Interest (which developed an interim COP solution), and a headquarters-level Emergency Management Working Group.

To sustain and preserve the EOD career field, we established a Senior Leader EOD Working Group to address pay, training, and manpower issues. We partnered with AF/A1 to add the EOD career field to the small number of specialties authorized to receive Special Duty Assignment Pay. The EOD optimization plan was approved, authorizing an additional 22 officers and 159 enlisted personnel. The division also played a key role in acquiring 105 MRAP vehicles for our warfighters in the AOR.

A7C signed AFI 32-2001 (Fire and Emergency Services CONOPS) to institutionalize the Fire and Emergency Services Program. We reduced false alarms 17% and standbys 15% via operational risk management analysis, allowing firefighters to concentrate on true emergency calls. We also provided \$1.3M to upgrade installation fire alarms.





**ACC**

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



**CMSGT KARL R. DEUTSCH**  
**CE FUNCTIONAL MANAGER**

### **COMMAND MISSION**

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

### **CE RESPONSIBILITIES**

ACC A7 supports base and expeditionary Mission Support Group, Civil Engineering, Security Forces, and Contracting functions. We manage policy, resources, and execution of base development, design, construction, operation, asset management, environmental, dorm, housing, quality-of-life, contingency response, emergency services, base defense, antiterrorism/force protection, nuclear and conventional security, law enforcement, corrections, air base defense, and contract acquisition guidance and policy oversight for ACC. We also oversee the command's Acquisition Management and Integration Center. A7 provides qualified and ready RED HORSE, Prime BEEF, Engineering, EOD, Fire, Security Forces, Contracting, and Cultural and Natural Resource skills to the Air Force mission.

### **SIGNIFICANT ACCOMPLISHMENTS**

- Developed ACC's Installation Campaign Plan to focus limited resources and provide combat support, ready installations, and mission-ready people to our COCOM and wing commanders.
- Deployed over 1,200 RED HORSE and Prime BEEF engineers for Operations IRAQI FREEDOM and ENDURING FREEDOM to reconstruct runways, install wells, plan/design/construct facilities, and train Iraqi and Afghan nationals while assisting in nation-building efforts.

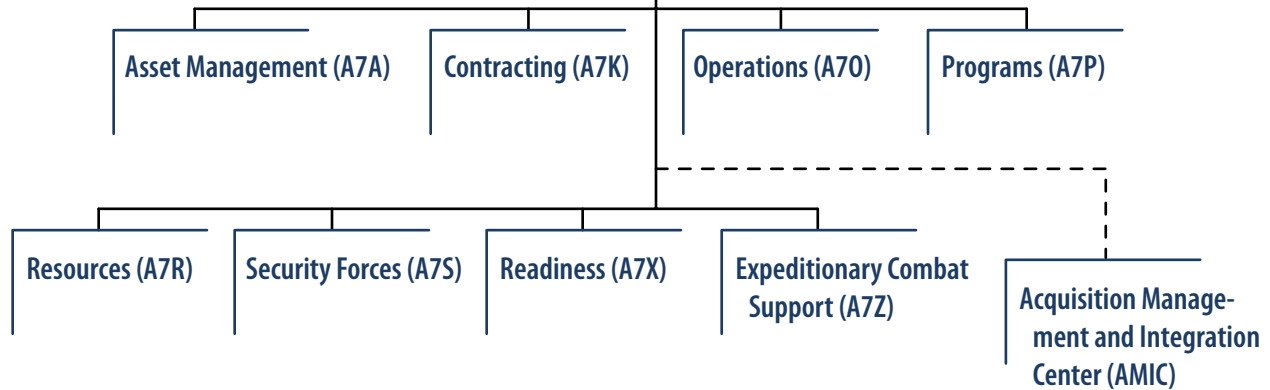


- Provided oversight of and support to 12 Expeditionary CE Squadrons in direct support of AFCENT.
- Provided contract clearance, guidance, and policy oversight to ACC contracting activities on over \$1.7B in annual contracts.
- Led Air Force Emergency Management (EM) transformation shift from a nation-state chemical, biological, radiological, and nuclear threat to a capabilities-based asymmetric threat.
- Led development of new deployable EM equipment packages, securing \$14M in GWOT funds.
- Served as the Air Force Asset Management lead for development of Activity Management Plans covering 11 CE activities: grounds maintenance; transportation; drinking water; facilities; land; energy; custodial services; solid waste; housing; wastewater; storm water; and flight and space operations.
- Initiated aggressive command-wide energy conservation policies to reduce utility and water consumption 2% annually and established goal of LEED certification of all new construction within the command.
- Actively engaged with New Mexico state officials on four alternative energy initiatives.
- Provided RED HORSE and Prime BEEF support to AFSOUTH missions. In an Air Force first, deployed CEs on a naval vessel to provide Joint mission support: Prime BEEF CEs from Minot's 5th CES deployed on the U.S.S. *Kearsarge* to provide 120 days of humanitarian support for Operation CONTINUING PROMISE. The 820th RHS, Nellis AFB, deployed as Task Force lead in support of New Horizons.
- Executed \$2.9M to consolidate CST, GATOR, and Silver Flag training requirements into HAF/A7C-approved EOD Pre-Deployment Training course at Silver Flag Exercise Site.
- Partnered with AFRL and the Robotic Systems Joint Program Office to establish the Robot Repair Facility to support the Air Force ground robotic fleet.
- Managed the natural, cultural, and environmental protection of 119M square feet of facilities and 3.5M land acres in the U.S.
- Sought 100% enrollment in EPA Performance Track to provide regulatory and administrative incentives, reduced self-reporting, and low-priority status for routine federal inspections command-wide.
- Seymour Johnson AFB, N.C., received the 2007 Pentagon's Environmental Restoration Installation award.
- ACC received the American Planning Association Outstanding Federal Planning Program Award for Installation Electronic General Plan.
- The Nellis Solar Power Team received the 2008 Chief of Staff Team Excellence Award for a solar energy partnership that provides 25% of base power from 140 acres of on-base solar panels.

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

**Deputy Director of Installations & Mission Support:** Col Rick Wheeler (A7-2)

**Chief Enlisted Manager:** CMSgt Karl Deutsch (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	15
Plant Replacement Value	\$33.2B
Buildings	104.7M sq. ft.
Airfield Pavement	40.3M sq. yd.
Housing	15,760 units (52% priv.)
Dorms	12,600 rooms
ACC Personnel	Active Duty 77,713
	Reserve & Guard 56,754
	Civilian 14,530
CE Personnel	Active Duty 3,802
	Civilian 2,279
	Contractor 2,003
MILCON	115 projects (\$1.5B)
S/R&M	630 projects (\$461M)
Facility Operations	(\$273M)





AETC

## AETC

RANDOLPH AFB, TEXAS

AETC.A7C.INBOX@RANDOLPH.AF.MIL

210-652-6326 (DSN 487-6326)



**COL MARK A. CORRELL**  
THE CIVIL ENGINEER



**CMSGT RONALD KRUSE**  
CHIEF ENLISTED MANAGER

### COMMAND MISSION

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

### CE RESPONSIBILITIES

AETC engineers provide comprehensive land-use planning and cradle-to-grave design 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 CE's 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 global combat operations and recovery from natural disasters and major accidents.

### SIGNIFICANT ACCOMPLISHMENTS

- Awarded a \$1.3M Remedial Investigation contract (three years in advance of projected work) for Goodfellow and Randolph AFBs, Texas, under the Military Munitions Range Program (the first MAJCOM to do so).
- Initiated strategic sourcing efforts with AETC's Contracting Squadron, completing benchmarking and performance work statement development on integrated solid waste management with implementation planned in FY09.
- Awarded AETC Group II privatization of Columbus AFB, Miss., Maxwell AFB, Ala., Vance AFB, Okla., and Goodfellow, Laughlin, and Randolph AFBs, Texas, bringing the command to 80% of housing assets privatized.
- Transferred all MILCON and ERA project management to AFCEE under Civil Engineer Transformation initiatives, leading the way and driving protocols and guidance for other MAJCOMS.
- Awarded first DoD Retail Electric Provider contract for buying bulk electric power for three bases in deregulated areas of Texas, providing access to green energy sources while achieving annual cost savings of \$2M.
- Drove down false fire alarms by 36% within six months, relieving operations tempo on 800 firefighters across the command.
- Drove down energy consumption 17% from the 2003 baseline year, exceeding the Presidential goal by 8%; established eight AFSO21 energy initiatives with a \$68M payback across the FYDP.

- Spearheaded efforts with Army's Installation Management Command and Fort Sam Houston Garrison, Texas, to craft MOA and Implementation Plan for Joint Base San Antonio — DoD's largest joint base, spanning 3,200 facilities and five geographically separated locations, with 90,000 personnel and over 250,000 customers.
- Managed over \$2B in BRAC program costs for direct AETC mission (\$410M); medical education and training consolidation (\$630M); medical services transformation (\$575M); and JSF initial pilot training and maintenance training (\$450M).
- Obtained FY08 congressional insert approval for 12 MILCON projects valued at \$87M, giving AETC the highest percentage PRV for inserts.
- Successfully negotiated a new biological opinion regarding DoD water withdrawals from the Edwards Aquifer in Texas, which is critical to maintaining water supplies for Fort Sam Houston, Lackland AFB, and Randolph AFB; the opinion provides five-year coverage for incidental take of threatened and endangered species dependent on the aquifer level and spring flows.
- Created the "Compendium of Natural Infrastructure Solutions," the first DoD and Air Force document that compiles solutions to encroachment issues impacting Air Force installations.



**The Civil Engineer: Col Mark A. Correll (A7C)**  
 Deputy Civil Engineer: Mr. David Dentino

**Chief Enlisted Manager: CMSgt Ronald Kruse**



**CE UNITS IN COMMAND**

12th MSG/CE	Randolph AFB, Texas
14th CES	Columbus AFB, Miss.
17th CES	Goodfellow AFB, Texas
37th CES	Lackland AFB, Texas
42nd MSG/CE	Maxwell AFB, Ala.
47th ISS (P)/CC	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/CE	Vance AFB, Okla.

**STATISTICS**

Major Bases	13
Plant Replacement Value	\$21.5B
Buildings	87.8M sq. ft.
Airfield Pavement	24.4M sq. yd.
Housing	5,885 units (80% privatized)
Dorms	923 rooms
AETC Personnel Active Duty	56,154*
Reserve	1,150
Guard	2,939
Civilian	14,943
Contractor	11,723
CE Personnel Active Duty	1,776
Reserve	30
Guard	207
Civilian	2,627
Contractor	2,040
MILCON	71 projects (\$1B) 60 BRAC projects (\$2.04B)
S/R&M	300 projects (\$305M)
Facility Operations	\$177M

*\* includes 20,340 students*





## 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 A6/7 Directorate provides forward operating security support to AFMC installations. AFMC's engineers provide policy, guidance, and technical support for the command's physical plant and 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 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

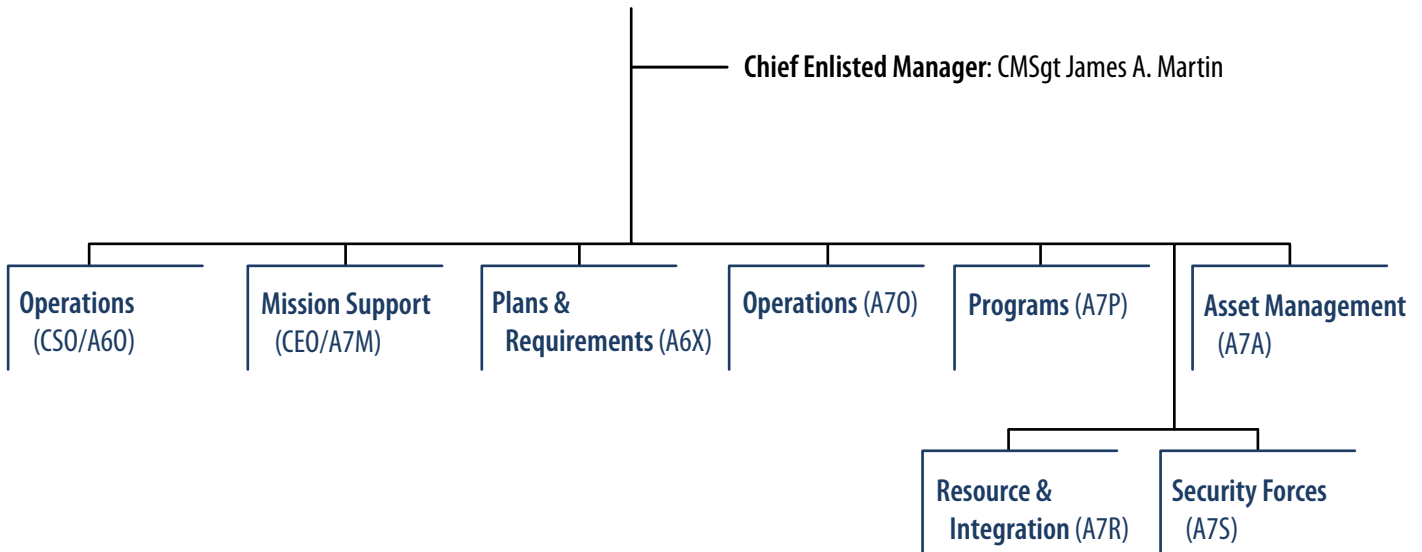
- Successfully transitioned MILCON execution to AFCEE while maintaining emphasis on execution, allowing AFMC to award \$535.7M in MILCON & BRAC projects within fiscal year and budget.
- Awarded the largest single contract (\$225.3M) in the history of Wright-Patterson AFB and the Louisville Corps of Engineers to construct the 700,000-sq. ft. Human Performance Wing Complex, which will house the newly formed 711th HPW as well as the Navy's aerospace medical research lab (relocated from Pensacola, Fla.).
- Completed the environmental assessment work in preparation to execute (in close coordination with Army, Navy, and other Air Force partners) the largest single-base BRAC MILCON program (> \$500M) in Air Force history, scheduled to be finished by September 2011.
- Secured a 50-year deal with a \$1.00 annual lease for a modern 3.8M square-foot industrial facility next to Tinker AFB, which will be used to do a big part of their engine overhaul mission.

