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Programming Plan (P-Plan) Revision 1 for Implementation of Enterprise-Wide Civil Engineer
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APPENDIX II – NOTIONAL OPERATIONS REQUIREMENTS AND OPTIMIZATION (R&O) MANPOWER ALIGNMENT

1.0 The notional manpower alignment is provided as a recommendation to commanders as a framework; absolute best case, for a large base, and absolute worst case, for a small base. Commanders will continue to complete all manpower actions appropriately to meet mission needs and required asset management deliverables as detailed in this P-Plan and in the base level fight tasks (BLFT). Commanders will also view R&O leadership positions as key development and career progression opportunities for lieutenants, senior non-commissioned officers (SNCO), and civilians.

Table II – 1: R&O Section Mission Essential Level 1 Tasks

R&O Section Mission Essential Level 1 Tasks	Skill Set	Grade or Skill Level	Source From	Existing Ops FTEs	New to Ops Bare Min FTEs	New to Ops Ideal State FTEs
R&O OIC (Targeted Development)	CGO	Capt or Sr 1Lt	Existing CES Auths	0	0	1 (CGO)
R&O Lead Engineer (Targeted Development)	Any Engineer	GS-12	Dual Hat Any Engineer	0	0	1 (Engr)
R&O NCOIC	Any MSgt/TSgt	MSgt/TSgt	Existing CEO Auths	1	0	0
Integrate & Synchronize Operations Flight Work Force: Demand Maintenance / Customer Service, WORB, IWP	Workforce Manager (3E6)	Any Mil or GS7/9	Existing CEO Auths	Match Existing	0	0
Integrate & Synchronize Operations Flight Work Force: ACES/IWIMS/Tririga Data Standards & Analysis	Workforce Manager (3E6) or Data Analyst	7-Lvl 3E6 or GS-7/9	Existing CEO Auths	1	0	0
Integrate & Synchronize Operations Flight Work Force: IGIS Data Standards & Analysis	Engineer Assistant (3E5)	5- or 7-Lvl	Existing CEP Auths	0	1 (3E5)	2 (3E5)
Integrate & Synchronize Operations Flight Work Force: Industrial Control Systems Standards & Analysis	Elect or Mech Engineer	GS-11	Existing CEP Auths	0	0	1 (Engr)
Integrate & Synchronize Operations Flight Work Force: Contract Project Review Integration	Any NCO	7-Lvl	Existing CEO Auths	1	0	0
Integrate & Synchronize Operations Flight Work Force: Contingency Planning & Response	Workforce Manager (3E6)	Any Mil or GS7/9	Existing CEO Auths	Match Existing	0	0
Manage Airfield & Trans Networks AMP & Pavements: Airfield Pavements & Roads/Parking Lots	Civil Engineer Pavements Technician (3E2)	Lt or GS-11 5- or 7-Lvl	Engineer: Existing CEP Auths Tech: Existing Ops Auths	1 (3E2)	1 (Engr)	1 (Engr)
Manage Utilities AMP	Elect, Mech, or Civil Engineer		Engineer: Existing CEP Auths Tech: Existing Ops Auths	0	1 (Engr)	1 (Engr)
Manage Utilities Electrical Systems: Electrical Distribution and Airfield Lighting	Electrical Engineer Electric Technician (3E0)	Lt or GS-11 5- or 7-Lvl	Engineer: Existing CEP Auths Tech: Existing CEO Auths	1 (3E0)	1 (Engr)	1 (Engr)
Manage Utilities Mechanical Systems: Water, Wastewater/Stormwater, & Mech Distribution	Civil / Mech Engineer WFSM Technician (3E4)	Lt or GS-11 5- or 7-Lvl	Engineer: Existing CEP Auths Tech: Existing CEO Auths	1 (3E4)	0	1 (Engr)
Manage Facilities Mechanical Systems: HVAC/DDC & Plumbing	Mechanical Engineer HVAC Technician (3E1)	Lt or GS-11 5- or 7-Lvl	Engineer: Existing CEP Auths Tech: Existing CEO Auths	1 (3E1)	0	1 (Engr)
Manage Facilities Interior Utilities Systems: Power, Interior Electric, & Alarms	Elec or Mech Engineer Electrical/Power Technician	Lt or GS-11 5- or 7-Lvl	Engineer: Existing CEP Auths Tech: Existing CEO Auths	1 (3E0)	0	1 (Engr)
Manage Structural Systems	Civil Engineer Structures Technician (3E3)	Lt or GS-11 5- or 7-Lvl	Engineer: Existing CEP Auths Tech: Existing CEO Auths	1 (3E3)	0	1 (Engr)
Total				9*	4	12
*Plus existing 3E6s and civilians						
Units that are only manned to field the bare minimum authorizations in R&O Section will be required to dual hat the New-to-Ops FTEs. For example, instead of separate electrical engineers to manage interior electric, electrical distribution, and industrial control systems. If bases can only field one electrical engineer in Operations Flight, that individual will be responsible for managing all of those programs and delivering all required deliverables detailed in the BLFTs. Likewise, those 3 engineers will have to be dual hatted in the R&O shop leadership position (ideally a CGO).						

- 2.0 Units that are only manned to field the bare minimum authorizations in R&O Section will be required to dual hat the new-to-ops full-time equivalents (FTE). For example, instead of separate electrical engineers to manage interior electric, electrical distribution, and industrial control systems (ICS), individuals at bases which can only field one electrical engineer in operations flight (CEO) will be responsible for managing all of those programs and delivering all required deliverables detailed in the BLFTs. Likewise, those three engineers will have to be dual hatted in the R&O shop leadership position (ideally a company grade officer [CGO]).

APPENDIX III – AIR FORCE CIVIL ENGINEER CENTER (AFCEC) ASSET MANAGEMENT

1.0 BACKGROUND

- 1.1. This approach integrates requirements to deliver installation support services needed for mission execution, provides the capability to advocate for resources, and then supports allocation of the necessary resources to provide, operate, maintain, and protect facilities, infrastructure, and installations required for effective mission support worldwide at their lowest life-cycle cost. The Planning and Integration (P&I) Directorate will provide careful informed analysis of asset management products and strategic direction based on input from others, as follows:
 - 1.1.1. Provide centralized investment planning and data fidelity/accountability through activity management plan (AMP) management in coordination with other AFCEC directorates' sub-AMP managers and the Asset Visibility Division.
 - 1.1.2. Take the lead in asset management process training (staff, "customers" stakeholders, and major command [MAJCOM] leadership).
 - 1.1.3. Align enterprise efforts to program objective memorandum (POM)/budget cycle/other external drivers/needs (e.g., airspace and ranges, weapons systems acquisition, test and evaluation).

2.0 PURPOSE & SCOPE

- 2.1. Defining the basis of the future Air Force enterprise and the value of our ability to internally look at anomalies and trends in our sub-AMPS and subsequently propose new requirements are the imperatives we are incorporating in the civil engineer transformation (CET) process. The asset management principled AMP accomplishes the following (through AMPs and comprehensive asset management plans [CAMP] developed at every echelon):
 - 2.1.1. Links the installation development plan (IDP) and POM defense (strategy to task) and considers externalities
 - 2.1.2. Proactively identifies opportunities to enhance Air Force enterprise performance
 - 2.1.3. Informs MAJCOM/commanders and stakeholders
 - 2.1.4. Balances risk to mission/airmen
 - 2.1.5. Provides planned investment to meet mission needs
 - 2.1.6. Assesses investment plan effectiveness to meet strategic goals (base, MAJCOM, Air Force)
 - 2.1.7. Preserves "one base/one wing (WG)/one boss" concept to develop future Air Force senior leaders who advocate for centralized funding programs
 - 2.1.8. Preserves sustainment capabilities (facilities, infrastructure, environment, mission) for installation complexes and support activities
 - 2.1.9. Centralizes/standardizes prioritization processes and optimizes the delivery of installation support to enable enterprise-wide advocacy and allocation of resources to reduce "risk to mission" and "risk to airmen"

- 2.1.10. Preserves focus on quality of life and mission using asset management key performance indicators (KPI), targets, and measures; and Air Force Common Output Level Standards (AF COLS) centered on best life-cycle value
- 2.1.11. Leverages strategic sourcing opportunities to reduce operational costs
- 2.1.12. Leverages industry, public sector, and sister services lessons learned to optimize processes

3.0 USE OF THE AMP PROCESS: The civil engineer (CE) AMP process supports midterm investment planning by guiding the development of requirements and opportunities needed across the future years defense program (FYDP)+2 to achieve required program objectives. Program objectives are based on mission dictates, strategic plan direction, AF COLS, as well as built and natural (B&N) infrastructure criteria needed to sustain installations. In many cases specific data sets (such as facility condition assessments, energy audits, and space utilization) will help identify needed investments. AMPs at all levels (base, MAJCOM, and headquarters Air Force [HAF]) are developed, building on one another to lay out the necessary investment profile and identify the specific un-prioritized requirements/opportunities that the POM would provide funding for in the out years. The P&I Directorate represents the HAF level and builds the Air Force activity management plan (AF AMP) for each required program activity (e.g., facilities, utilities, airfield, and transportation). The actual development of the activity requirements and opportunities is the responsibility of the AFCEC directorate where specific sub-AMP managers (e.g., program managers) are assigned. The P&I Directorate where the AMP managers are assigned work with the other directorate sub-AMP managers to optimize potential investments to ensure the best solution is identified to solve the need.