- Reduced false fire alarms by 24%, saving wear and tear on vehicles and unnecessary workload on firefighters.
- Deployed 113 EOD personnel to support COCOM requirements and provided 15,161 man-hours of EOD support to the U.S. Secret Service for presidential and foreign dignitary protection on 37 missions.
- Developed draft Blast Containment Management System Initial Nuclear Surety Inspection testing procedures for Kirtland AFB's Underground Munitions and Maintenance Storage Complex.
- Won White House Closing the Circle Award for Environmental Management Systems – Military at Robins AFB (Robins also received honorable mention in Green Purchasing – Military category).
- Won Secretary of Defense Environmental Award and the Air Force General Thomas D. White Environmental Award at two bases: Hill AFB (Environmental Quality — Team) and Robins AFB (Pollution Prevention — Industrial Installation).
- Developed \$50M in energy savings or debt service buy-out projects that were funded through the AFSSO21 process.
- Reduced hazardous waste and air emissions by 5.6M tons from 1992 baseline.
- Diverted 35K tons of solid waste for a savings of \$5.6M (three AFMC bases have self-sufficient Qualified Recycling Programs).
- Completed final cleanup remedies at an additional eight Installation Restoration Program sites (cleanup complete or final remedies in-place at 94% of AFMC's 2,133 identified sites).
- Managed 800+ significant archeological sites and 1,000+ historic structures through command cultural resources protection program.
- Worked with AFMC/A6O on \$1M communications project, converting their base telephone line and circuitry data from paper drawings to a GIS/GeoBase format.
- Coordinated reuse of four BAK-12 arresting systems from another command to satisfy a short-notice F-22 acquisition program requirement, saving the Air Force almost \$500K in new equipment costs.
- Gained Air Force approval to dissolve six expired most efficient organizations from previous OMB Circular A-76 competitive sourcing studies, saving acquisition costs and enabling all units to comply with standard CE structure.



**Director of Communications, Installations & Mission Support: Mr. Timothy K. Bridges (A6/7)**  
**Deputy Director of Installations & Mission Support: Col Alan K. Anderson (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	Hill AFB, Utah
78th CEG	Robins AFB, Ga.
88th ABW/CE	Wright-Patterson AFB, Ohio
95th ABW/CE	Edwards AFB, Calif.
96th CEG	Eglin AFB, Fla.
311th MSG/CE	Brooks City-Base, Texas
377th MSG/CE	Kirtland AFB, N.M.
704th CES	Arnold AFB, Tenn.

**STATISTICS**

Major Bases	10
Plant Replacement Value	\$45.97B
Buildings	134.8M sq. ft.
Airfield Pavement	41M sq. yd.
Housing	8,214 units (72% privatized)
Dorms	5,544 rooms
AFMC Personnel Active Duty	17,473
Reserve	890
Guard	14
Civilian	56,080
Contractor	22,875
CE Personnel Active Duty	218
Civilian	1,564
Contractor	2,183
MILCON	13 projects (\$232.9M) 12 BRAC projects (\$310.8M)
S/R&M	382 projects (\$203M)
Facility Operations	\$344.6M





AFRC

## AFRC

ROBINS AFB, GA.  
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478-327-1100 (DSN 497-1100)



COL STEVEN W. ZANDER  
THE CIVIL ENGINEER



CMSGT DWIGHT D. BADGETT  
CHIEF OF ENLISTED MATTERS

### COMMAND MISSION

The mission of the Air Force Reserve is the same as the Air Force: "To fly, fight, and win in Air, Space, and Cyberspace."

### CE RESPONSIBILITIES

Provides and directs command civil engineer programs and resources affecting 84,300 AFRC personnel located at 9 primary and 46 tenant locations with a \$6.3B plant replacement value, and annual \$40M military construction and \$250M operating budgets; organizes, trains, equips and prepares 5,900 engineers at 43 bases for worldwide contingencies.

### SIGNIFICANT ACCOMPLISHMENTS

- Implemented a major Reserve CE Transformation initiative that established two classic associate RED HORSE Squadrons (to be located at Hurlburt Field and Nellis AFB), two new Active Associate RED HORSE Squadrons (to be located Seymour Johnson and Charleston AFBs), laid in new UTC structure for 4,300 Prime BEEF personnel, and established new Staff Augmentation teams and EOD units.
- Implemented predictive mobilization process to address active duty CE 1:1 dwell while meeting OSD guidance not to exceed 1:5 dwell for Reserve force; created Reserve IMA mobilization initiative to support Facilities Engineering Detachment and Facilities Engineering Team deployment requirements.
- Executed \$133M multi-year BRAC design/construction program, 33 projects at 10 installations; supported 22 Site Activation Task Forces/Site Surveys for BRAC, TFI, and new mission beddown requirements.
- Initiated a \$10M facility utilization and building condition assessment of 10 host bases and 26 tenant locations to provide data for Asset Management efforts; identified significant facility space shortfalls and obsolete MILCON requirements of \$70M that were cancelled.
- Fielded Readiness equipment bar coding system and software to account for over \$150M in Reserve Prime BEEF and RED HORSE mobility tools and equipment sets.
- Institutionalized an officer development program to certify Squadron Commander Candidates and identify intermediate and senior developmental education candidates; added a first-ever officer assignments facilitator on staff who has aggressively advertised and sourced AEF taskings and position vacancies, placed seven officers as unit commanders, and aided applications of officers candidates (six selected for in-residence PME).

- Deployed a total of 1,717 CE personnel in support of GWOT and other civil engineer projects:

AEF	403	Exercises	4
AEF Backfill	94	Silver Flag	529
Projects	642	REOTS	45

- Trained 775 personnel at Expeditionary Combat Support, Technical Training Center, Dobbins ARB, Ga.:

Active Duty	181	Guard	7
Reserve	573	Civilian	14

### CE UNITS IN COMMAND (AFRC BASES)

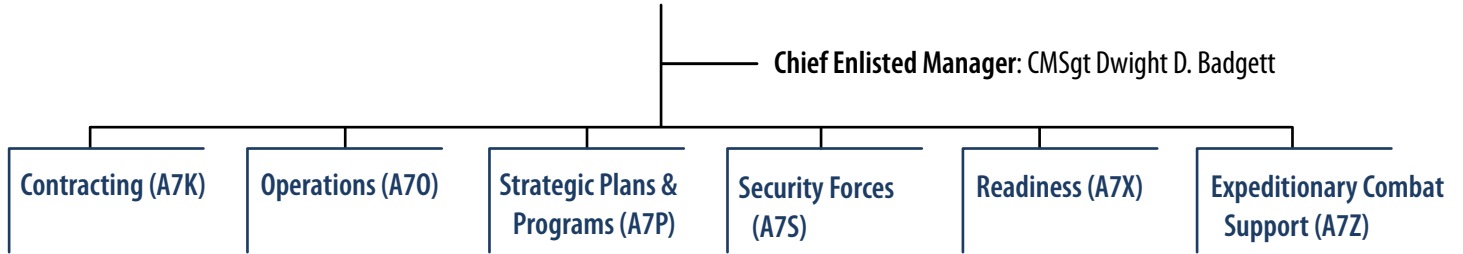
94th CES	Dobbins ARB, Ga.
434th CES	Grissom ARB, Ind.
439th CES	Westover ARB, Mass.
452nd CES	March ARB, Calif.
482nd CES	Homestead ARB, Fla.
910th CES	Youngstown ARS, Ohio
911th CES	Pittsburgh IAP, Pa.
914th CES	Niagara Falls ARS, N.Y.
934th CES	Minneapolis-St. Paul IAP, Minn.

### (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
442nd CES	Whiteman AFB, Mo.
445th CES	Wright-Patterson AFB, Ohio

**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)**

446th CES	McChord AFB, Wash.
477th CES	Elmendorf AFB, Alaska
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 CES	Dobbins ARB, Ga.
810th CEF	NAS Ft. Worth, Texas
904th CEF	March ARB, Calif.
908th CES	Maxwell AFB, Ala.
916th CES	Seymour Johnson AFB, N.C.
917th CES	Barksdale AFB, La.
919th CES	Eglin 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	\$6.3B
Buildings	13.4M sq. ft.
Airfield Pavement	10.8M sq. yd.
AFRC Personnel	Traditional Reserve 54,225
	Individual Mobilization Augmentee 8,173
	Air Reserve Technician 10,179
	Civilian 3,790
	Contractor 1,175
	Active Guard Reserve 2,282
	Active Duty 342
CE Personnel	Traditional Reserve 4,172
	Individual Mobilization Augmentee 397
	Air Reserve Technician 109
	Civilian 721
	Contractor 301
	Active Guard Reserve 42
	Active Duty 20
MILCON	\$18.2M
	BRAC \$24.9M
S/R&M	\$134.9M
Facility Operations	\$97.4M



AFSOC

## 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

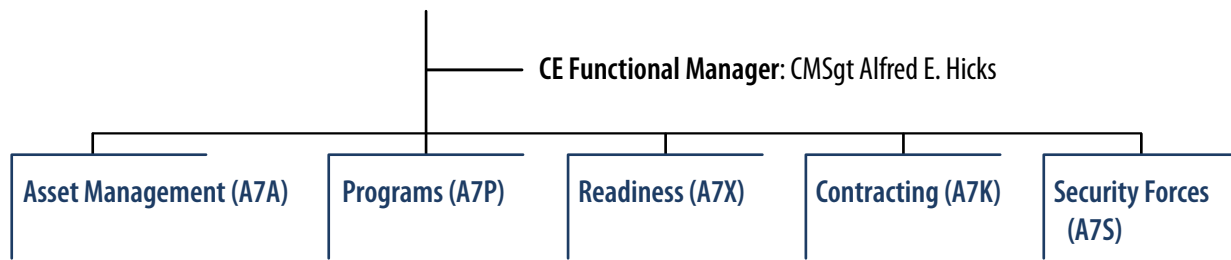
Programs, budgets, and manages civil engineering processes to enable the air component of U.S. Special Operations Command. Executes \$128M in annual appropriations, supports more than 13,000 special operations forces at 35 locations worldwide, and advises the AFSOC commander on base development and sustainment, emergency response, and expeditionary combat support. Provides specialized agile combat support by employing installation engineering, expeditionary engineering, readiness and emergency management, 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

- Launched a \$366M facilities effort in support of the beddown program at Cannon AFB. Facilities construction in the first year totaled more than \$162M (combined MILCON and O&M). Designs have been authorized for an \$18.1M Maintenance Hangar (the base's first permanent hangar for C-130 airframes) and an \$8M CV-22 Flight Simulator that will boost training capacity by over 50%.
- Working an \$86.8M SOF construction beddown program in the USCENTCOM AOR.
- Accomplished a variety of energy conservation activities: performed energy audit, established REM, installed smart electric meters, installed telemetry systems at 52 emergency generators, installed a water reuse system for aircraft washracks, performed 12 facility direct digital controls conversions and 20 facility in-house HVAC replacements, and made more than \$3M in potable water system upgrades.
- Received Tree City USA designation more than 10 years in a row for AFSOC bases.
- Partnered with the Office of the Secretary of Defense Foreign Comparative Technology Office, AFOS21, and the Canadian government to construct and test a plasma waste-to-energy technology that will convert 100 percent of Hurlburt Field's waste stream (e.g., domestic refuse, hazardous waste, medical waste, classified waste, special waste, etc.) into energy and marketable products.
- Deployed 180 CE warriors to 33 locations for over 30,000 person-days in direct support of USSOCOM and AEF missions.
- Supported over 4,000 combat missions with over 1,000 IED defeat operations.
- Performed 135 post-IED blast forensic investigations which facilitated the conviction of 20 terrorists.
- Provided response and recovery services to 3 class A mishaps and supported 62 civil requests for mutual aid.
- Acquired and employed a one-of-a-kind High Mobility Decontamination System (HMDS). The HMDS is a HMMWV and tactical trailer-mounted system that provides decontamination in austere locations. The system incorporates an 80-foot hose, front- and rear-mounted terrain decontamination capability, and a roof-mounted turret. Systems can be operated from inside the cab as well by a remote wireless application.



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



**CE UNITS IN COMMAND**

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

**STATISTICS**

Major Bases	2
Plant Replacement Value	\$4.5B
Buildings	10.1M sq. ft.
Airfield Pavement	2.2M sq. yd.
Housing	2,261 units (0% privatized)
Dorms	1,872 rooms
AFSOC Personnel	Active Duty 11,728
	Reserve 1,304
	Guard 1,449
	Civilian 1,394
	Contractor 705
CE Personnel	Active Duty 482
	Reserve 108
	Guard 150
	Civilian 208
	Contractor 158
MILCON	16 projects (\$143M)
S/R&M	143 projects (\$76.4M)
Facility Operations	\$14.8M





AFSPC

## AFSPC

PETERSON AFB, COLO.  
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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 eight main bases and 98 worldwide sites. Manages a \$69M Service and Base Maintenance Contract program encompassing 27 contracts. 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 a \$63M uninterruptible power supply equipment program.

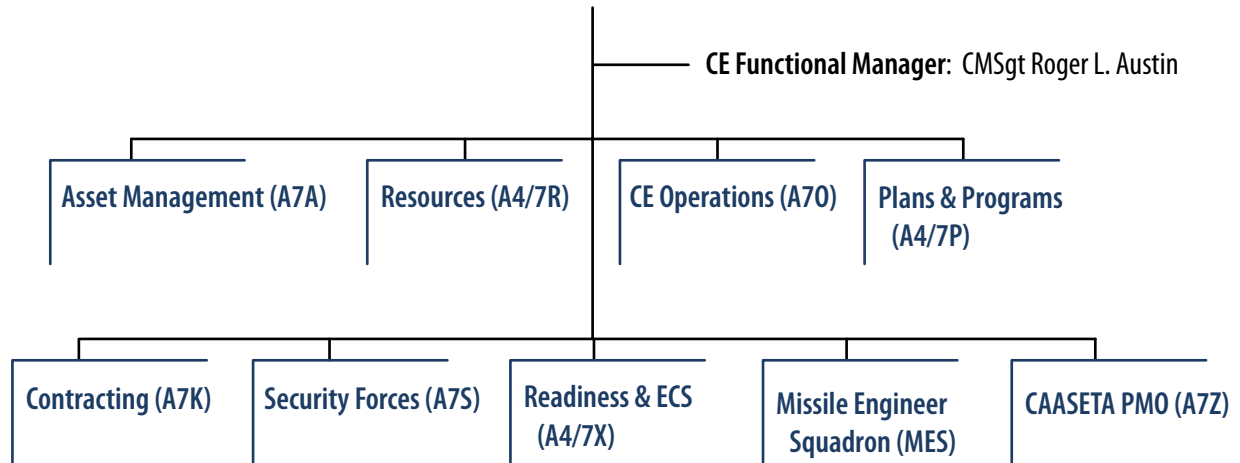
### SIGNIFICANT ACCOMPLISHMENTS

- Provided ICBM real property, security, and weapon system sustainment support as part of Air Force nuclear enterprise reconstitution efforts, including supply accountability; maintenance oversight; ICBM emergency response; defense access roads; security forces training and equipping; and electronic surveillance for secure areas.
- Oversaw the inactivation of the 564th Missile Squadron and decommissioning of 50 Minuteman III Intercontinental Ballistic Missile Launch Facilities and five Missile Alert Facilities.
- Awarded \$5.5M contract to design and conduct hardness tests on ICBM launch facility replacement power panels.
- Awarded AFSPC's first 50-year utilities privatization contract worth \$44.7M for the electrical distribution system at F.E. Warren AFB.
- Provided renewable energy with a \$2.5M wind farm at F.E. Warren AFB, which earned EPA Climate Protection/DoE Federal Energy Awards.
- Reduced energy consumption by 50% and water use by 70% at Malmstrom AFB by installing new washers.
- Peterson AFB developed the 'Four B' Program integrating berms, bollards, bushes, and boulders into low-maintenance

landscaping to enhance force protection capabilities, reduce water consumption, and improve base appearance.

- Installed a sustainable "green roof" at Peterson AFB wing headquarters building in December 2007. A year-long study will gather data to assess the life cycle cost and effectiveness of vegetative roofs.
- Supported multi-national IRON FALCON Exercise which hosted ambassadors and protected 28 aircraft worth \$1.1B at Patrick AFB.
- Airmen deployed in the AORs continued to make a difference: installed a power generator and radio repeater tower that increased coverage by 50%; executed countless IED/UXO missions to recover weapons and destroy munitions; and trained Afghan Army and police bomb squads.
- Malmstrom AFB recycled material from demolished roads, sidewalks, and basements to reuse as base course materials for new roads, reducing waste stream to local landfills.
- Los Angeles AFB turned large, wasteful, unobstructed yards (created due to AT/FP standoff distances) into bio-swales. The 61st ABW landscaping plan also addressed critical storm water control and incorporated a 1/3 mile low-impact running track.
- Deployed 32 CE officers and 356 enlisted personnel to 21 different countries supporting combatant command operations.
- 30th SW Explosive Ordnance Disposal Flight successfully mitigated a WWII-era 500-pound munition discovered 275 yards from the \$500M Space Launch Complex 3 at Vandenberg AFB. The flight's actions prevented damage to the launch complex and precluded any negative impact on the space launch schedule.
- Sponsored first-ever Air Force Explosive Ordnance Disposal Dynamic Disablement Course, providing signatures and general operating principles of improvised explosive devices (IED) and improvised nuclear devices (IND).
- AFSPC Fire Emergency Services deployed 100 members in support of wildland fires throughout California and Florida. Established framework for command-wide wildland firefighting training.
- Implemented AFSPC Emergency Operations Staff Assistance Program encompassing Fire, Emergency Management, EOD, Security Forces, and Bio/Environmental. This benchmark effort enhanced AFIMS implementation and reinforced the "one team, one fight" concept for AFSPC installation emergency response.

**Director of Logistics, Installations & Mission Support:** Ms. Chris Puckett (A7)  
**Deputy Director for Installations/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	8
Plant Replacement Value	\$21.02B
Buildings	44.3M sq. ft.
Airfield Pavement	4.9M sq. yd.
Housing	5,715 units (55% priv.)
Dorms	5,418 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)
S/R&M	702 projects (\$150M)
Facility Operations	\$253M





AMC

**AMC**

**SCOTT AFB, ILL.**

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**618-229-0738 (DSN 779-0738)**



**COL THERESA C. CARTER**  
**DIRECTOR OF INSTALLATIONS &**  
**MISSION SUPPORT**



**CMSGT TROY C. WIITALA**  
**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 management 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.

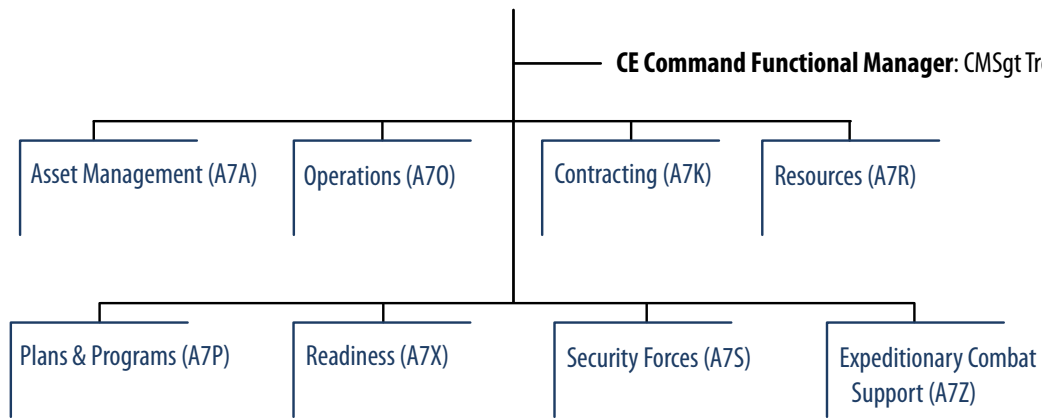
### **SIGNIFICANT ACCOMPLISHMENTS**

- Awarded seven FY08 MILCON/BRAC projects valued at \$245M and completed designs for 15 projects worth \$164M.
- Coordinated design for runway construction projects at Fairchild AFB (\$2M) and McGuire AFB (\$1M); supported design and award of runway repair project at Travis AFB (\$47M); completed C-17 LZ runway project at Naval Air Engineering Station Lakehurst, N.J., and design for Scott AFB runway rehab project.
- Achieved environmental restoration remedy-in-place at five sites, exceeding the 2007 initial projection by 13 sites; awarded \$50M in performance based contracts; AMC's structure for managing natural infrastructure assets was adopted Air Force-wide.
- 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).
- Implemented new Air Force Standards for the Big 3 Service Contracts (Grounds Maintenance, Custodial Services, and Integrated Solid Waste Management); completed infrastructure assessment at five bases.
- Used multiple-award task order contracts to increase competition and improve construction contracting efficiency; formed a Regional Transition Team for installation acquisition transformation issues.
- Led development of a Senior Focus Group for energy conservation in facilities, aviation and transportation fuels, and new technologies; achieved energy reduction of 12% versus 6% goal; avoided \$9.38M in annual energy costs through upgrades using Energy Savings Performance Contracts and Utility Energy Service Contracts.
- Named lead command for Civil Engineering Transformation Initiative M37a to review Environmental Management System implementation across the Air Force and recommend standard processes and tools to optimize performance.
- Executed \$37.1M in family housing real property maintenance contracts (the 15 projects included demolition of 1,312 inadequate houses).
- Conducted 139 EOD incident responses to IED threats and unexploded ordnance, recovering Civil War-era cannonballs, Vietnam-era hand grenades, Navy training ordnance, dropped aircraft munitions, and U.S. Army explosives.
- Improved Fire Emergency Services Flight safety and response capabilities with the purchase of \$6M in advanced Self-Contained Breathing Apparatus kits and \$7M in cutting-edge technology vehicles.
- Developed Emergency Management guidance including Proficiency Training Guide, Base Support Installation Guide, Decontamination Handbook and Equipment Tracking Product; purchased \$5.3M in CBRN defense equipment; and fielded the new homeland defense chemical response UTC.
- Managed and provided oversight for 12,671 AMC AEF Deployments and enhanced AMC's overall deployment effectiveness by 20%; provided Expeditionary Combat Skills Training to 7,546 Airmen from 120 functional specialties.
- Successfully transferred Eagle Flag Steering Group management and oversight to Headquarters Air Force, while enabling 2,308 Eagle Flag deployments.
- Finalized the Establish Operating Location Supporting Concept of Operations (critical to Agile Combat Support) and established AMC's Agile Combat Support Capabilities Based Planning Process.



**Director of Installations & Mission Support: Col Theresa C. Carter (A7)**

**CE Command Functional Manager: CMSgt Troy Wiitala**



## 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	\$21.5B
Buildings	43.67M sq. ft.
Airfield Pavement	22.8M sq. yd.
Housing	13,449 units (80% priv.)
Dorms	6,761 rooms
AMC Personnel	
Active Duty	42,778
Reserve	37,513
Guard	30,916
Civilian	8,798
CE Personnel	
Active Duty	2,197
Reserve	2,884
Guard	3,240
Civilian	1,231
MILCON	12 projects (\$184.3M)
S/R&M	372 projects (\$198.6M)
Facility Operations	\$170.6M





## 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 that 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 2,500 engineers for Operations IRAQI FREEDOM, ENDURING FREEDOM, and JUMP START
- Received three Air Force Design Awards
- Executed over \$720M of MILCON, S/R&M, and BRAC projects

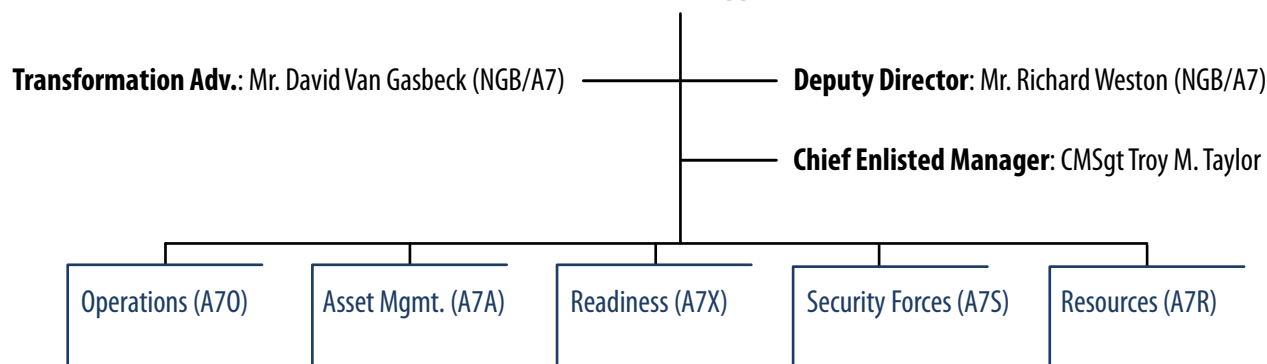
### CE UNITS IN COMMAND

101st CES	Bangor ANGB, Maine
102nd CES	Otis ANGB, Mass.
103rd CES	Bradley IAP, Windsor Locks, 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	Schenectady Cty. AP, N.Y.
110th CES	Battle Creek, Mich.
111th CES	Willow Grove ARS, Pa.
113th CES	Andrews AFB, Md.
114th CES	Joe Foss Field, Sioux Falls, S.D.
115th CES	Truax Field, Madison, Wis.
116th CES	Robins AFB, Ga.
117th CES	Birmingham, Ala.
118th CES	Nashville, Tenn.
119th CES	Hector Field, Fargo, N.D.
120th CES	Great Falls, Mont.
121st CES	Columbus IAP, 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.
129th CES	Moffett Federal Air Field, Calif

### CE UNITS IN COMMAND

130th CES	Charleston, W.V.
131st CES	Lambert St Louis IAP, Mo.
132nd CES	Des Moines, Iowa
133rd CES	St. Paul, Minn.
134th ACS	McConnell AFB, Kan.
134th CES	McGhee/Tyson AP, 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	Quonset State AP, N. Kingstown, R.I.
144th CES	Fresno, Calif.
145th CES	Charlotte, N.C.
146th CES	Channel Islands AGS, Pt. Mugu, 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	Luis Muñiz Marin IAP, P.R.
157th AOG/DE	St. Louis, Mo.

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



**CE UNITS IN COMMAND**

157th CES	Pease ANGB, N.H.
158th CES	South Burlington, Vt.
159th CES	New Orleans, La.
161st CES	Sky Harbor IAP, Phoenix, Ariz.
162nd CCG	North Highlands, Calif.
162nd CES	Tucson, Ariz.
163rd CES	March ARB, Calif.
164th CES	Memphis, Tenn.
165th CES	Garden City, N.J.
166th CES	New Castle County ANGB, Del.
167th CES	Martinsburg, W.V.
168th CES	Eielson AFB, Alaska
169th CES	Eastover, S.C.
171st CES	Pittsburgh IAP, Pa.
172nd CES	Jackson, Miss.
173rd CES	Klamath Falls, Ore.
174th CES	Syracuse Hancock IAP, N.Y.
175th CES	Martin State AP, Md.
176th CES	Anchorage, Alaska
177th CES	Atlantic City IAP, 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.
192nd CES	Langley AFB, Va.

**CE UNITS IN COMMAND**

193rd CES	Harrisburg IAP, Pa.
200th RHS	Port Clinton, Ohio
200th RHS Det 1	Mansfield, Ohio
201st RHS	Annnville, Pa.
201st RHS Det 1	Willow Grove, Pa.
202nd RHS	Starke, Fla.
203rd RHF	Virginia Beach, Va.
219th RHF	Malmstrom AFB, Mont.
254th RHS	Andersen AFB, Guam
CRTC GA	Garden City, Ga.
CRTC MI	Alpena, Mich.
CRTC MS	Gulfport, Miss.
CRTC WI	Camp Douglas, Wis.
REOTS	Annnville, Pa.