- 3.1. As we plan for the upcoming budget execution year, the requirements and opportunities identified for that year are evaluated further by each level (base, MAJCOM, and HAF) and the CAMPs are developed with a priority assigned to each planned investment. The P&I Directorate, representing the HAF level, in concert with other AFCEC directorate sub-AMP managers develops the recommended investment priorities for the Air Force comprehensive asset management plan (AFCAMP). This process that produces the AFCAMP involves the directorates initiating the prioritization process by applying business rules and tools that result in the recommended functional integrated priority list(s) (IPL). The IPLs are evaluated further by the P&I Directorate to look for cross functional optimization opportunities and adjust priorities as needed to meet any cross cutting goals and objectives (e.g., a functional sub-AMP manager might recommend a military construction [MILCON] investment to meet a mission need, but deeper analysis might indicate an enhanced use lease [EUL] opportunity may provide better value for the Air Force both from a mission and economic standpoint). Once investment priorities are determined and approved by the installations governance structure (IGS), the follow on work of project programming or opportunity acquisition occurs in advance of execution.
- 3.2. Enterprise management concepts: In order to properly analyze data to support decision making on allocation of dwindling levels of facility support funds, engineers have adopted a disciplined, standardized approach to acquiring, sustaining, modernizing, and retiring our installation, or “weapon system”, based on industry best practices and lessons learned. The role of planning and mission sustainability take a prominent position in analyzing information in order to make sound, sustainable investment decisions. These optimized investment processes use enterprise-wide, centralized asset management principles to ensure the readiness and sustainability of our B&N

infrastructure, and to operate and sustain our bases at the best life-cycle value possible. Centralized management and investment (at the HAF and/or field operating agency [FOA] level) of facilities, infrastructure, and environmental accounts ensures scarce resources are applied to the highest priority requirements across the Air Force inventory in the most effective and efficient manner.

- 4.0 Asset Management:** Asset management can be defined as the expertise and processes required to integrate enterprise-wide B&N infrastructure asset investment decisions using factors including condition assessments, strategic policy directives, operational mission requirements, laws, executive orders (EXORD), and Congressional interest items. The asset management process takes requirements and through comprehensive planning efforts, aligns them into long-term and short-term investment execution strategies. In short, the asset management process facilitates a centralized approach to B&N asset resource allocation decisions across the Air Force. This process results in decisions from a single enterprise perspective rather than as a series of disparate organizations. The proposed process is made up of four distinct steps: 1) understanding what is in the B&N inventory and determining the condition of those assets, 2) identifying cost and benefit of correcting deficiencies or of continuing to operate the asset, 3) identifying program requirements to address most critical deficiencies, and 4) executing the program. The end product results in an IPL of requirements to address the most critical requirements first. For the sake of clarity, the term “asset management” refers to steps 1-4 in their entirety while the term “portfolio management” refers to steps 3-4.
- 5.0 Comprehensive Planning:** Comprehensive planning establishes a systematic framework for informed decision-making on the physical development of Air Force installations and its environs. It provides an integrated context and advocacy for the multiple Air Force processes supporting and sustaining current and future missions. It relies on active Air Force stakeholder participation in the development of sustainable plans and promotes compliance with applicable federal, state, and local laws, regulations, and policies.
- 5.1. The IDP is the product of the installation comprehensive planning process. The IDP link to the asset management process is through the IDP’s capital improvements plan (CIP). The CIP identifies development actions needed to support current and projected mission informing the AMP cycle. As the AMP process proceeds from the AF AMP to current-year execution, changes in anticipated and actual resource allocation can impact the IDP when proposed projects or opportunities are or are not funded. These changes, in addition to the insertion of unanticipated requirements resulting from near-term mission changes and/or other legislation or regulatory change, can drive changes in proposed project scope or timing. Consequently, the IDP must be continually evaluated and revised to reflect changing priorities and fiscal constraints. Figure III - 1 shows the interaction of the comprehensive planning and investment planning processes.

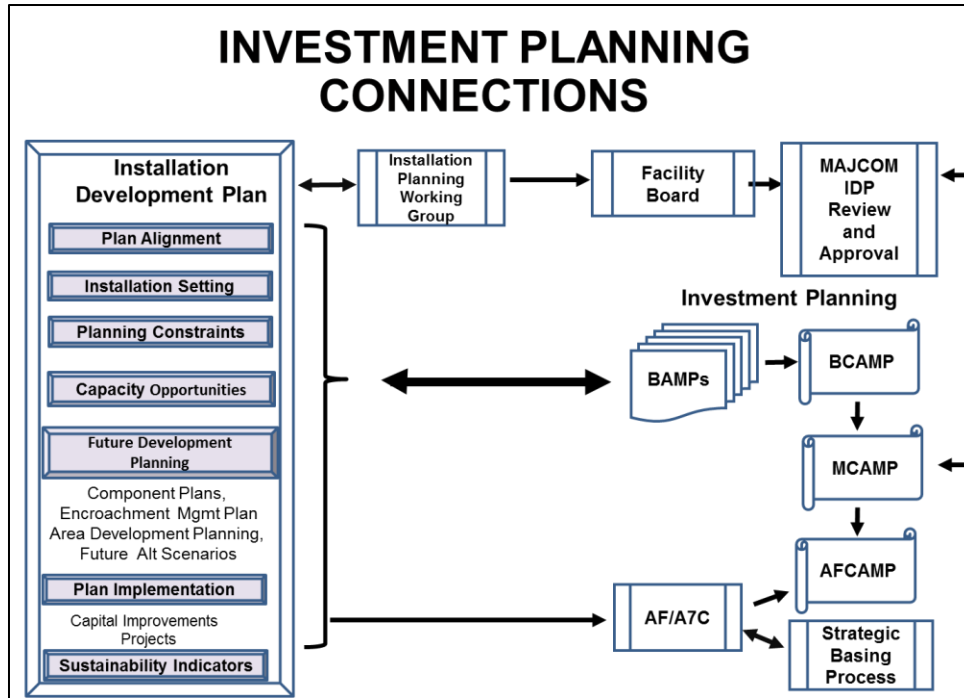


Figure III - 1: Investment Planning Connections

6.0 Program Management: A program is a group of related requirements (projects/programs) managed together to obtain specific benefits and controls that would likely not occur if these requirements were managed individually. Programs are not always a group of related projects or opportunities. There are programs that function independent of any specific project or opportunity and may actually be the source of projects or opportunities. While project management focuses on delivering the specific objectives of the project – program management is focused on achieving the strategic objectives and benefits of the integrated program. The program manager is responsible for rolling up information from each of the projects/programs and ensuring they drive towards achieving the business objectives. This requires each of the project managers to manage their individual projects or opportunities in a fashion integrating into the overall program plan. The program manager is responsible for active monitoring, analysis, and corrective action as needed across their entire program. This involves considering risk management strategies not only for each individual project or opportunity but also analyzing the ‘collective’ risk across the program. The same goes for quality management, schedule management, cost management, communications, etc.