**STATISTICS**

Major Bases	176	
Plant Replacement Value	\$14.1B	
Buildings	49.6M sq. ft.	
Airfield Pavement	24M sq. yd.	
NGB Personnel	Active Guard Reserve	13,831
	Guard	93,848
	Technician	21,958
	Civilian	1,141
CE Personnel	Active Guard Reserve	546
	Guard	8,283
	Technician	577
	Civilian	286
MILCON	37 projects (\$269.55M)	
S/R&M	328 projects (\$216M)	
Facility Operations	\$229M	



## 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's primary mission is to provide Pacific Command integrated expeditionary Air Force capabilities to defend the homeland, promote stability, dissuade/deter aggression, and swiftly defeat enemies.

### CE RESPONSIBILITIES

Leads PACAF's civil engineers, security forces, and contracting activities at nine main operating bases and 141 geographically separated units in PACAF's 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.

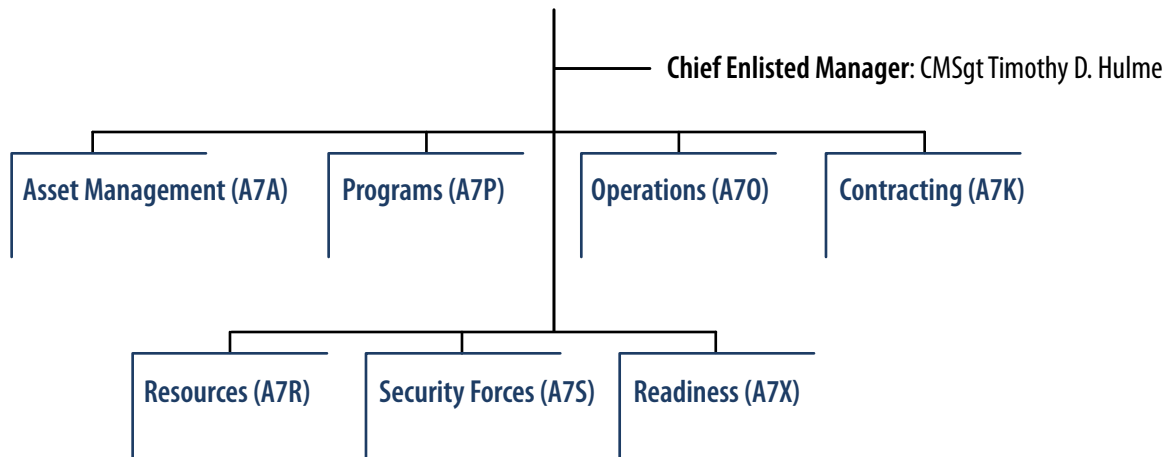
### SIGNIFICANT ACCOMPLISHMENTS

- Expansive design and construction program:
  - \$13.2B in military and host nation funded construction programs
  - \$590M in active capital investment projects
  - \$21M S/R&M and P-341 projects to repair/renovate hangars at Elmendorf AFB for IOC of the first F-22A squadron
  - \$40M MILCON C-17 Corrosion Control Maintenance Hangar, first Hickam AFB hangar capable of fully enclosing a C-17
  - Bilateral Base Master plan with Japanese Self Defense Force; established \$400M host nation-funded Air Defense Center
  - \$42M in RED HORSE, S/R&M, and MILCON construction to reduce presence on Korean Peninsula and establish an expeditionary combat support campus
  - \$5.6M DCGS project with the \$52.8M Global Hawk hangar project; part of a \$1.8B plan to enhance Pacific intelligence surveillance and strike capabilities

- \$40M in O&M projects throughout Pacific Alaska Range Complex; supported first Red Flag Alaska exercise
- Five MFH MILCON projects at Kadena, Misawa, and Osan ABs that renovate 972 housing units worth \$206M
- \$40.46M renovation of 2,621 out of 14,986 dorm rooms, improving quality of life
- #1 large MAJCOM in energy reduction; \$10M energy O&M program, secured 42% of A7C matching metering funds
- Transferred 554th RED HORSE Squadron from Osan AB to Andersen AFB
- Deployed 969 of 1,909 Airmen from seven installations in support of Operations IRAQI FREEDOM and ENDURING FREEDOM
- Exceeded environmental restoration remedy-in-place goal (planned 48, executed 52)
- Responded to/cleaned up first B-2 crash at Andersen AFB
- \$1M vendor training program — 86 classes, 46K hours, 1,354 craftsmen trained (4:1 savings)
- 2007 Dirtkicker Award, Large MAJCOM Category
- 2007 General Thomas D. White Environmental Award, Cultural Resources Management – Elmendorf AFB
- 2007 Brigadier General Archie S. Mayes Award, 8th CES, Kunsan AB
- 2008 USAF Design Citation Award, Concept Design, Middle School, Osan AB — 51st CES
- 2008 USAF Design Merit Award, Interior Design, Boonies Lounge Renovation, Andersen AFB — 36th CES
- 2008 USAF Agent of the Year Award, Construction Category, Alaska District U.S. Army Corps of Engineers
- Ms. Umit Spencer, 354th CES, 2007 PHMA Outstanding Mid-Level Housing Manager
- Ms. Cassandra Woodward, 3rd CES, 2007 PHMA Outstanding Housing Employee
- Ms. Stacie Kaneshiro, PACAF/A7AF, 2007 PACAF Federal Employee of Year and PACAF Nominee, 59th Annual William A. Jump Memorial Award
- 2007 SAME Goddard Medal:
  - Air Reserves: MSgt John F. Gabriel, 624th CES, Hickam AFB
  - Air National Guard: SSgt Andy R. Quintata, 254th CES, Andersen AFB
- 2007 Outstanding Civilian Technician: Mr. Jesse R. Watson, 18th CES, Kadena AB



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



**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	\$44B
Buildings	79.6M sq. ft.
Airfield Pavement	22.6M sq. yd.
Housing	20,092 units (22.4% priv.)
Dorms	14,986 rooms
PACAF Personnel Active Duty	29,570
Reserve	745
Guard	3,286
Civilian	8,205
Contractor	4,906
CE Personnel Active Duty	2,829
Guard/Reserve	669
Civilian	3,378
Contractor	2,290
MILCON	16 projects (\$342.9M)
S/R&M	509 projects (\$278.7M)
Facility Operations	\$201M





## USAFE

RAMSTEIN AB, GERMANY  
USAFE.A4.7@RAMSTEIN.AF.MIL  
49-6371-47-0707 (DSN 314-480-0707)



COL ROBERT E. MORIARTY  
THE USAFE CIVIL ENGINEER



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

### SIGNIFICANT ACCOMPLISHMENTS

- Provided world-class mission support training to over 1,400 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 mid-level leaders from all mission support specialties, plus judge advocate, medical, chaplain, and finance.
- Executed recovery plan on an 844K square foot, \$170M Ramstein AAFES mall and AF Services facility with 350 visiting quarters rooms following significant construction challenges. Project back on track and opening slated for 2009.
- Completed the Air Force's first Humanitarian Mine Assistance mission in Guinea-Bissau. Mission was 100% Air Force-planned and -executed.
- Deployed over 450 engineers in 13 specialties supporting EUCOM and the Global War on Terrorism.
- Worked initiatives in support of \$52M AFSSO21 air base consolidation; moved a \$23M CRG Phase 2 project forward in MILCON program. Will ultimately divest 2.3M square feet of space, saving the Air Force \$13M per year in operating costs.
- Postured 110 airmen to Full Spectrum Threat Response (FSTR) Strike teams supporting EUCOM with C2, emergency services, and support functions. Trained 52 airmen and equipped teams with \$1.2M in equipment. Executed two joint FSTR Strike Team exercises with U.S. Army Europe.
- Partnered with the French on the restoration of the Lafayette Escadrille Memorial outside of Paris, France, dedicated to American pilots who fought for the French Air Force during WWI.
- Established Intergovernmental Environmental Working Groups for efficient consultation with host nation environmental experts at European ministries, state departments, and local communities.
- Supported weapons training deployments throughout Baltic region of EUCOM area of responsibility with fire and mobile aircraft arresting system support.

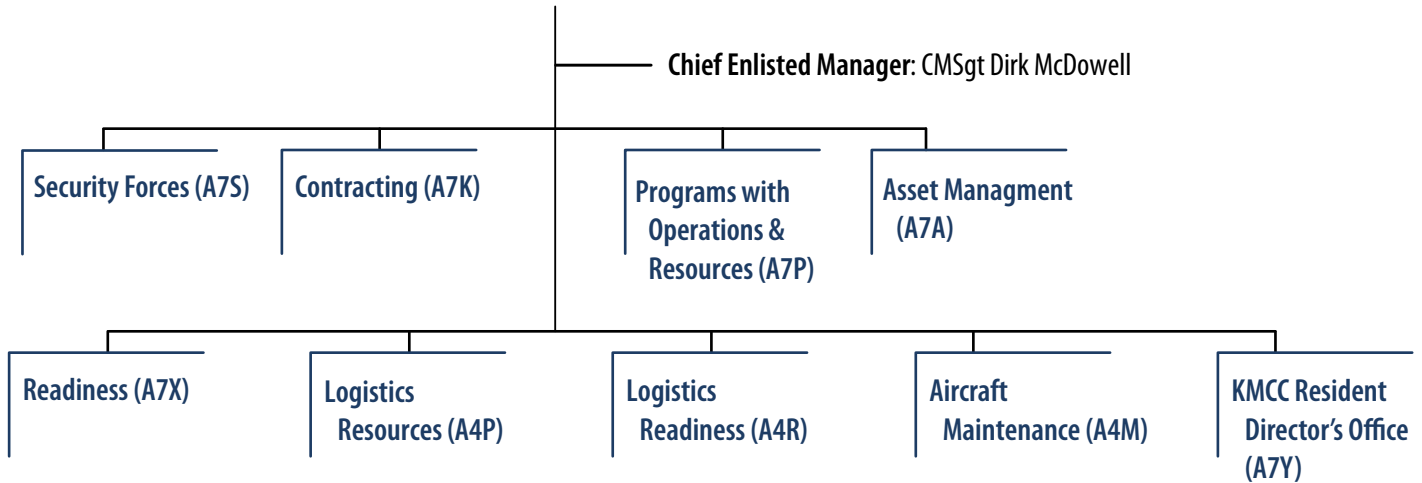
- Completed 23 environmental baseline surveys facilitating return of radio relay and housing sites to host nations in Germany, Belgium, United Kingdom, and Italy.
- Executed \$2.7M in energy projects in Turkey, saving over \$1.2M in first year alone.
- Teamed with Army and Navy to develop and implement a bulk electricity contract for all DoD installations in Italy, saving \$300K per year.
- Coordinated beddown of 17th Air Force (AFRICOM) and AOC on Ramstein AB.
- Programmed seven replacement dormitories totaling \$145M to eliminate all Tier 1 dorms.
- Provided expeditionary site mapping of all forward operating locations for humanitarian relief Operation ASSURED DELIVERY in the Republic of Georgia supporting 62 sorties delivering 1,145 short tons of relief supplies.
- Secured the final \$8M for the Lajes breakwater and completed a 3-year effort to rebuild the berm protecting the lifeblood of island
- Established an 18-man humanitarian horizontal/vertical construction team focused on theater security cooperation within the EUCOM area of responsibility.



**Director of Logistics, Installations & Mission Support:** Brig Gen Dave C. Howe (A4/7)

**Deputy Director of Installations & Mission Support and The USAFE Civil Engineer:** Col Robert E. Moriarty (A7D)

**Deputy Director of Logistics:** Col Dean A. Smith (A4D)



### 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

### STATISTICS

Major Bases	13
Plant Replacement Value	\$27B
Buildings	58M sq. ft.
Airfield Pavement	12M sq. yd.
Housing	8,538 units (0% priv., 23% leased)
Dorms	7,300 rooms
USAFE Personnel	Active Duty 26,612
	Civilian (U.S.) 6,760
	Civilian (local) 6,798
	Contractor 3,664
CE Personnel	Active Duty 2,164
	Civilian (U.S.) 216
	Civilian (local) 2,102
	Contractor 2,115
MILCON	4 projects (\$43.6M)
S/R&M	541 projects (\$147M)
Facility Operations	\$229M





AFCEE

## 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 integrated engineering and environmental management, execution and technical services to ensure sustainable installations optimize Air Force capabilities.

The agency comprises 44 military and 440 civilian employees.

### SIGNIFICANT ACCOMPLISHMENTS

Ground was broken for a new fitness center at Vandenberg AFB, Calif. Expected to be finished in March 2009, the facility will feature two full-size NCAA basketball courts with bleachers to seat 400 people, a juice bar, two massage rooms, saunas, and an 8,000 square-foot cardio/weight room. Project managers worked to preserve the environment during the planning stages, with top priority given to saving as many trees as possible.

A \$5M renovation was completed on the 17,000-square-foot Squadron Operations Facility at Dover AFB, Del. Work included demolition of some parts of the facility and abatement of asbestos-containing materials; design and construction of the building's electrical system to accommodate the new construction; replacing the HVAC system throughout the building; landscaping in accordance with base standards; and fixing drainage problems.

AFCEE teamed with Headquarters United States Air Forces in Europe, the U.S. Army Corps of Engineers Europe District, and host nation design and construction agencies on the largest military family housing program in the Department of Defense in 60 years at Air Force bases throughout Europe. More than 1,600 homes will have been replaced or improved by 2010, at an estimated cost of almost half a billion dollars.

Work was completed on a new \$35M base exchange on Andersen AFB, Guam. The facility will serve more than 8,000 active and inactive military personnel, federal civilians, contractors, and military retirees who live on Guam.

In Iraq, AFCEE constructed a police station that serves as a department of the Criminal Investigation Division, the Iraqi equivalent of

the American FBI. The facility is located in Kalar, 30 miles west of the Iranian border in Sulaimaniyah province. The police station, a three-story, 2,916 square meter structure with underground parking, boasts a number of high-tech features, such as wireless Internet connection, satellite receivers, and photovoltaic perimeter lighting.

Also in Iraq, AFCEE managed construction of a new, state-of-the-art identification and weapons card facility in Baghdad for the Ministry of the Interior. The 1,070 square meter building can produce up to 1,500 employee ID and 500 weapons "smart cards" daily. These technically enhanced cards use an iris scan, fingerprints and photo to identify the cardholder, making counterfeiting difficult.

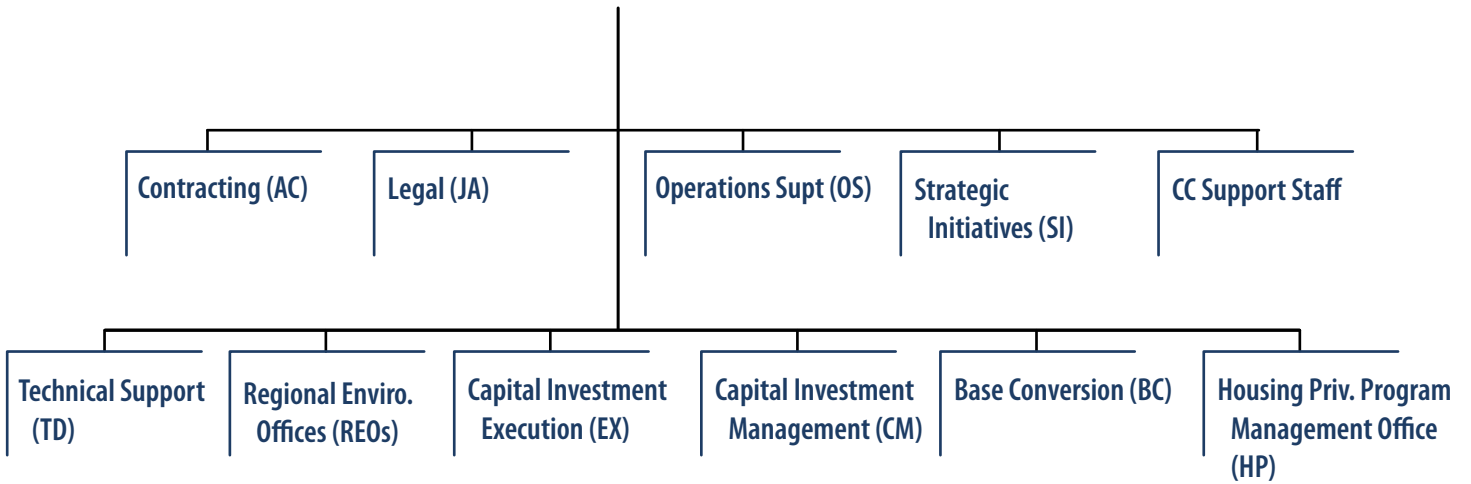
After nearly a year under construction, the first 35 units of the Thrower Park housing area were turned over to Keesler AFB, Miss. They represent the initial group of what will be more than 1,000 military family housing units being built under a \$287M AFCEE contract to replace homes damaged by Hurricane Katrina in August 2005.

Rusting old iron catwalks were replaced with new aluminum walkways in a \$1.48M project at the U.S. Naval Base, Guam. The catwalks connect Delta and Echo piers as well as mooring piers and dolphins — concrete structures used to guide and moor vessels — at the base. Work was done in two phases so as to allow one of the piers to be operational at all times and not impede operations at the facility.

AFCEE partnered with the U.S. Army Corps of Engineers, the Naval Facilities Engineering Command, and private-sector contractors to form the San Antonio Joint Service BRAC and Military Construction Program Management Office which will oversee design and construction of new medical instructional facilities for the Medical Education and Training Campus at Fort Sam Houston, Texas. The San Antonio BRAC program involves building and renovating 78 major facilities and about six million square feet of space through September 2011. AFCEE is responsible for executing about \$300M to \$700M of the more than \$2B in total projects.



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





# AFCESA

## AFCESA

TYNDALL AFB, FLA.  
AFCESAR@TYNDALL.AF.MIL  
888-AFCESA1 (DSN 523-6995)



COL MAX E. KIRSCHBAUM  
COMMANDER



CMSGT TODD GUMPRECHT  
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 173 contractor personnel.

### SIGNIFICANT ACCOMPLISHMENTS

An important highlight for 2008 was the increased partnering of contracting efforts between AFCESA and AFCEE to improve efficiencies and increase capabilities to the field. While these efforts occurred at many levels that are invisible to our customers, one visible outcome was the first-ever joint AFCEE-AFCESA End-of-Year Guidance letter.

The Expeditionary Engineering Division provided answers to over 8,000 requests for information through the AFCESA Reach-Back Center and migrated 58 CE Lessons Learned to the new Joint Lessons Learned Information System.

Contingency training underwent several important changes and updates. Combat Skills Training for CEs was reduced by 40% (from 30 to 18 days) following a comparison of skills gained during CE Home Station Training against current combatant commander

requirements. An integrated process team completely reviewed CE expeditionary training requirements and recommended creating Pre-Deployment Training Sites for those civil engineers deploying against Air Force unit line numbers. An Expeditionary Training Working Group was established to ensure continued relevant contingency education and training is provided to all civil engineers.

The Fire Emergency Services team identified and obligated \$1.5M in fire alarm system upgrades in support of initiatives to reduce false alarms by 50%. They also published Air Force Instruction 32-2001, "Fire Emergency Program," and received approval to publish the Vehicle Validation and Realignment Plan.

Readiness and Emergency Management Flights were equipped with enhanced home station and restructured deployable unit type codes (UTCs), at a cost of over \$65M. Emergency Management manpower UTCs were designated to deploy as either responders or command and control elements.

AFCESA provided EOD warfighters with a new peacetime posturing concept, the EOD Optimization Plan, which standardized EOD flights into four sizes (12, 17, 24, and 60 members), and opened the door for 22 additional EOD-qualified CE officers. The plan is linked to the upcoming Capability-Based (Wartime) Manpower Standard, and will be fully implemented by FY10. AFCESA also reduced VIP taskings by over 20% to ease the stress of the continuous heavy operations tempo in EOD.

AFCESA's Operations and Programs Directorate guided over \$19M in technical research on airfield damage repair, airfield infrastructure, facility energy, fire protection, water, infrastructure security, and force protection development, and began the DoD three-year Critical Runway Assessment and Repair, Joint Capabilities Technical Demonstration project.

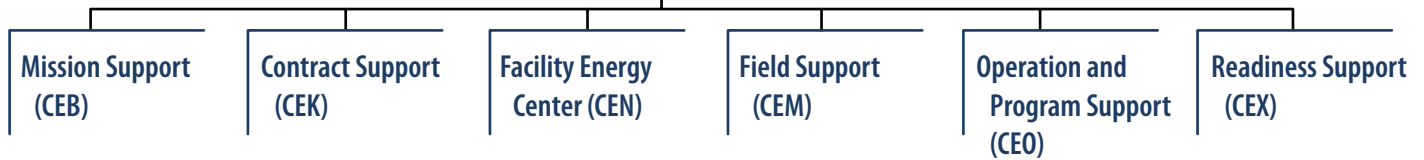
AFCESA produced Two Unified Facilities Criteria (mass notification systems and airfield and heliport planning/design), 12 Engineering Technical Letters, and an Air Force Instruction on backflow prevention devices.

AFCESA's Technology Integration Division defined the functional requirements for the Next Generation IT system as part of CE



**Commander:** Col Max E. Kirschbaum (CC)  
**Executive Director:** Mr. Bryon J. Bednar (CD)

**Chief Enlisted Manager:** CMSgt Todd Gumprecht



Transformation, and is currently analyzing alternatives for best fit of commercial off-the-shelf products to provide capabilities for real estate, project management, supply, work management, personnel, and finance. The division deployed the Enterprise Environmental, Safety, and Occupational Health–Management Information System (EESOH-MIS) for management of Hazardous Materials. Bases are migrating to EESOH-MIS at a rate of four per month (30 bases are on line).

Teaming with the 754th Expeditionary Logistics Support Group, AFCESA implemented the Automated Civil Engineer System–Furnishings Management at all OCONUS installations; 704 users of ACES Personnel and Readiness, Real Property, Housing, Fire, and EOD modules received training in 47 courses delivered by the Technology Integration team.

AFCESA’s Force Development Division is finalizing the Utilities Systems and Liquid Fuels Air Force Specialties merger, with the first class scheduled in December 2008 and a two-year transition period plan.

The Operations and Resources Management Division continued to standardize the “Big 3” (Grounds, Custodial Services, and Integrated Solid Waste Management) performance work statements across the Air Force. A Strategic Sourcing Division is being established to evaluate CE services and commodities that can be strategically sourced and to take all approved strategic sourcing initiatives from conceptual stage to contract.

The Airfield Pavements Evaluation Team completed evaluations and published 25 reports for contingency locations and main operating bases around the world, including airfields in Iraq, Kuwait, Germany, Belgium, Hungary, Greenland, and Antarctica, as well as numerous CONUS airfields.

The Civil Engineer Maintenance, Inspection and Repair Team completed 366 work requests in all CEMIRT capabilities at a cost of only \$8M: aircraft arresting system overhauls; MEP overhauls; generator overhauls and installations; IR scans; relay calibrations; HVAC assessments, commissionings and balancing; and SCADA design and installation. Compared to FY07, this is a 129% increase in completed work requests and \$1M increase in MAJCOM funding.

The Air Force Facility Energy Center at AFCESA published the Facility Energy Implementation Plan, which gives guidance to the MAJCOMs on creating and managing their energy programs. The center’s Execution Program Management Office has readied itself for managing the centrally funded \$250M FY10 Energy POM, otherwise known as the “Wedge.”

AFCESA’s Contract Support Directorate continued to grow execution capability for sustainment, restoration, and modernization, awarding over \$458.5M in FY08 projects. More than 192 projects came from all MAJCOMs and were part of more than 737 separate contracting actions executed in FY08. AFCESA’s Air Force Contract Augmentation Program supported 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 \$285.5M in new task orders to meet mission demands.

The Mission Support Directorate’s Strategic Initiatives Division evolved AFCESA’s Strategic Plan and Program Management Review process by linking it to the new A7C Strategic Plan and is revising AFI 36-2817, “Civil Engineer Awards Program,” for the FY09 award cycle. Financial Management worked over \$997M in current-year requirements and program execution documents and funding transactions. The Professional Communications Division published a special edition of the Air Force Civil Engineer magazine on CE Transformation and assisted with publication of the Air Force Infrastructure Energy Strategic and Implementation Plans.





AFRPA

## AFRPA

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MR. ROBERT MOORE  
DIRECTOR

### AGENCY MISSION

The mission of the Air Force Real Property Agency is to acquire, manage, and dispose of all Air Force-controlled real property worldwide. AFRPA has more than 15 years' experience working Legacy BRAC and BRAC 05 real property transactions. In addition to BRAC and active duty real property transactions, agency responsibilities include executing Enhanced-Use Leases (EULs) and management of environmental restoration programs at Legacy BRAC bases.

AFRPA has 198 civilian personnel and contractors, including specialists in real property, environmental cleanup and compliance, financial management, facility operations and maintenance, public affairs, environmental and real estate law, civilian personnel, and information systems.

### SIGNIFICANT ACCOMPLISHMENTS

On March 18, successfully transferred 53 acres of Legacy BRAC property located at the former Chanute AFB, Ill. AFRPA transferred the property, including 19 facilities, to the Village of Rantoul through a public benefit conveyance for use by the community for aviation support.

On March 26, completed a huge contracting milestone. Working with the Air Force Center for Engineering and the Environment, they awarded a Performance-Based Contract for the former England and Myrtle Beach Air Force bases. This award achieves the agency's goal in their BRAC Master Plan calling for environmental property divestiture at these bases by 2010.

On April 16, transferred by deed approximately 80 acres of Legacy BRAC property at the former George AFB in Victorville, Calif. The Southern California Logistics Airport Authority is using the property to support the public airport at the former base.

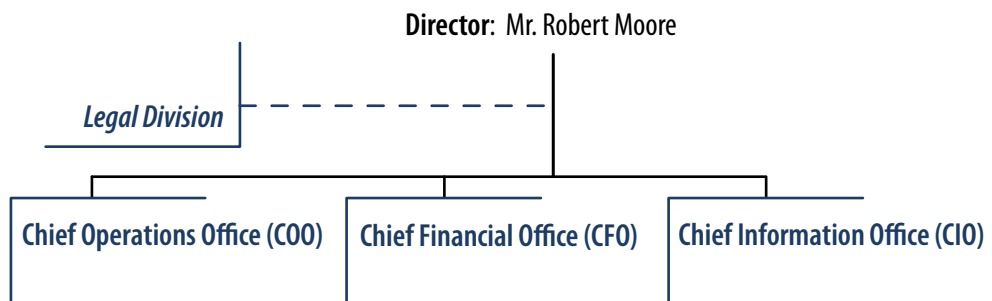
In July, AFRPA — known for transferring BRAC bases — completed its own BRAC relocation from Rosslyn, Va., to San Antonio, Texas. AFRPA is fully operational and will be collocated with the Air Force Center for Engineering and the Environment, enhancing the agency's ability to efficiently and effectively execute its mission.

AFRPA has taken the lead in promoting EULs to maximize the utility and value of installation real property. In 2008, AFRPA continued the development of the EUL Program as a High-Value Initiative. The Agency updated the EUL Handbook, created the EUL Playbook, and provided EUL training for MAJCOMs and installations with potential EUL projects.