7.0 Portfolio Management: Portfolio management is a term used to describe the analysis and centralized management of a collection of plans, multiple requirements or projects, opportunities, programs, and possibly sub-portfolios based on numerous key characteristics grouped together to facilitate effective management of efforts to meet strategic objectives. These projects, opportunities, or programs are not necessarily interdependent or directly related. This typically includes identifying, prioritizing, and authorizing projects, opportunities, and programs to achieve specific strategic Air Force objectives. The fundamental objective of portfolio management is to determine the

optimal mix and sequencing of proposed needs to best achieve the Air Force's overall mission goals - typically expressed in terms of hard economic measures, mission strategic goals, or technical strategic goals - while honoring constraints imposed by leadership or internal/external real-world factors. Portfolio management is a process combining aspects of what many would call "art and science" into an integrated process. The tools developed through the asset management process (AMPs and CAMPs) will be straightforward analytical tools providing both quantitative and qualitative data to support near- and far-term priorities. These tools will facilitate building of straightforward AF AMP and AFCAMP products outside of emotion or lobbying efforts. For the sake of simplicity, this process will be referred to as "science." While the "science" process is data and time intensive, it is fairly intuitive and politically benign. Unfortunately, this process cannot comprehensively account for all of the senior policy and priorities, inter- and intra-departmental mandates, laws, EXORDs, and other macro-considerations. The process of taking the initial AF AMP and AFCAMP tools and integrating these senior policy perspectives represents the "art" within this process. Ultimately, implementation considerations would provide the perfect balance of both "art" and "science" or policy and execution to be effective.

8.0 Balancing Risk: Risk is the potential a chosen action or activity (including the choice of inaction) will lead to a loss or an undesirable outcome. The notion implies a choice having an influence on the outcome exists (or existed). The definition of risk is the effect of uncertainty on objectives. In this definition, uncertainties include events (which may or may not happen) and uncertainties caused by the lack of or by ambiguous information. It also includes both negative and positive impacts on objectives. Economic risks can be manifested in lower budgets or higher expenditures than expected. The causes can be many, for instance, the hike in the price for raw materials, the lapsing of deadlines for construction of a new operating facility, the loss of key personnel, the change of leadership direction/priority, or natural disasters. Life, safety, health, and welfare are separate practice areas, however they are often linked. The reason for this is typically to do with organizational management structures however there are strong links between these disciplines. One of the strongest links between these is that a single risk event may have impacts in all these areas, albeit over differing timescales.

8.1. AIR FORCE ENTERPRISE RISK ASPECTS:

- 8.1.1. What is considered "unacceptable" risk?
- 8.1.2. How do we define risk in terms of mission failure, and/or cost?
- 8.1.3. Where is the line between installation failure and mission failure? How many degrees of separation are considered reasonable?
- 8.1.4. How do we resolve competing or complimentary requirements while minimizing risk across the Air Force enterprise?

8.2. SOLUTION: Centralized Air Force portfolio management approach

- 8.2.1. Enterprise-wide look at most critical investment needs
- 8.2.2. Increase effectiveness and efficiency in resource-constrained environment
- 8.2.3. Make investment decisions based on balancing risk to mission, risk to airmen, and allocating resources to ensure we meet Air Force strategic objectives

9.0 AFCEC AMP ALIGNMENT/DUTIES

- 9.1. Overall, Air Force AMP managers will reside in the P&I Directorate and will integrate the Air Force enterprise through a matrix organization with the sub-AMP managers that will reside in the other AFCEC directorates and Centers of Excellence (CoE). See Figure III - 2 below for alignment.

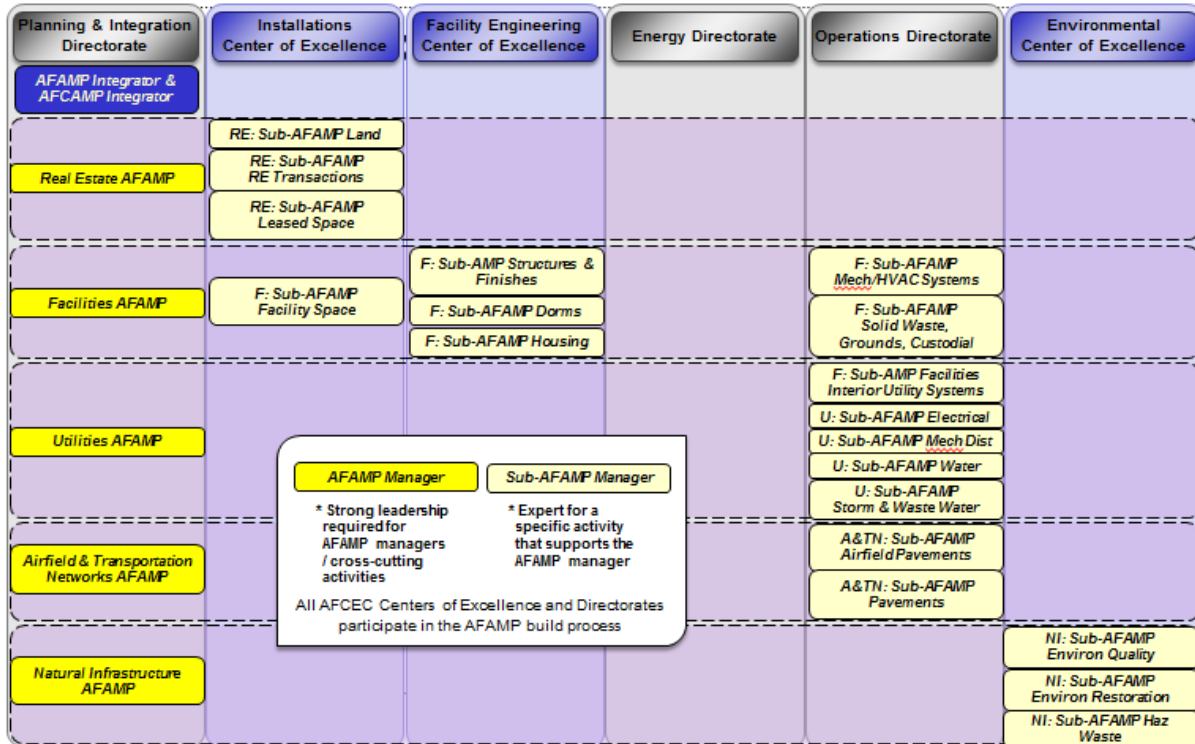


Figure III - 2: AFCEC AF AMP and Sub-AF AMP Alignment

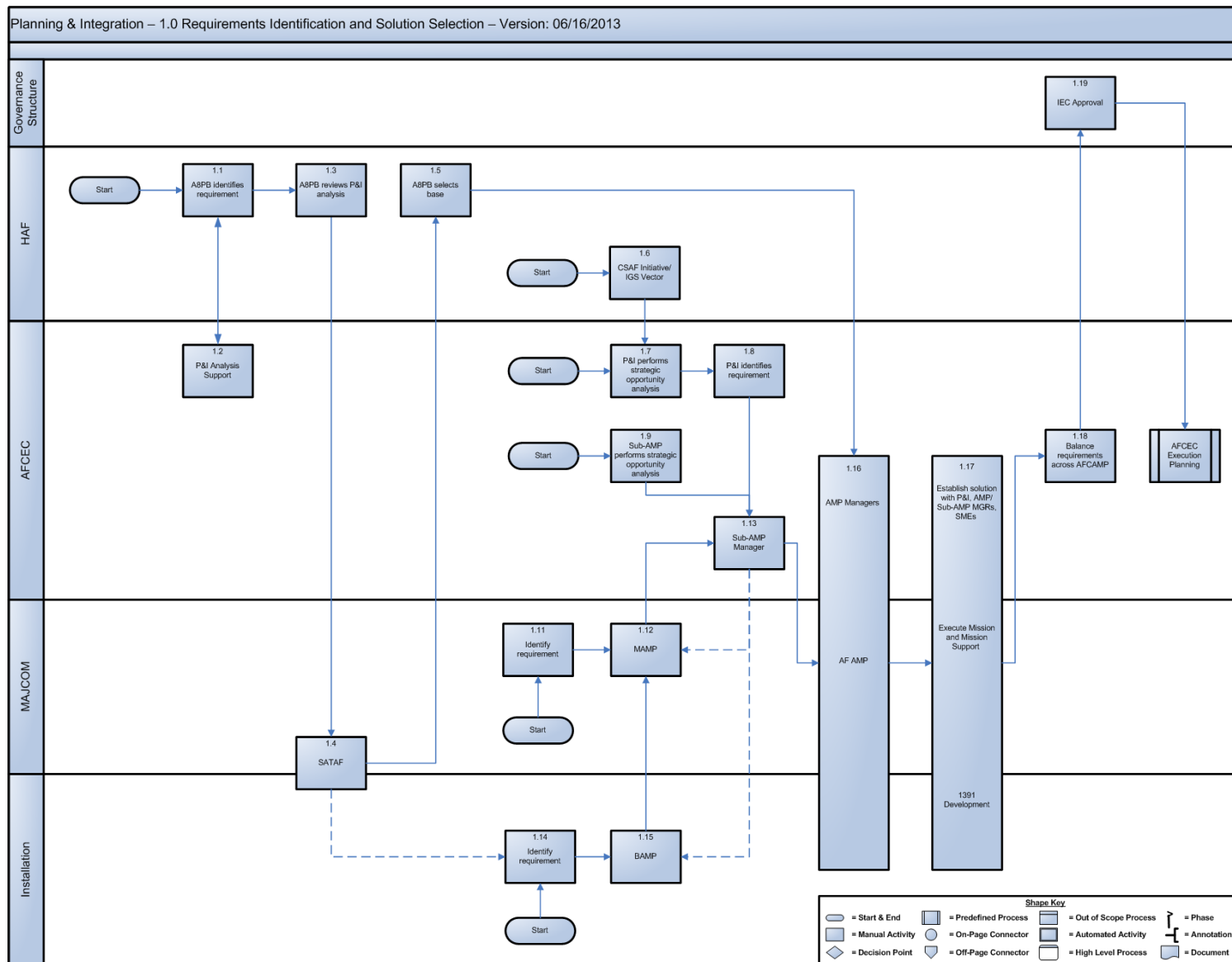
9.2. P&I AF AMP MANAGER DUTIES:

- 9.2.1. Holds ultimate responsibility for a system/activity at the Air Force level.
- 9.2.2. Manages the planning aspect of an activity and integrates the sub-activities into the AF AMP and integration of their activity into the AFCAMP.
- 9.2.3. Facilitates integration of sub-activity managers' requirements and priorities into the AF AMP and AFCAMP to assess the activity, identify requirements, and effectively plan, program, budget, and execute resources necessary for optimal lifecycle operation of the activity using a risk-based approach.
- 9.2.4. Tracks and evaluates goals, metrics, and trends ensuring the activity meets or exceeds all KPIs to deliver optimal service.
- 9.2.5. Assists in defining/prioritizing projects or opportunities within the respective activity, identifying and working to resolve issues.

- 9.2.6. Monitors the condition of all inventory management metrics/data in assigned B&N infrastructure and develops guidance to capture the data to report metrics.
- 9.2.7. Holds functional responsibility to ensure the inventory of B&N assets reflects a sufficient level of detail to manage building/component condition.
- 9.2.8. Evaluates whether the repair or replacement recommendations from sustainment management system (SMS) (e.g., NexGen IT, BUILDER) are valid by using their knowledge of built assets and its related data.
- 9.2.9. Reviews and validates built assets facility condition index (FCI) calculated by several SMSs (e.g., NexGen IT, BUILDER). As required, initiates inspection protocols to update compliance inspections (CI) to reflect actual conditions. Ensures that SMS (e.g., NexGen IT, BUILDER) reflects an accurate built asset and real property installed equipment (RPIE) inventory for assigned buildings and that the built asset-RPIE relationships are established.
- 9.2.10. Works with preventive maintenance (PM) manager (Operations Directorate), PM sub-AMP managers (Operations Directorate), and facilities division to ensure inspection protocols are completed and that condition assessment data in the built asset inventory are updated as a result of preventive maintenance inspection (PMI) results.
- 9.2.11. Combines requirements to identify trends and solutions in SMS (e.g., NexGen IT, BUILDER) for execution planning and strategic investment planning.
- 9.2.12. Performs analysis using the FCI, remaining service life (RSL), mission dependency index (MDI), PM/corrective maintenance, and defined condition standards and other factors (non-condition based) to identify requirements that need sustainment, restoration and modernization funding. Provides a complete list of work requirements with parametric cost estimates.
- 9.2.13. Performs work planning to include development of the maintenance execution plan (MEP), maintenance action plan (MAP), and the long range maintenance plan (LRMP) based on available funds and budgetary constraints. This involves grouping requirements into projects or opportunities and developing a detailed, fundable cost and work estimate for projects or opportunities on the MEP and MAP working with other branches in AFCEC.
- 9.2.14. Supports development of policy, processes, and resources for those parts of the organization that manage and sustain facilities.
- 9.2.15. Oversees the overall planning, direction, and timely delivery of AFCEC products and services within the product line.
- 9.2.16. Facilitates compliance with asset management processes related to B&N asset management; conducts/supports staff assistance visits (SAV)/inspections and compliance visits, as needed.
- 9.2.17. Monitors and reviews asset management level of service (LoS), targets, and measures metrics.
- 9.2.18. Ensures that AFCEC staff is provided with asset management training opportunities.
- 9.2.19. Coordinates Air Force enterprise, MAJCOM, and installation issues that impact resource decisions that cross AFCEC product lines.

- 9.2.20. Provides the “reachback” capability for asset management investment planning requirements.
- 9.2.21. Reviews and consolidates inspection requirements for non-PMI items or other specialized inspections.
- 9.2.22. Coordinates future baseline assessments requirements.
- 9.2.23. Monitors and reviews LoS (developed by HAF).
- 9.2.24. Conducts regular quality assurance (QA) reviews of a percentage of condition-based management data in (SMS, NexGen IT, BUILDER) to ensure compliance with processes and procedures.
- 9.3. AFCEC DIRECTORATE SUB-AMP MANAGER DUTIES:
 - 9.3.1. Ensures accurate accountability of sub-AMP asset inventories.
 - 9.3.2. Condition assessment: monitors continuously sub-activity asset performance and detects any abnormalities.
 - 9.3.3. Standardizes the data, processes, and policies for the entire activity Air Force-wide through playbook ownership.
 - 9.3.4. Evaluates and diagnoses the cause of the abnormalities.
 - 9.3.5. Determines the magnitude and impact of the fault on factors such as energy use, system reliability, and plant operations.
 - 9.3.6. Uses subject matter expertise to inform policy recommendations, makes decision/recommendation on how to correct deficiencies/issues.
 - 9.3.7. Benchmarks sub-activity with industry/government agencies and continuously improves processes and changes playbooks, incorporates best practices.
 - 9.3.8. Tracks and evaluates goals, metrics, and trends.
 - 9.3.9. Ensures requirements are developed using a balanced risk management approach and prepares sub-activity requirements and priorities.
 - 9.3.10. Participates and advocates for sub-activity during AMP and CAMP build.
 - 9.3.11. Finds opportunities to maximize funds (e.g., strategic sourcing, geographic consolidation).

P-Plan for Implementation of Enterprise-Wide Civil Engineer Transformation



APPENDIX IV – PROJECT EXECUTION PLAN – SUSTAINMENT, RESTORATION AND MODERNIZATION PROJECTS OR OPPORTUNITIES

- 1.0 The purpose of this Project Execution Plan Appendix is to establish roles and responsibilities in regards to centralized sustainment, restoration and modernization program execution. It is important to note that this appendix has been created as an initial guide for this effort. As the centralized sustainment, restoration and modernization program execution continues to develop and mature over time, a more formal program management plan (PMP) will be developed and coordinated. AFCEC Facility Engineering Center of Excellence (FENCE) will have the lead to develop and coordinate the sustainment, restoration and modernization project execution PMP with key stakeholders.
- 2.0 The P&I Directorate will coordinate and produce Air Force IPLs for the centralized sustainment, restoration and modernization programs each year. The Air Force goal is to complete the IPLs one year (12 months) in advance of the program year of appropriation/execution. This one year lead time will enable selected design agents/construction agents (DA/CA) sufficient time to design projects or opportunities in order to get them ready for early fiscal year (FY) execution goals. In future years (FY14 and beyond), an additional benefit derived from the project lead time will be the ability to review the entire sustainment, restoration and modernization program for strategic sourcing opportunities. Additionally, preliminary design information will be used to inform final project programming as required.
- 3.0 AFCEC will reach initial operating capability (IOC) in FY 13; however, FY 13 will be a transition year. Air Staff (Air Force Facility Management Division [AF/A7CF]) has developed the FY13 sustainment, restoration and modernization IPLs for execution and the FY14 sustainment, restoration and modernization IPL for design. During development of the FY13 IPLs, several rounds of dialogue with the MAJCOMs have occurred. During these joint reviews, several issues and challenges with the A-file data pull and scoring have been noted, and AFCEC will work with the MAJCOMs and bases to improve these processes. The timeline for the FY13 IPL development is shown below:

Table IV – 1: FY13 IPL Milestones

MILESTONE	COMPLETION DATE(S)
Base comprehensive asset management plans (BCAMP)	1-30 Apr 12 - Completed
MAJCOM comprehensive asset management plans (MCAMP)	1-31 May 12 - Completed
Develop AFCAMP	19-21 Jun 12 - Completed
Post AFCAMP draft IPLs to Air Force Civil Engineer (AF/A7C)	13 Jul 12 – Completed
Coordinate with Assistant Secretary of the Air Force Financial Management and Comptroller (SAF/FM) and Assistant Secretary of the Air Force for Acquisition (SAF/AQ)	19 Jul 12 – Completed
Submit IPL for MAJCOM review and comments	31 Jul 12 – Completed

IPL resolution with MAJCOMS	1 Aug 12 through early Sept 12 – Completed
Draft IPL to CE Council	Early Sept 12 – Completed
MAJCOM/Vice Commander (CV) coordination on IPL	24 Sep 12 – Completed
MAJCOM CE Programs Division coordinates Sustainment, Restoration, Modernization, and Demolition (SRM-D) IPL project execution with AFCEC FENCE (AFCEC/CF)	15 Sep – 14 Oct 12 – Completed
Ready to issue authority to advertise (ATA)	15 Oct 12 - Completed

- 4.0 IPL approval will be accomplished in accordance with (IAW) the IGS outlined in the PAD/P-Plan and summarized here. Following approval by the CE Council, the IPL will be shared with MAJCOM/CVs to identify significant oversights based upon risk to mission and risk to airmen criteria. AF/A7C will adjudicate MAJCOM/CV feedback and issue the final FY13 project or opportunity list and FY14 design program. MAJCOM/CVs can appeal to the Air Force Deputy Chief of Staff for Logistics, Installations, and Mission Support (A4/7) for a change to this project or opportunity list. Any MAJCOM/CVs not satisfied with A4/7 adjudication can appeal to Vice Chief of Staff of the Air Force (VCSAF).
- 5.0 Once the FY13 centralized sustainment, restoration and modernization IPLs are established, the AFCEC/CF and MAJCOM Engineering Divisions (A7N), with input from the installations, will determine project DA/CA. This coordination effort will ensure all parties understand resident capabilities at the installations and AFCEC/CF and that these capabilities are fully utilized. AFCEC/CF will also work with the MAJCOMs to develop an Automated Civil Engineer System-Project Management (ACES-PM)-based report to provide project-specific information (see sample report in Table IV – 3). Note: this report will be converted to NexGen IT when the system becomes available.
- 6.0 In FY13, AFCEC/CF and AF/A7CF will coordinate on the development of the authority to award (ATA) list. Projects or opportunities that require matching sustainment funds, for example, will need assurance from the MAJCOM that these funds will be made available at the time as required to ensure a timely award.
- 7.0 During FY13, the AFCEC P&I Directorate will continue to stand up its operating capabilities. Throughout FY13, the P&I Directorate will work with Air Staff, MAJCOMs, installations, and other AFCEC directorates to develop and coordinate the FY14 sustainment, restoration and modernization IPLs and FY15 sustainment, restoration and modernization design requirements. AFCEC/CF will communicate with P&I and the MAJCOM A7N staff during the sustainment, restoration and modernization IPL development process to coordinate on the IPLs recommend DA/CA and evaluate opportunities for strategic acquisition. The FY14 sustainment, restoration and modernization IPL and FY15 sustainment, restoration and modernization design requirements development timeline is shown below:

Table IV – 2: FY14 Sustainment, Restoration and Modernization IPL and FY15 Sustainment, Restoration and Modernization Design Requirements Development Timeline

MILESTONE	COMPLETION DATE(S)
BCAMPS	Dec 12
MCAMPs	Jan-Feb 13
Develop AFCAMP	Mar-Apr 13
Distribute AFCAMP draft IPLs for MAJCOM review	1 May 13
FENCE reviews AFCAMP to evaluate DA/CA opportunities and acquisition strategies	1 May 13
Coordinate with SAF/FM and SAF/AQ	15 May 13
IPL resolution with MAJCOMS	30 May 13
Draft IPL to CE Council	10 Jun 13
MAJCOM/CV coordinates on IPL	30 Jun 13 (will work to accelerate this to May in the future)
Ready to issue ATA	15 Sep 13 (will work to accelerate this to Jun in the future)

- 8.0 To develop candidate projects or opportunities for FY13 centralized year-end straddle A/B or fill/kill, AFCEC/CF will consult with the MAJCOMs and installations to consider all late, highest priority, FY13 projects or opportunities (not executing by the end of the FY) and any FY14 projects or opportunities that are ready to advertise (RTA) by 30 Mar 2013. FY13 projects or opportunities not funded in FY13 (or straddle) will be considered for the FY14 program. MAJCOMs and installations continue to work separate straddle programs for non-centralized programs.
- 9.0 Once the FY14 centralized sustainment, restoration and modernization IPLs are established, AFCEC/CF and MAJCOM A7Ns, with input from the installations, will determine project DA/CA and acquisition strategies. ACES-PM or A-File reports will be used to manage the execution of sustainment, restoration and modernization projects or opportunities. Automated Civil Engineer System (ACES) or A-File fields required in this report will be decided upon by the MAJCOMs and AFCEC/CF. AFCEC/CF will set up and conduct meetings/teleconferences with the MAJCOMs and installations to finalize DA/CA assignments and acquisition strategies during the MAJCOM IPL review process. A notional FY14 sustainment, restoration and modernization IPL is shown as follows (this report will be acquired through ACES-PM):

Table IV – 3: FY14 R&M IPL

FY	Project No	MAJCOM	Installation	Title	Status	DA	CA	CAT Nbr	PA	DSG CWE	DSG%	Elap Cert Cd	Est Ready to Advertise Date	Act Ready to Advertise Date	BID CWE	Act Bid Opening
2013	FBNV120037B	ACC	DAVIS-MONTHAN AIR FORCE BASE	Allied Support HC-130J RECAP	RTA	ACC	ACC	141753	\$2,825,000	\$0						
2013	FBNV090030B	ACC	DAVIS-MONTHAN AIR FORCE BASE	Rpr (Renovate) PMEL (1027)	BID	ACC	ACC	218868	\$950,000	\$0	100				1100000	4-Aug-11
2013	FBNV120037A1	ACC	DAVIS-MONTHAN AIR FORCE BASE	Allied Support HC-130J RECAP	RTA	ACC	ACC	141753	\$695,000	\$0						
2013	FBNV120037A2	ACC	DAVIS-MONTHAN AIR FORCE BASE	Allied Support HC-130J RECAP	RTA	ACC	ACC	141753	\$280,000	\$0						
2013	FBNV120026	ACC	DAVIS-MONTHAN AIR FORCE BASE	Cons (Relocate) Site Utilities (VQ)	DSG	ACC	ACC	824464	\$650,000	\$0	5				600000	
2013	FBNV080052	ACC	DAVIS-MONTHAN AIR FORCE BASE	Rpr ATPF Standoff for Critical Facilities	DSG	ACC	ACC	610249	\$700,000	\$750,000	5	C	21-Feb-09	21-Feb-09	2500000	
2013	FBNV110019B	ACC	DAVIS-MONTHAN AIR FORCE BASE	Rpr (Renovate) 358th AMU, Fac 5430	DSG	ACC	ACC	211177	\$2,000,000	\$1,000,000	5					