On August 13, the Air Force achieved its biggest EUL victory to date by signing an agreement to create Falcon Hill Aerospace Research Park at Hill AFB, Utah. This deal will be the largest Air Force EUL in the country and will be shared by private contractors and the military. Falcon Hill will be located on 550 acres on the west side of Hill AFB. It will include facilities for Air Force personnel, as well as office parks, hotels, restaurants and shops open to the public. The \$1.5B project is intended to bring thousands of aerospace industry jobs to the local area. This fall, a ground breaking ceremony is planned to kick off the construction work for the first 180 acres.

As of September, more than 75% of all Legacy BRAC property has been transferred by deed. To date, 18 of 32 Legacy BRAC bases are 100% transferred:

- Bergstrom, 2005
- Castle, 2007
- Carswell, 2007
- Eaker, 2002
- Gentile, 2005
- Homestead, 2006
- K.I. Sawyer, 2005
- Loring, 2005
- Lowry, 2006
- March, 2007
- Norton, 2007
- O'Hare, 2005
- Ontario, 2001
- Pease, 2005
- Reese, 2006
- Richards-Gebaur, 2005
- Rickenbacker, 2007
- Roslyn, 2001





*AFDW*

## AFDW

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240-857-1666 (DSN 857-1666)



**COL JIM SOHAN**  
DEPUTY DIRECTOR OF LOGISTICS,  
INSTALLATIONS & MISSION SUPPORT



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

### COMMAND MISSION

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

### CE RESPONSIBILITIES

AFDW engineers perform major command functions as well as provide regional warfighting support to the Joint Task Force–NCR. They direct planning, programming and oversight for MILCON, O&M, SRM, NAF, Medical, Global War On Terrorism, 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 are responsible for locating and neutralizing explosive hazards that threaten personnel, resources, and local, regional, and national interests, and support the VIP protection activity. They also train, equip, and deploy Prime BEEF CEs to support global combat operations and recovery from natural disasters and major accidents.

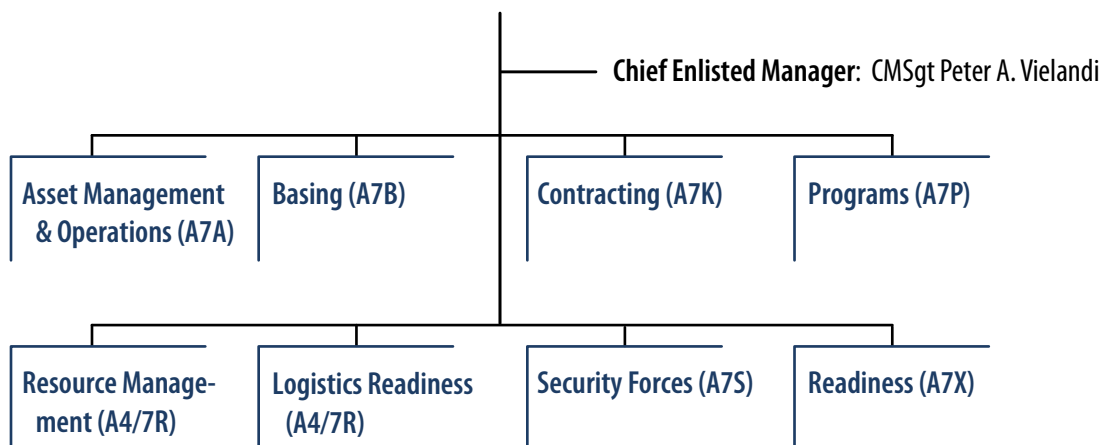
### SIGNIFICANT ACCOMPLISHMENTS

- Oversaw AFDW security forces AEF deployments of more than 220 Airmen to forward locations.
- Executed a 39-person Response Force to support former President Gerald Ford's state funeral; more than 2,000 spectators attended with no incidents.
- Supported unprecedented flying ops, including more than 7,000 passengers over 801 missions involving 63,000 man hours.
- Stood up a \$22M automated Pathfinder security system to protect critical resources at Andrews AFB.
- Executed the largest and most aggressive housing privatization project and conveyed 3,000 housing units with a 50-year lease for \$5.4B.
- Completed 158 EOD taskings to support the VIP Protection Support Activity.
- Executed 2,317 contract actions with a total value of over \$626M for a 60% increase over last fiscal year.
- Contracting lead for high-visibility USAF 60th Commemorative and Global Air Chiefs Conference (GACC). AFDW orchestrated the short-notice hotel and flight arrangements for Iraqi nationals attending and acted as goodwill ambassador for GACC. AFDW awarded a \$3.7M contract for Major International Event Planning Support for the GACC.
- Established AFDW Relocation Team to meet congressionally mandated BRAC and Joint Basing initiatives. AFDW bedded down 268 personnel in five months, freeing space for expired local Air Force leased-space agencies and saved \$12M in annual lease charges.



**Director of Logistics, Installations & Mission Support:** Col Brian Bellacicco (A4/7)

**Deputy Director of Logistics, Installations & Mission Support:** Col Jim Sohan (A4/7D)



### CE UNITS IN COMMAND

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

### STATISTICS

Major Bases	2	
Plant Replacement Value	\$3.87B	
Buildings	980/10.4M sq. ft	
Airfield Pavement	2.6M sq. yd.	
Housing	2,719 units (100% privatized) 1,242 leased units	
Dorms	961 rooms	
AFDW Personnel	Active Duty	4,163
	Reserve	122
	Guard	8
	Civilian	1,342
	Contractor	1,291
CE Personnel	Active Duty	388
	Reserve & Guard	4
	Civilian	262
	Contractor	1,181
MILCON	9 projects (\$385M)	
S/R&M	215 projects (\$193.5M)	
Facility Operations	\$36M	





USAFA

## USAFA

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

### SIGNIFICANT ACCOMPLISHMENTS

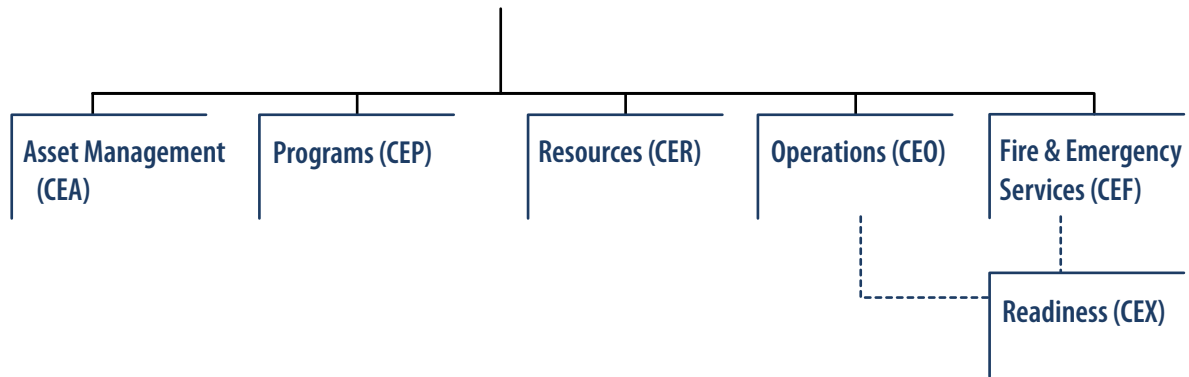
- Fire & Emergency Services Flight personnel received several awards in 2008:
  - Mr. Kenneth Helgerson was named Air Force Outstanding Civil Engineer Civilian Manager of the Year for 2007.
  - SSgt Bryan Tarantino won the USAFA Military Outstanding Volunteer Service Medal.
  - SSgt Horace Conney won the Air Force Sergeants Association First Term Airman of the Year Award.
  - Mr. Robin Connors, 10th CES Contract Management office, won the award for USAFA Outstanding Academy Volunteer.
- Fire & Emergency Services Flight responded to more than 1,000 emergency incidents, including more than 250 vehicle accidents along a major stretch of interstate highway.
- Academy firefighters executed a diverse mission, including a technical rescue at more than 9,000 feet; several wildland fires; 382 medical emergencies; and a fire involving a tractor trailer carrying multimillion dollar show horses.
- Team USAFA competed in the International Firefighter Combat Challenge, finishing as fifth-ranked team in the world.





**USAFA Civil Engineer/10th CES Commander:** Lt Col Justin C. Davey (CE)

**Deputy Civil Engineer:** Mr. Keith L. Butala (DCE)



## CE UNITS IN COMMAND

10th CES

U.S. Air Force Academy, Colo.



## STATISTICS

Major Bases		1
Plant Replacement Value		\$2.76B
Buildings		6.4M sq. ft.
Airfield Pavement		409K sq. yd.
Housing		427 units (100% priv.)
Dorms		2,436 rooms
CE Personnel	Active Duty	39
	Civilian	96
	Contractor	553
MILCON		1 project (\$14.7M)
S/R&M		113 projects (\$61.3M)
Facility Operations		\$37.6M



# Subject Matter Experts (SMEs)

Program	SME Name	Organization/Location
Air Resource Management Program	Frank Castaneda, III, P.E.	AFCEE/TDNQ (210) 536-6417/240-6417
Antiterrorism-Force Protection/Structures, Small Arms Ranges	Jeff Nielsen, P.E.	HQ AFCEA/CEOA (850) 283-6332/523-6332
Architecture	Ralph "Rick" Sinkfield, AIA	AFCEE/TDBT (210) 536-3485/240-3485
Chemistry	G. Cornell Long	AFCEE/TDV (210) 536-3958/240-3958
Corrosion	Joanie Campbell, P.E.	HQ AFCEA/CEOA (850) 283-6388/523-6388
Cultural Resources	James D. Wilde, Ph.D., R.P.A.	AFCEE/TDNQ (210) 536-6546/240-6546
Electrical	Daryl Hammond, Ph.D., P.E.	HQ AFCEA/CEOA (850) 283-6352/523-6352
Electronics/Controls	Larry Strother	HQ AFCEA/CEOA (850) 283-6354/523-6354
Emergency Management	(Vacant)	HQ AFCEA/CEXR (850) 283-____/523-____
Environmental Restoration	Javier Santillan, Ph.D.	AFCEE/TDV (210) 536-4366/240-4366
Fire & Life Safety	Fred Walker	HQ AFCEA/CEOA (850) 283-6315/523-6315
Fuels	Mike Zapata, P.E.	HQ AFCEA/CEOA (850) 283-6070/523-6070
Heating, Ventilation, and Air Conditioning	K. Quinn Hart, P.E.	HQ AFCEA/CEOA (850) 283-6343/523-6343)



<b>Program</b>	<b>SME Name</b>	<b>Organization/Location</b>
Hydrology	John Gillespie	AFCEE/TDV (210) 536-4196/240-4196
Installation Planning	Ronald S. "Stan" Gross (acting)	AFCEE/TDBS (210) 536-3183/240-3183
Life Cycle Cost Engineering	Steve Shoaf, P.E.	HQ AFCEA/CEOA (850) 283-6263/523-6263
Natural Resources	Kevin Porteck	AFCEE/TDNC (210) 536-5631/240-5631
Pavements	Craig Rutland, Ph.D., P.E.	HQ AFCEA/CEOA (850) 283-6439/523-6439
Pest Management	Donald Teig	HQ AFCEA/CEOA (850) 283-6465/523-6465
Ranges	Jon Haliscak	AFCEE/TDNC (210) 536-5522/240-5522
Roofing	(Vacant) Alternate Jeff Nielsen, P.E.	HQ AFCEA/CEOA (850) 283-6332/523-6332
Structural, Siesmic, Bridges & Dams	(Vacant) Alternate Jeff Nielsen, P.E.	HQ AFCEA/CEOA (850) 283-6332/523-6332
Toxicology	Samuel "Sam" L. Brock, D.V.M., M.P.H.	AFCEE/TDV (210) 536-7936/240-7936
Water Quality	Larry K. Isaacs, Ph.D., P.E.	AFCEE/TDNC (210) 536-5645/240-5645
Water/Wastewater Systems	Gary Jacks	HQ AFCEA/CEOA (850) 283-6190/523-6190



# Civil Engineering History.....

- 4 June 1940 ..... The 21st Engineer (Aviation) Regiment was activated at Ft. Benning, Georgia.
- 18 Sep 1947 ..... The Air Force became a separate service, responsible for operation and maintenance of its installations and air-fields. The Army was designated the construction agent for the Air Force and the agent for acquisition and disposal of real estate.
- Oct 1947 ..... The Air Installations School was created at the Air Force Institute of Technology at Wright Field, Ohio.
- 10 Oct 1947 ..... The Air Force established the Directorate of Air Installations under the DCS Materiel.
- 11 Jul 1950 ..... Company A of the 802nd Engineer Aviation Battalion became the first Aviation Engineer unit to land in Korea, where they began work on a 500-foot extension to the runway at Pohang AB.
- 4 Jun 1954 ..... The Air Force Academy Construction Agency was established to oversee ..... work for the new institution.
- 28 Feb 1959 ..... The Installations Engineering Occupational Field title was changed to Civil Engineering.
- 7 Mar 1959 ..... The Directorate of Installations was redesignated the Directorate of Civil Engineering, DCS Operations. At base level, Air Installation Officers became Base Civil Engineers.
- 1 Jan 1963 ..... The Air Force Real Estate Agency was established as an AFOCE Field Extension office.
- 1 May 1965 ..... The first Prime BEEF unit deployed to San Isidro AB, Dominican Republic, from Myrtle Beach AFB, S.C.
- 10 May 1965 ..... The Secretary of Defense sent a short note to the Secretary of the Air Force that resulted in the creation of **RED HORSE**.
- 6 Aug 1965 ..... The first Prime BEEF teams deployed to Bien Hoa, Tan Son Nhut, and ..... Da Nang Air Bases, Vietnam, to construct revetments.
- Feb 1966 ..... The first two RED HORSE units, the 554th and 555th Civil Engineering Squadrons (Heavy Repair), deployed to Vietnam.
- 1 Apr 1966 ..... The Civil Engineer Construction Operations Group, the forerunner of AFCESA, was created at Wright-Patterson AFB, Ohio.
- 15 Nov 1966 ..... Tuy Hoa AB, Vietnam, the only Vietnam-era base built by the Air Force, became operational.
- 3 Apr 1967 ..... CMSgt Paul W. Airey, a civil engineer first sergeant at the 4756th Civil Engineering Squadron at Tyndall AFB, became the first Chief Master Sergeant of the Air Force.
- Aug 1975 ..... The HQ USAF Directorate of Engineering and Services was created with the merger of the two functional areas.
- 30 Jun 1978 ..... The Air Force Engineering and Services Center (AFESC) was activated at Tyndall AFB.
- Jun 1986 ..... The First Readiness Challenge competition was held at Eglin AFB, Florida.
- Jan 1988 ..... RED HORSE opened to women.