- 10.0 The P&I Directorate will have final operating capability (FOC) by 1 Oct 2014. The P&I Directorate will lead the sustainment, restoration and modernization IPL development; however, P&I to work closely with Air Staff, MAJCOMs, other AFCEC directorates and installations to coordinate the IPL development IAW the IGS. The sustainment, restoration and modernization IPL development milestones and completion dates will be similar to those shown in paragraph 6 above.
- 11.0 AFCEC/CF will use the following business rules to recommend the DA/CA and acquisition strategies for the sustainment, restoration and modernization IPLs will be as follows:
 - 11.1. Maximize Air Force execution capacity at the installations and FENCE before going to non-Air Force agents (e.g., Corps, Navy Facilities Engineering Command [NAVFAC], General Services Administration [GSA]). Where agreement cannot be reached between MAJCOM and FENCE, resolution will be accomplished IAW the IGS.
 - 11.2. Installation base civil engineers (BCE) will maintain local simplified acquisition of base engineering requirements (SABER) and indefinite delivery, indefinite quantity (IDIQ) contract capabilities and fully utilize these capabilities. Installation BCE IDIQ contracts will include: paving, painting, fencing, and other specialty IDIQ contracts as mission requirements dictate. Local contract vehicles will often provide greater execution flexibility and control for BCEs. Also, BCEs will maximize execution capabilities such as SABER, multiple award construction contracts (MACC) and in-house and architectural and engineering (A&E) design and construction (D&C) capabilities. Installations and MAJCOMs will provide input on those centralized projects or opportunities the installation desire to execute through their local contracting squadron (CONS).
 - 11.3. BCEs will continue to support execution for non-centralized programs, non-appropriated funds, and tenant funded requirements by prioritizing work that they can accomplish locally. Workload that exceeds installation capabilities will be executed through the AFCEC/CF or non-Air Force agents. MAJCOM /A7N approval is required before installations use non-Air Force agents for Air Force funded requirements.
 - 11.4. Fully utilize FENCE execution capabilities. It is recognized that bases have traditionally executed more than 75% of sustainment, restoration and modernization projects or opportunities prior to centralization. Of the ~3300 sustainment, restoration and modernization projects awarded in 2011, only 362 had an award amount larger than \$700K. As a general rule, AFCEC/CF is the preferred method of execution for higher dollar value, technically complex sustainment, restoration and modernization projects or

opportunities. However, AFCEC/CF will be capable of executing lower dollar value, less technically complex projects or opportunities if needed and requested by installations. However, as stated above, installation BCEs will maintain IDIQ and SABER capabilities to expeditiously execute projects or opportunities within local capabilities.

- 11.5. AFCEC/CF and P&I will review the sustainment, restoration and modernization IPLs for execution efficiencies to include: packaging projects or opportunities for standardized designs, whole facility repairs, and packaging similar facility work (e.g., dorm renovations electrical distribution projects or opportunities, airfield paving projects or opportunities) into one design and/or construction effort while being mindful of geographic considerations. AFCEC/CF will consult MAJCOMs prior to finalizing strategies. Other CE tools will also be considered to address requirements (e.g., EUL, disposal, coordination with RED HORSE).
- 11.6. Once AFCEC/CF capacity is fully utilized, AFCEC/CF, in consultation with the installations and MAJCOMs, will look at non-Air Force agents such as the United States Army Corps of Engineers (USACE) and NAVFAC for project or opportunity execution. AFCEC/CF will also consider using and leveraging non-Air Force agent centers of expertise (e.g., Omaha District Airfield Pavements Center of Expertise) to D&C projects or opportunities.
- 11.7. Project or opportunity design efforts will start 12 months prior to the execution/appropriation year, once a project or opportunity is 100% design and RTA, the BCE will update ACES to include the design current working estimate (CWE) for installation executed projects or opportunities (Note: AFCEC/CF will update the design CWE for AFCEC/CF executed projects or opportunities). At this time, project or opportunity approval documents will be updated (if required) and revalidated to ensure appropriate approval authority has been obtained. The BCE will request ATA from the MAJCOM. The MAJCOM will validate all National Environmental Policy Act (NEPA) actions are completed (via updated ACES screens) prior to requesting ATA from AFCEC/CF. Advertisement of projects or opportunities prior to NEPA completion will only be considered on a by-exception basis; however, projects or opportunities can't be awarded if NEPA actions are not complete. AFCEC/CF will provide ATA to the MAJCOMs.
- 11.8. Once project bids are obtained, the project manager will update ACES-PM with the bid information and notify the MAJCOM the project or opportunity is ready for funds to award the project or opportunity. The MAJCOMs will revalidate appropriate project or opportunity approvals have been obtained and validate NEPA compliance. Once these actions are complete, the MAJCOMs will request authority to award (ATAwd) and funds from AFCEC/CF. AFCEC/CF will then notify the AFCEC Chief Financial Office (CFO) to release funds to the execution agent for project award.
- 12.0 Financial execution of the sustainment, restoration and modernization programs.
- 12.1. General guidelines:
 - 12.1.1. Focus funds unaccompanied housing (and energy) are not centralized at the AFCEC. They are centralized at AF/A7C in FY13. The projects or opportunities will be selected by the AF/A7CF and funds will be handled by the Air Force Chief Financial Officer (AF/A7CR) and Office of the Deputy Assistant Secretary of the Air Force for Budget (SAF/FMB), which will coordinate on the ATA and work together to determine the percentage of funding to release on ATA (goal 100%). Funds can only

be released after initial distribution and the release date is not confirmed until the appropriation is signed. In FY14 the focus funds will reside in operating agency code (OAC) 31 and will be available at initial distribution as detailed in the FY14 execution plan.

- 12.1.2. Centralized funds for sustainment, restoration and modernization are in OAC 31 (AFCEC) and an execution plan has been submitted to SAF/FM and AFCEC, in coordination with AF/A7CR, will be able to issue ATA on a portion of those funds once the IPL is approved.
- 12.1.3. Sustainment, restoration and modernization projects or opportunities are not considered new starts and may be executed during continuing resolution authority (CRA).
- 12.1.4. Troop training projects: These include RED HORSE in Air Combat Command (ACC), the Pacific Regional Training Center, and United States Air Forces Europe's (USAFE) Construction Training Squadron. MAJCOM functional leads at ACC, Pacific Air Forces (PACAF), and USAFE will issue a call for troop training projects annually. They will evaluate submissions and ensure sufficient projects or opportunities exist to meet their unique training requirements. Where these are lacking, they will consult P&I to determine if other projects or opportunities of appropriate scope have been submitted in the sustainment, restoration and modernization IPL that fit their capabilities. They will submit their project or opportunity lists to AF/A7CF and AFCEC for consideration during the BCAMP timeframe. P&I and AF/A7CF will review their submission and recommend a funding level for troop training projects for the FY.
- 12.1.5. Once an appropriation is received, the AFCEC CFO will allocate a portion of the quarterly authority to the sustainment, restoration and modernization program for project execution. Funds will be issued to MAJCOMs for troop training projects on a quarterly basis. Unlike the sustainment, restoration and modernization IPLs, troop training project funds will be issued in bulk, to facilitate materials acquisition that might facilitate cheaper unit costs. Quarterly authority may be required prior to project execution if the construction agent (CA) is USACE or NAVFAC.
- 12.1.6. Emergent projects or opportunities will be identified to the MAJCOM. The designated MAJCOM approving official will determine whether the project or opportunity will be submitted through the MAJCOM/CV to AF/A7C for consideration in the year of execution or held for routine MCAMP inclusion in the next IPL cycle review.
- 12.1.7. Emergency requirements may be executed locally, but will be submitted to the AFCEC for funding consideration depending on the nature of the project or opportunity.
- 12.1.8. Storm damage funding requirements must be brought in through the MAJCOM FM who will work with SAF/FMB, as done prior to establishment of the AFCEC. The AFCEC will not have funds set aside for storm damage.
- 12.1.9. The AFCEC will establish a sustainment, restoration and modernization withhold to support bid overages, emergent requirements and other budget requirements as approved by the AFCEC leadership.

- 12.1.10. The AFCEC CFO will establish a sustainment, restoration and modernization, withhold, and also use unawarded late executing sustainment, restoration and modernization projects or opportunities in order to support the following: bid overages, emergent requirements, and other unforeseen sustainment, restoration and modernization budget requirements.
- 12.2. FY13 sustainment, restoration and modernization financial program execution and project funding.
 - 12.2.1. FY13 sustainment, restoration and modernization execution will operate within budget activity (BA) constraints. Air Staff has developed IPL with these constraints in place and the AFCEC will execute under these BA constraints.
 - 12.2.2. Once the BCE receives ATA from the MAJCOM and bids are received, the base must request ATAwD from. MAJCOMs will request ATAwD from AFCEC/CF. AFCEC/CF will contact AFCEC CFO for approval to release funds and AFCEC CFO will sub-allocate funding directly to the execution agent.
 - 12.2.3. The AFCEC CFO will issue sustainment, restoration and modernization funds on a project by project basis. The amount of funds issued for a project or opportunity will equal the amount approved in the ATAwD. Bid savings will be withdrawn and managed centrally to support other projects or emergent requirements.
 - 12.2.4. Distribution of funds from OAC 31 to installations.
- 12.3. Every installation has an operating budget account number (OBAN) set under OAC 31 beginning in FY13 for funds distribution.
- 12.4. AFCEC CFO funds control will issue the BA funding document using Automated Funds Management (AFM) system to the base financial management analysis (FMA) with copies to all stakeholders for their information and/or action. The installation must identify to the AFCEC CFO all points of contact (POC) that will be receiving/executing funds.
- 12.5. Non-Air Force execution agents will be issued funds via military interdepartmental purchase request (MIPR).
 - 12.5.1. If a contract modification is required in the year of execution, the base or execution agent will request funds through the requiring MAJCOM. The requiring MAJCOM will contact the AFCEC/CF branch chief to coordinate and validate modification requests with MAJCOM representatives before a final decision on funding is made. It is envisioned that a change request form (CRF) similar to those currently being used for MILCON will be created for the sustainment, restoration and modernization program.
 - 12.5.2. AFCEC/CF will consult with the MAJCOMs to validate and approve post award funding requirements, and request the AFCEC CFO to source and release funds from available bid savings, withhold, or unexecuted projects or opportunities.
- 12.6. Expired year adjustments will be generated in Obligation Adjustment Reporting System (OARS) by the base that executed the requirement, routed through applicable contracting officer (CO), and forwarded to the AFCEC CFO for approval and sourcing. If an external agency (outside Air Force) executes the project or opportunity then the AFCEC will generate the OARS.