# ...A Timeline of Significant Events

- Aug 1990** ..... Air Force civil engineers began deploying in support of Operation DESERT SHIELD. ....
- Dec 1990** ..... OSD released DMRD 967 which called for regionalizing base engineering services and zonal maintenance. The Air Force proposed its own initiative that resulted in a major restructuring of the base CE squadron under the Objective Squadron structure.
- 1991** ..... AFESC was redesignated as the Air Force Civil Engineering Support Agency. The Air Force Center for Environmental Excellence was established as a new field operating agency.
- 5 Feb 1991** ..... HQ USAF Directorate of Engineering and Services was realigned under the Chief of Staff and redesignated The Civil Engineer, an assistant chief of staff. Services separated and was integrated into Morale, Welfare, and Recreation.
- 3 Oct 1991** ..... The Vice Chief of Staff aligned Airbase Operability, Disaster Preparedness, and Explosive Ordnance Disposal under Civil Engineering.
- Aug 1993** ..... The Air Force Fire School moved from Chanute AFB, Illinois, to Goodfellow AFB, Texas.
- 19 Dec 1997** ..... AFCAP issued its first funded task order for recovery efforts from Super Typhoon Paka at Andersen AB.
- 9 Feb 1998** ..... HQ USAF/ILE moved from the Pentagon to offices in Crystal Gateway complex in Crystal City, Arlington, Virginia, to accommodate the multi-year Pentagon renovation project.
- 11 Sep 2001** ..... In the aftermath of the World Trade Center and Pentagon bombings on 11 September 2001, Air Force civil engineers provided a wide range of support to the recovery efforts and homeland defense initiatives.
- Sep 2001** ..... Operation ENDURING FREEDOM Prime BEEF teams conducted beddown operations at bases in Southwest and Central Asia. 823rd RHS undertook construction projects, ..... including major MILCON projects.
- 10 Oct 2001** ..... An Air Force civil engineer became the first fatality of Operation ENDURING FREEDOM. MSgt Evander E. Andrews, assigned to the 366th CES at Mountain Home AFB, Idaho, died in a heavy equipment accident at Al Udeid AB, Qatar.
- 19 Mar 2003** ..... Operation IRAQI FREEDOM began as Air Force engineers opened new bases, expanded additional bases, and recovered captured Iraqi bases.
- 1 Oct 2003** ..... HQ Air Mobility Command established an A7 Installations and Mission Support organization. Brig Gen Del Eulberg, the AMC Director of Civil Engineering, became the first A7 director.
- 1 Feb 2006** ..... HQ USAF/ILE was redesignated A7C as part of the HAF transition to the A-Staff structure.
- 19 Oct 2006** ..... Gen John Corley, AF/CV, signed a memo approving Civil Engineering's five transformation proposals: centralizing capital construction execution at AFCEE; reengineering fire emergency operations based on risk assessment; reengineering three AFMC CE Groups to smaller units; realigning military positions into EOD and RED HORSE; and restructuring CE units at all organizational levels.
- 1 Jun 2007** ..... The Air Force Center for Environmental Excellence was renamed the Air Force Center for Engineering and the Environment.
- May 2008** ..... The CE Strategic Plan was published to guide overall CE operations in support of Air Force priorities.



# CONTINGENCY

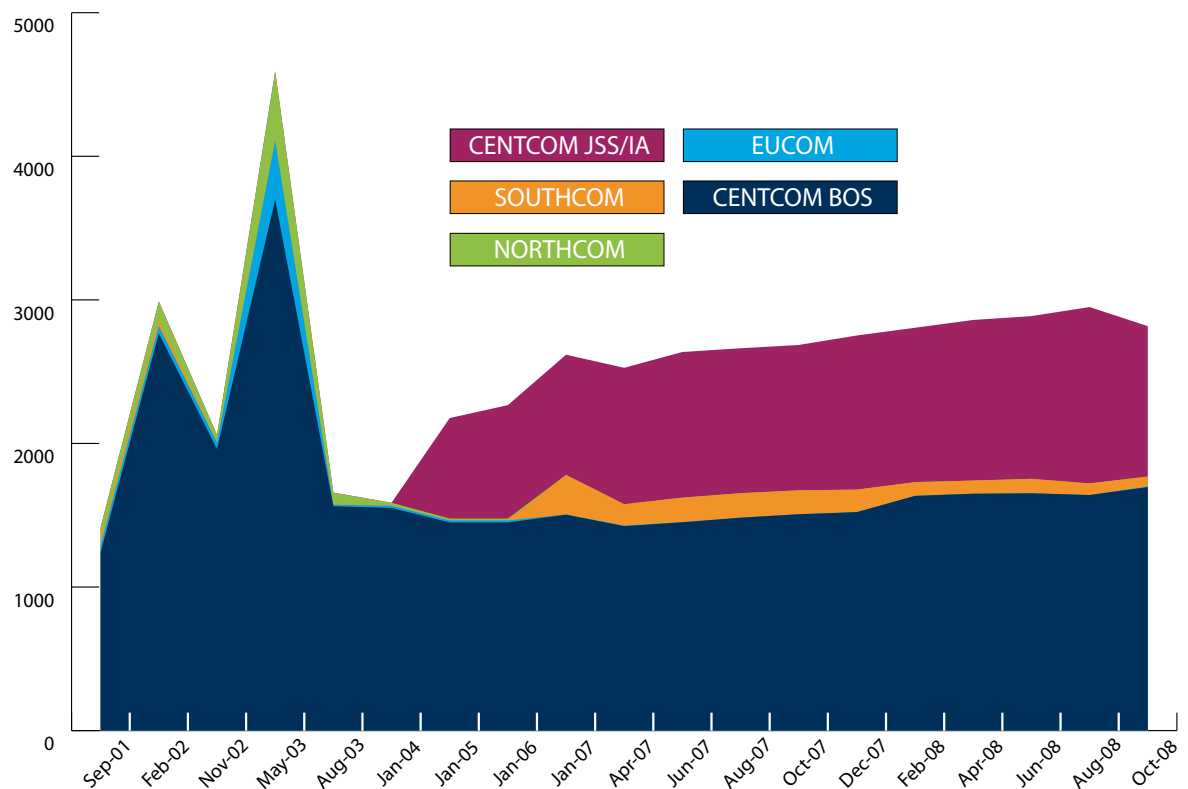
## *Year in Review*

Throughout 2008, Air Force civil engineers continued to provide exceptional support to combatant commanders around the globe. From Iraq to Afghanistan, from Romania to Peru, they were involved in operations, deployments, and contingencies in support of American, allied, and coalition forces. Unfortunately, 2008 was also a deadly year as civil engineers lost two members to improvised explosive devices.

The tempo of operations continued at a high pace for Air Force civil engineers in FY08 as they filled the various requirements by Combatant Commands (see chart below). CENTCOM's Joint Sourcing Solution (formerly "in lieu of") taskings remained a large percentage of the Air Force's total contingency requirements.

### SOUTHWEST ASIA

In FY07, Air Force engineers supported "The Surge" by constructing basing facilities for the buildup of Air Force, Army, and Marine forces in Iraq. During FY08, they continued their efforts on the various bases, but their focus was often on a different aspect of the operation: working with Iraqi civilians to improve their everyday living and working conditions and with the Iraqi military to improve their facilities and train Iraqi engineers and firefighters.



Engineers often find themselves fulfilling three distinct but inter-related roles during contingencies: warrior, professional, and ambassador. In 2008, this was true for the members of the traditional CE units as well as the individual civil engineers deployed to Joint or specialty assignments. It was certainly true for members of the 557th Expeditionary RED HORSE Squadron (ERHS).

In October 2007, traditional members of the 819th and 307th RED HORSE Squadrons (RHSs) deployed to Southwest Asia as members of the 557th ERHS. They were replaced by members of the 823rd RHS in April 2008. Augmented by deployed Reserve, Guard, and active duty Prime BEEF engineers, the 557th ERHS accomplished a great deal during FY08. During their six-month deployment, the

more than 550 Airmen worked together in 14 locations throughout the theater and were responsible for approximately \$54M in construction projects. The unit worked in support of Multi-National Corps-Iraq (MNC-I) — the tactical unit responsible for command and control of operations throughout Iraq — and U.S. Air Forces Central (AFCENT) projects during their deployment.

As part of its MNC-I efforts, the 557th ERHS filled an approximately 400-person JSS tasking to provide direct combat engineering design, heavy construction, and general engineering support to the Army's Theater Engineer Brigade. A 150-person

force from the 1st Expeditionary RED HORSE Group provided heavy construction support directly to AFCENT for completion of priority airfield construction projects anywhere in the CENTCOM area of responsibility. During a typical month of 2008, the unit completed 19 projects worth \$3.26M, and had 40 projects under construction worth \$32M and 22 projects in design worth \$17.5M.

The construction of nearly \$10M of aircraft shelters, taxiways, and temporary shelters at Al Asad AB, Iraq, by the 557th embodied the "Joint" spirit. As MSgt Richard Kapp, 557th ERHS, described their work, "We're here working on a Marine base, taking on an Army job while using Navy parts."

In their role as ambassadors, the 557th began teaching construction classes at the Village of Hope vocational school in Hawr Rajab, Iraq. As peace and security were established in this area — one that had been under the control of Al-Qaeda in Iraq forces and where nearly all economic activity had ceased — 557th engineers opened a school to teach Hawr Rajab citizens the basics of construction — skills they greatly needed. With the ultimate goal of encouraging activity in the village and recreating a normal life for its citizens, the engineers-turned-teachers offered both the classroom instruction and the hands-on training needed to rebuild the village's homes. A total of 210 students in four classes graduated from the Village of Hope School in FY08. TSgt Christopher

Iraq, the 407th ECES fire department offered a six-week course to teach 8-10 students the basics of firefighting, search and rescue, and life saving, and familiarize them with equipment donated from fire departments in the United States. At Kirkuk AB, firefighters from the 506th ECES used a new training facility on base to train their Iraqi counterparts in search and rescue tactics and worked with city of Kirkuk firefighters to improve fire response and overall safety for Iraqi citizens in the region.

In Afghanistan, Air Force firefighters trained members of the Afghan National Army Air Corps to serve as the first firefighters at Kabul International Airport's new Afghan National Army Air Corps North Side Cantonment.

The bonds of firefighting broke through the walls of language and culture. "No matter what country a person is from or what they believe, firefighters are firefighters...so there is an automatic brotherhood between us and we take each other in like family," said TSgt John Dunne, a 506th ECES firefighter.



Collins, a plumbing class instructor, summarized his feelings about the experience, "I've deployed five times but I've never had the chance to help someone change their life."

Engineers from Det 6, 732nd Expeditionary Civil Engineer Squadron (ECES), aided the Iraqi Army by constructing a joint combat outpost in the Diyala River Valley, in an area that had been an Al Qaeda in Iraq stronghold. The Airmen built more than 25,000 sq. ft. of living, dining, and operations buildings for the U.S. Army and Iraqi Army to be able to quickly respond when needed.

Air Force firefighters were instrumental in training both Iraqi and Afghani firefighters, helping them sharpen their skills. At Ali Base,

### EXPLOSIVE ORDNANCE DISPOSAL

Air Force Explosive Ordnance Disposal teams represented 29 percent of the overall Joint EOD capability in Iraq and Afghanistan for FY08, and overall EOD operations showed a significant improvement. The success of the Surge operations and the improved security conditions in Iraq reduced EOD team activity from the previous year's levels in the Iraq and Afghanistan theaters (FY07/FY08). Air Force EOD teams made fewer overall responses in FY08 in the following categories: IED responses

(3,706/2,091), Unexploded Ordnance responses (3,682/2,237), and Munitions Caches removed (1,388/284).

### EUROPE

Engineers supported additional missions outside of SWA during FY08. In Romania, civil engineers bedded down hundreds of Airmen and several aircraft at Campia Turzii to support Operation NOBLE ENDEAVOR, a Romanian-led effort to police the sky above the NATO summit in Bucharest. Since local hotels were not available, the engineers cleared an old Romanian paratrooper obstacle course and began building a tent city that included 1,500 feet of concertina wire and two retaining dikes for two 210,000 gallon-



capacity fuel bladders. It was a remarkable opportunity for USAFE Airmen to deploy forward, establish an expeditionary mission, and then disassemble everything for redeployment to home station.

### HUMANITARIAN MISSIONS

Members of the 820th RHS, 555th RHS, and the 219th RHF teamed up for the 2008 version of the New Horizons program and served as the lead for the task force. The engineers deployed for a three-month period to Peru and completed several construction projects, including a clinic and a school in Yanama, a village with a population of almost 8,000, and a clinic in San Cristobal, a town of 9,000. New Horizons is a long-running, SOUTHCOM-sponsored program that annually provides humanitarian assistance to countries in Latin America and the Caribbean.

During Operation CONTINUING PROMISE, Prime BEEF engineers from the 5th CES, Minot AFB, N.D., partnered with Seabees aboard the amphibious assault ship USS *Kearsarge* to conduct civil-military operations and build strong partnerships in the Caribbean that can be called upon in the event of a regional situation requiring cooperative solutions. The original plans called for primary activities in six nations. However, the *Kearsarge* diverted to Haiti for most of September after tropical storms produced dev-

astating flooding in that country. After aiding with relief efforts in Haiti, the *Kearsarge* — and the Prime BEEF engineers — completed the scheduled activities in the Dominican Republic.

### CIVIL ENGINEER FATALITIES

Finally, and most significantly, 2008 was a year in which the Air Force Civil Engineering community sustained two substantial losses in the Global War on Terrorism. Two civil engineers, TSgt Anthony L. Capra, and Maj Rodolfo Rodriguez, were killed serving in contingency duties.

TSgt Capra, 31, died April 9 near Golden Hills, Iraq, of wounds suffered when he encountered an improvised explosive device during his 107th combat mission of this tour. He was deployed from Detachment 63, 688th Armament Systems Squadron, Indian Head City, Md., as an EOD leader assigned to the 332nd ECES at Balad AB.

Maj Rodriguez, 34, died Sept. 20 from injuries sustained in an explosion in Islamabad, Pakistan. A member of the 86th Construction and Training Squadron, Ramstein AB, Germany, he was deployed to the area in support of Operation ENDURING FREEDOM.



# Outstanding Airmen of the Year

***In 2008, three civil engineers were among the 12 Outstanding Airmen of the Year. The award recipients were drawn from 33 people representing major commands, direct reporting units, field operating agencies, and Air Staff agencies. The recipients were honored Sept. 12, 2008 at the Air Force Association's conference in Washington, D.C.***



**TSgt JAMES CAUGHRON, 22ND CES, MCCONNELL AFB, KAN.**

While deployed to Ali Base, Iraq, TSgt Caughron, a firefighter from the 22nd CES, won several awards for his efforts in training Iraqi firefighters, administering lifesaving medical care, and extinguishing fires in buildings and planes, potentially saving the Air Force millions of dollars. When the Australian prime minister's plane experienced fumes and smoke aboard, TSgt Caughron initiated the evacuation and ventilation, saving the prime minister's life.

"I am humbled and honored to be recognized for this achievement," said TSgt Caughron. "I am glad that my children get the opportunity to see that hard work pays off, especially with all the time they sacrificed. I am excited to see where this opportunity will take me."



**MSgt GEORGE PRICE, JR., 45TH CES, PATRICK AFB, FLA.**

MSgt Price is the explosive ordnance disposal flight chief at Patrick AFB, Fla. While deployed to Kirkuk Air Base, Iraq, he spent more than 900 hours outside the wire, neutralizing 986 improvised explosive devices. He survived two grenade attacks and two rocket attacks, saved a Soldier's life, captured six terrorists, and stopped a 400-pound vehicle-borne IED from entering the base. He also oversaw distribution of more than 1,000 pounds of humanitarian aid.

"It feels good for [EOD] to be recognized for the contributions we make at home station, in the local community, and while answering our nation's call [in] austere locations. I consider this a team award. We depend on each other for everything — even to survive."



**SSgt ERIC EBERHARD, 419TH CES, HILL AFB, UTAH**

SSgt Eberhard, an explosive ordnance disposal technician and former Marine, enlisted in the Air Force Reserve in 2004. He volunteered to deploy to Afghanistan, where he helped provide EOD support within a 10,000-square-kilometer area to ensure that supply lines remained open. After an attack on his convoy, he maneuvered his vehicle to evade three rocket attacks, and then joined the quick-response force in repelling enemy combatants. While deployed, he disposed of more than 2,300 pieces of unexploded ordnance and provided intelligence on enemy tactics to other EOD teams.

"It is an honor to serve with the CE community, and an honor to serve them," said SSGT Eberhard. "I'm also honored to be a member of the 2008 Air Force Enlisted Council, where I'll have the opportunity to voice the concerns of CE personnel on the Air Force level."

# Awards to CEs

**Air Force civil engineers are eligible for many awards within the Air Force and the Department of Defense, as well as from outside groups. Listed here are awards given in 2008 covered by AFI 36-2817, as well as the Lance P. Sijan Award, and the White House "Closing the Circle" Environmental Awards.**

## **Air Force Civil Engineer Awards:**

### **Outstanding Civil Engineer Unit Award and the Society of American Military Engineers Major General Robert H. Curtin Award**

*Large Unit*

4th CES, Seymour Johnson AFB, N.C.

*Small Unit*

21st CES, Peterson AFB, Colo.

*Air Reserve Component*

126th CES, Scott AFB, Ill.

### **Brigadier General Michael A. McAuliffe Award (Housing Flight)**

341st CES, Malmstrom AFB, Mont.

### **Major General Robert C. Thompson Award (Resources Flight)**

81st CES, Keesler AFB, Miss.

### **Brigadier General Archie S. Mayes Award (Engineering Flight)**

8th CES, Kunsan AB, Rep. of Korea

### **Major General Clifton D. Wright Award (Operations Flight)**

30th CES, Vandenberg AFB, Calif.

### **Chief Master Sergeant Ralph E. Sanborn Award (Fire Protection Flight)**

30th CES, Vandenberg AFB, Calif.

### **Senior Master Sergeant Gerald J. Stryzak Award (Explosive Ordnance Disposal Flight)**

48th CES, RAF Lakenheath, UK

### **Colonel Frederick J. Riemer Award (Readiness & Emergency Management Flight)**

*Active Duty*

90th CES, F.E. Warren AFB, Wyo.

*Air Reserve Component*

482nd CES, Homestead ARB, Fla.

### **Environmental Flight Award**

14th CES, Columbus AFB, Miss.

### **Major General Joseph A. Ahearn Enlisted Leadership Award**

CMSgt Jerry W. Lewis, Jr., 1st SOCES/CEM, Hurlburt Field, Fla.

### **Major General William D. Gilbert Award**

*Officer*

Capt Rockie Wilson, HQ ACC/A7X, Langley AFB, Va.

*Enlisted*

SMSgt Kevin W. Armstrong, HQ USAFE/A7XO, Ramstein AB, Germany

*Civilian*

Mr. Joe D. Fisher, HQ ACC/A7XX, Langley AFB, Va.

### **Harry P. Rietman Award (Senior Civilian Manager)**

Mr. Donald E. Young, 14th CES/CEO, Columbus AFB, Miss.

### **Major General L. Dean Fox Award (Outstanding Civil Engineer Senior Military Manager)**

Maj Charles O. Kelm, HQ AFPC/DPASB, Randolph AFB, Texas

### **Major General Eugene A. Lupia Award**

*Military Manager*

1Lt Ferdinand Maldonado, 27th SOCES/CEC, Cannon AFB, N.M.

*Military Technician*

TSgt Anthony J. Blackmon, 28th CES/CED, Ellsworth AFB, S.D.

### **Chief Master Sergeant Larry R. Daniels Award (Outstanding Civil Engineer Military Superintendent)**

MSgt Kenneth T. Douglas, 31st CES/CED, Aviano AB, Italy

### **Outstanding Civil Engineer Civilian Manager**

Mr. Kenneth L. Helgerson, 10th CES/CEF, USAF Academy, Colo.

### **Outstanding Civil Engineer Civilian Supervisor**

Ms. Louella L. Arenas, 49th CES/CEOSM, Holloman AFB, N.M.

### **Outstanding Civil Engineer Civilian Technician**

Mr. Jesse W. Watson, 18th CES/CEOIE, Kadena AB, Japan

### **Outstanding Civil Engineer Air Reserve Component**

*Officer Manager*

Maj James Wood, 315th CES/CED, Charleston AFB, S.C.

*Senior NCO Manager*

SMSgt Emery Talbert, Jr., 96th CES/CESE, Eglin AFB, Fla.

*NCO Manager*

SSgt Abelardo S. Lumba, 254th CES/DES, Andersen AFB, Guam

### **Major General Augustus M. Minton Award (Outstanding Air Force Civil Engineer Magazine Article)**

Maj Matthew Hutchings, 13th SWS/MA, Clear AFS, Alaska

Lt Col Ellen England, 72nd AMDS/SCPB, Tinker AFB, Okla.

### **Outstanding Community Planner**

Ms. Sarah E. Wagner, 30th CES/CECB, Vandenberg AFB, Calif.

### **Society Of American Military Engineers' Major General James B. Newman Medal**

Col John. L. Eunice III, USCENTAF/A7, Shaw AFB, S.C.

### **Society Of American Military Engineers' Major General Guy H. Goddard Medal**

*Active Duty*

MSgt Michael E. Yancey, 305th CES/CEOH, McGuire AFB, N.J.

*Air Reserve Component*

MSgt John F. Gabriel, 624th CES, Hickam AFB, Hawaii

*Air National Guard*

SSgt Andy R. Quinata, 254th CES, Andersen AFB, Guam

### **NSPE Federal Engineer of the Year**

*Military*

Maj Christopher T. Senseney, AFIT/CEX, Wright-Patterson AFB, Ohio

*Civilian*

Ms. Suzanne E. Bilbrey, AFCEE/IW, Brooks City-Base, Texas

**Balchen/Post Award**  
509th CES, Whiteman AFB, Mo.

**Air Force Energy Conservation Award**  
*Individual*  
Mr. Robert D. Montgomery, 23rd CES/CEOEE, Moody AFB, Ga.  
*Group*  
99th CES/CEOEF, Nellis AFB, Nev.

**The Lance P. Sijan Award**  
*Junior Enlisted Category*  
TSgt Joshua D. King, 366th CES, Mountain Home AFB, Idaho

**Air Force Design Program Awards:**  
**Honor Award for Sustainable Design**  
Army Air Support Facility, Buckley AFB, Colo.

**Honor Award for Concept Design**  
Aircraft Maintenance Operations Center, Laughlin AFB, Texas  
Air National Guard Readiness Center Expansion, Andrews AFB, Md.

**Honor Award for Facility Design**  
Kindergarten, Aviano AB, Italy  
Systems Acquisition Management & Support Complex, Los Angeles AFB, Calif.  
Air National Guard Readiness Center Renovation & Addition, Andrews AFB, Md.

**Merit Award for Concept Design**  
Fitness Center Addition, Schriever AFB, Colo.  
Vehicle Maintenance Complex, Nevada ANG, Reno, Nev.  
TRANSCOM Consolidation, Scott AFB, Ill.

**Merit Award for Interior Design**  
High Tides Lounge, Andersen AFB, Guam  
Western Range Operational Control Center, Vandenberg AFB, Calif.

**Merit Award for Landscape Architecture**  
Barbeque Pavilion, Vandenberg AFB, Calif.  
Base Welcome Sign, Cheyenne Mountain AFS, Colo.

**Merit Award for Facility Design**  
Housing Office, Aviano AB, Italy

**Citation Award for Planning Studies & Design Guides**  
Moody AFB, Ga.

**Citation Award for Sustainable Design**  
Dormitory, Barksdale AFB, La.

**Citation Award for Concept Design**  
Medical/Dental Clinic, Tinker AFB, Okla.  
Middle School, Osan AB, Korea

**Citation Award for Facility Design**  
Dormitory, Wright Patterson AFB, Ohio  
Communications Administration Building, Charleston AFB, S.C.

**American Planning Association Federal Planning Division Awards:**  
**Outstanding Federal Planning Program**  
ACC Installation Electronic General Plans, HQ ACC, Langley AFB, Va.

**Outstanding Collaborative Planning Project or Program**  
Edwards AFB and Muroc School District Center of Excellence, Edwards AFB, Calif.

**Secretary of Defense Environmental Awards:**  
**Environmental Quality**  
*Individual/Team*  
Hill AFB, Utah

**Pollution Prevention**  
*Industrial Installation*  
Robins AFB, Ga.

**Environmental Restoration**  
*Installation*  
Seymour Johnson AFB, N.C.

**Environmental Excellence in Weapon System Acquisition**  
*Team*  
Fairchild AFB, Wash.

**The White House "Closing the Circle" Environmental Awards**  
*Environmental Management Systems*  
Robins AFB, Ga.  
*Recycling*  
Eglin AFB, Fla.  
*Waste/Pollution Prevention*  
Vandenberg AFB, Calif.

**Air Force General Thomas D. White Environmental Awards**  
*Environmental Quality Award — Non-Industrial Installation*  
Columbus AFB, Miss.

*Environmental Quality Award — Reserve/ANG*  
153rd Airlift Wing, Cheyenne, Wyo.

*Environmental Quality Award — Individual/Team Excellence*

Environmental Engineering Team, Hill AFB, Utah  
*Restoration Award — All Installations*  
Seymour Johnson AFB, N.C.

*Restoration Award — Individual/Team Excellence*

45th CES/CEV, Patrick AFB, Fla.  
*Pollution Prevention Award — Industrial Installation*

Robins AFB, Ga.

*Natural Resources Conservation Award — Small Installation*  
Hurlburt Field, Fla.

*Natural Resources Conservation Award — Individual/Team Excellence*  
45th CES/CEV, Patrick AFB, Fla.

*Cultural Resources Management Award — All Installations*  
Elmendorf AFB, Alaska

*Pollution Prevention Acquisition Award — Individual/Team Excellence*

Environmental Management Subcommittee, Fairchild AFB, Wash.

**Air Force Fire Emergency Services Awards**

*Military Firefighter of the Year*

A1C Andrew Gard, Ramstein AB, Germany

*Civilian Firefighter of the Year*

Mr. Joshua Moorman, Offutt AFB, Neb.

*Military Fire Officer of the Year*

MSgt Timothy Brown, Dyess AFB, Texas

*Civilian Fire Officer of the Year*

Mr. Kenneth Reeves, Ramstein AB, Germany

*Fire Service Instructor of the Year*

MSgt Matthew Simmons, DoD Fire Academy, Goodfellow AFB, Texas

*Fire Dept of the Year (small base)*

Malmstrom AFB Fire Department, Mont.

*Fire Dept of the Year (large base)*

Vandenberg AFB Fire Department, Calif.

*Fire Prevention Program of the Year*

Hurlburt Field Fire Department, Fla.

*Firefighter Heroism Award*

MSgt Brett Hawk, SSgt Tyrone Oden, SSgt Matthew Peay, A1C Daniel Maese, Mr. Willie Sonnen, Mr. Ludwig Gruen, Mr. Marc Schumacher, and Mr. Matthias Meyer, Spangdahlem AB, Germany

*Military Emergency Manager of the Year*

TSgt Greg Brannan

*Civilian Emergency Manager of the Year*

Mr. Steve Robertson