- 12.6.1. The AFCEC CFO will monitor execution of funds and pull back unobligated funds.
- 12.7. AFCEC/CF, P&I, and AF/A7CF will evaluate FY13 execution and apply lessons learned and efficiencies to FY14. The standard operating procedures (SOP) and project or opportunity scoring models will be assessed as well to ensure they meet Air Force strategic goals and lessons learned from execution.

APPENDIX V – ENVIRONMENTAL IMPACT ANALYSIS PROCESS (EIAP)

1.0 PREAMBLE

- 1.1. Since 2006, Program Budget Decision (PBD) 720, PAD 07-13, and other functional consolidation initiatives drove installation support functionals to reduce overhead and reinvest in warfighting and readiness needs. In July 2010, the Office of the Secretary of Defense (OSD) directed each service to gain efficiencies and reduce operational costs.
- 1.2. An efficiency strategy identified was the consolidation of MAJCOM and FOA staff functions and consequent manpower reductions to deliver significant cost savings across the Air Force while maintaining effective installation support capabilities. The installation support centralization (ISC) concept of operations (CONOPs) and the ISC initiative proposed to reduce, eliminate, and/or consolidate specific functions from the MAJCOMs, FOAs, and HAF staffs. Installation-level support organizations were to remain in place and assigned to the current WG organization to execute the support mission.
- 1.3. Previously, PBD 720 and PAD 07-02 implemented consolidation of MILCON execution and environmental restoration account (ERA) activities at the Air Force Center for Engineering and the Environment (AFCEE). Building upon the success of previous program consolidations, PAD 12-03 continues CET by consolidating additional activities at AFCEC, specifically real property (RP) requirements, MAJCOM environmental quality (EQ) programs, MAJCOM EIAP environmental planning function (EPF), and program management functions and responsibilities.
- 1.4. As identified in PAD 12-03, MAJCOMs will transfer selected positions to support the centralization of EQ and EIAP programs at AFCEC. Regarding EIAP program centralization, the Air Force will establish the NEPA CoE (the NEPA Center) at AFCEC to support Air Force EIAP program management and EPF responsibilities to comply with NEPA.
- 1.5. In sum, MAJCOMs will transfer 54 positions to AFCEC. Of these, 47 will be assigned to EQ positions and the remaining seven will be assigned to the EIAP program at the NEPA Center. Meanwhile, MAJCOMs will establish one or a partial FTE, civilian employee to serve as a MAJCOM EIAP coordinator. The MAJCOM EIAP coordinator will coordinate with the NEPA Center, MAJCOM staff, and proponents for EIAP requirements identification, mission advocacy, and initial validation of installation and MAJCOM EIAP requirements. The MAJCOM EIAP coordinator reports to the MAJCOM A7.
- 1.6. This P-Plan is the authoritative document for the Air Force EIAP centralization effort and establishment of the NEPA Center at AFCEC.

2.0 PURPOSE & SCOPE

- 2.1. The purpose of this section of the P-Plan is to define strategic approaches for centralizing the Air Force EIAP program in support of corporate Air Force NEPA compliance.
- 2.2. This section of the P-Plan provides the framework for the centralization of EIAP functions to AFCEC in conjunction with development of the Air Force EIAP program within the NEPA Center. Tables included in Appendix V (EIAP Program Centralization)

identify goals, objectives, and metrics to drive successful implementation of this P-Plan and overall EIAP centralization efforts. For many of the goals and objectives outlined in the tables, corresponding metrics are intended to serve as starting points, which may be supplemented with new or additional metrics as the consolidation process evolves.

- 2.3. This section of the P-Plan applies to all MAJCOM EIAP programs within the United States and its territories, with the exception of the National Guard Bureau (NGB). NGB continues in its current roles, responsibilities, and funding for oversight and execution of EIAP. For single manager acquisition programs (system-related NEPA), roles and responsibilities will continue IAW 32 Code of Federal Regulations (CFR) 989.3(c)(3), except that:
 - 2.3.1. Single managers will coordinate with the NEPA Center and MAJCOM EIAP coordinators for EIAP document review and tracking purposes, as necessary.
 - 2.3.2. Upon their request, single managers will also coordinate with the NEPA Center for contracting and execution in support of acquisition proponent requirements.
- 2.4. This section of the P-Plan also describes proponent roles and responsibilities mandated in the Office of the Assistant Secretary of the Air Force Installations, Environment, and Logistics (SAF/IE) Memorandum titled *Proponent Responsibilities in the Environmental Impact Analysis Process* (dated 15 Sep 2010). The memorandum requires that “commanders must engage to ensure proponents carry out their responsibilities under 32 CFR §989.3(d), in particular the integration of the Air Force EIAP during the initial planning stages of all proposed actions”.

3.0 GUIDING PRINCIPLES

- 3.1. This section of the P-Plan is guided by centralization efforts identified in PAD 12-03 along with “to-be” EIAP program guidance areas outlined in:
 - 3.1.1. 15 Sep 2010 SAF/IE Memorandum titled *Environmental Planning Functions (EPF) Support of the Environmental Impact Analysis Process* (see Appendix VIII)
 - 3.1.2. 30 Nov 2010 A7C Memorandum titled *Environmental Impact Analysis Process Improvement Initiative* (see Appendix IX)
- 3.2. As described in both SAF/IE and A7C memoranda, the guiding principles used in the development of this section of the P-Plan are to provide strategic approaches to:
 - 3.2.1. Complete environmental assessments in six months
 - 3.2.2. Complete environmental impact statements (EIS), analytic not encyclopedic, in 12 months
 - 3.2.3. Use performance-based EIAP contracting capabilities
 - 3.2.4. Establish a timely and accessible milestone tracking system for environmental assessments and EISs

4.0 GUIDING DOCUMENTS

- 4.1. The following documents were used to guide the creation of this section of the P-Plan:
 - 4.1.1. PAD 12-03

- 4.1.2. Office of the Assistant Secretary Installations, Environment, and Logistics (SAF/IE) Memorandum titled *Environmental Planning Functions Support of the Environmental Impact Analysis Process* (dated 15 Sep 2010)
- 4.1.3. A7C Memorandum titled *Environmental Impact Analysis Process Improvement Initiative* (dated 30 Nov 2010)
- 4.1.4. SAF/IE ALMAJCOM-FOA/CC Memorandum titled *Proponent Responsibilities in the Environmental Impact Analysis Process* (dated 15 Sep 2010)
- 4.1.5. National Environmental Policy Act (NEPA) of 1969
- 4.1.6. 40 CFR Parts 1500-1508 - President's Council on Environmental Quality (CEQ) NEPA Implementation Regulations
- 4.1.7. Air Force Instruction (AFI) 32-7061 as promulgated at 32 CFR §989 - *Environmental Impact Analysis Process*
- 4.1.8. AFI 32-7066 - *Environmental Baseline Surveys (EBS) in Real Estate Transactions*
- 4.1.9. Other federal, state, and/or local environmental laws

5.0 EIAP PROGRAM CENTRALIZATION

- 5.1. Centralization of the Air Force EIAP program described in this section of the P-Plan is expected to reduce inefficiencies and non-standardizations identified during the EIAP rapid improvement events held in August 2006 and July 2010, and will introduce a single point of accountability for the performance of the entire EIAP enterprise.
- 5.2. While consolidation goals and corresponding actions described in this section of the P-Plan are typically driven by centralization plans outlined in PAD 12-03, development of the EIAP program is also rooted in "EIAP guidance areas" found in both SAF/IE and A7C memoranda, described in Appendices XIII and IX.
- 5.3. To aid in developing a centralized Air Force EIAP program, each "EIAP guidance area" identified in the SAF/IE and A7C memoranda were assigned objectives and corresponding metrics. These objectives and metrics are used to track and monitor EIAP program development, centralization, and management (see tables below). For many of the objectives, preliminary metrics are identified which may be supplemented with new or additional metrics as the consolidation process evolves.
- 5.4. Within the centralized Air Force EIAP program, the NEPA Center will provide expertise to installations and MAJCOMS and act as the EPF to execute EIAP projects or opportunities when scope exceeds installation capabilities. Additionally, the NEPA Center will offer expertise in the implementation of innovative and streamlined approaches supporting NEPA compliance, while reducing costs. The NEPA Center's mission will be the provision of technical, execution, oversight, and program support for EIAP projects or opportunities for installations, MAJCOMs, Air Staff, and other clients in support of Air Force missions.
- 5.5. As the Air Force EIAP program managers, the NEPA Center will interface directly with MAJCOMs and installations to address EIAP program requirements. It will be noted that in-house execution is preferred over contracting and the NEPA Center will provide templates to facilitate in-house execution. For contracted efforts, a variety of contracting venues and acquisition vehicles are available (e.g., AFCEC, USACE, installation contracting office). The NEPA Center will act as EPF when required or work with EPFs

and proponents to identify appropriate acquisition venues and vehicles for EIAP contracting requirements.

- 5.6. The Air Force has invested substantively in strategic and comprehensive planning, integrated resource management, asset management, and related activities. To get the most out of its investments and to reduce cost and time to complete NEPA actions, the Air Force, through AFCEC leadership, will be relying heavily on information and data sets being managed under these existing areas. Relevant information will be provided as government furnished information (GFI) when NEPA actions are contracted.
- 5.7. To measure how well the Air Force EIAP is running, each EIAP action will use an after action review called the EIAP report card (ERC). Each ERC's conclusions will be combined and rolled up into a yearly report to enable the Air Force to understand what is working and what is not, among other issues. The ERC will report the results of carrying through the full scope of issues identified in the planning requirements for the environmental impact analysis process (PREIAP) and will define whether or not PREIAP goals were met, and if not, why they were not met. Furthermore, the ERC will report on how well the Air Force is complying with basic NEPA and EIAP issues and meeting identified metrics.

6.0 IMPROVING EIAP PLANNING, PROGRAMMING, BUDGETING, AND EXECUTION (PPBE)

6.1. PPBE OVERVIEW

- 6.1.1. The SAF/IE memorandum identified a number of "EIAP guidance areas" for improvement of EIAP in the Air Force. Improvement of "standard funding structures to facilitate timely EIAP execution" was one of the areas identified. As shown below, objectives employed to attain this improvement area during EIAP PPBE processes are to:
 - 6.1.1.1. Implement centralized EQ funding structure for EQ-funded EIAP projects or opportunities
 - 6.1.1.2. Improve EIAP project identification and validation in the project management database system
 - 6.1.1.3. Ensure tracking of all Air Force EIAP projects, including non-EQ funded and non-Air Force tenant EIAP projects or opportunities
- 6.1.2. Building upon these "EIAP Guidance Areas," the "to-be" EIAP PPBE process will:
 - 6.1.2.1. Align with and follow the annual EQ budget program POM and execution cycle and requirements for project validation, prioritization, and support of the EQ POM build
 - 6.1.2.2. Track all known EIAP projects or opportunities, regardless of funding source
 - 6.1.2.3. Identify EIAP requirements throughout the year
 - 6.1.2.4. Conduct formal annual program management reviews (PMR) on-site or via teleconferencing, to enhance coordination among HAF, NEPA Center, proponents, MAJCOM and installation EIAP representatives, and other stakeholders. PMRs will address technical, program, and execution strategies for EIAP requirements from current execution year through FYDP and beyond. Periodic informal PMRs will also be held to address specific project and/or program driven issues and concerns

- 6.1.3. The following sections further detail EIAP centralization efforts and streamlining opportunities associated with each aspect of the EIAP PPBE process.

6.2. FORECASTING/PRE-PLANNING

- 6.2.1. Forecasting is the gathering, consolidation, and review of data to anticipate Air Force EIAP projects or opportunities in future years beyond the POM cycle (generally four years or more in advance of execution). Forecasting includes projects or opportunities funded through the EQ budget, as well as projects or opportunities funded by others.
- 6.2.2. Since EIAP requirements are often driven by and/or may be funded by proponents outside of the CE community (e.g., outside the EQ budget), the NEPA Center will conduct formal and informal planning and forecasting activities to ensure that EIAP requirements and funding sources are identified as early as possible. Major tasks associated with forecasting include:
 - 6.2.2.1. Air Force-wide coordination to forecast EIAP requirements four years or more in advance of execution (e.g., coordination performed via data calls, PMRs, periodic meetings, conferences)
 - 6.2.2.2. Data/information collection on all potential EIAP projects or opportunities, including EQ and non-EQ funded projects or opportunities. Forecasting sources include, but are not limited to, previous IPLs, IDPs, BCAMPs, MCAMPs, AMPs, mission plans, master acquisition lists, and communications to include Air Staff, MAJCOM EIAP coordinators, installation POCs, MILCON, AFCEC Aeronautical Systems Center, and others
 - 6.2.2.3. Based on projections, the insertion of foreseeable EIAP projects or opportunities into current project management database (e.g., ACES-PM, NexGen IT)
 - 6.2.2.4. NEPA Center consolidation of forecasting data, identification of EIAP requirements, and identification of streamlining opportunities
 - 6.2.2.5. Coordination of proponent funded EIAP projects or opportunities for new weapon system acquisition and basing actions and other non-EQ funded EIAP requirements

6.3. PLANNING

- 6.3.1. The purpose of EIAP planning is to identify, validate, and approve EIAP requirements three years in advance of required execution, in conjunction with creating a draft IPL to submit to HAF for insertion into the POM cycle. Major tasks associated with the planning of EIAP requirements are as follows:
 - 6.3.1.1. Review and validate identified EIAP requirements in the project management database (e.g., ACES-PM, NexGen IT)
 - 6.3.1.2. Review and prioritize EIAP projects or opportunities proposed for EQ funding IAW EQ IPL guidance
 - 6.3.1.3. Utilize the finalized EQ IPL to support development of the POM at HAF (once finalized, the POM sets the budget for the future year of execution)
 - 6.3.1.4. Track all EQ and non-EQ funded EIAP projects or opportunities as part of assessing overall Air Force achievement of EIAP goals and objectives

6.4. PROGRAMMING

6.4.1. Programming is the continued refinement and identification of requirements two years in advance of required execution. This is accomplished by reviewing the previously approved IPL for updates, additions, and/or deletions, and developing the spend plan. Major tasks associated with the programming of EIAP requirements are as follows:

- 6.4.1.1. Update approved IPL, as necessary, to meet current EIAP requirements as well as identify/optimize funding within the available total obligation authority (TOA)
- 6.4.1.2. Initiate spend plan development two years in advance of required proponent execution

6.5. BUDGETING

6.5.1. The purpose of budgeting EIAP requirements is to address most funding priorities and finalize the spend plan for upcoming execution year. Major tasks associated with the budgeting of EIAP requirements are as follows:

- 6.5.1.1. Ensure each project or opportunity has an execution plan with project milestone schedules that track time of award consistent with the process laid out in the PREIAP, project implementation, and completion, etc.
- 6.5.1.2. Review and approve executability (e.g., PREIAP package progress, ability to contract and manage the EIAP project or opportunity) of each EIAP requirement
- 6.5.1.3. Review IPL and assign execution times (by quarter)
- 6.5.1.4. Determine method of execution (e.g., type of contract, service center/contracting agent)
- 6.5.1.5. Finalize spend plan for execution year

6.6. EXECUTION

- 6.6.1. The purpose of execution is to execute the spend plan, manage the EIAP TOA, and respond to out-of cycle requirements (pop-ups) during the year of execution.
- 6.6.2. As defined in 32 CFR 989.6, pop-up requirements that are not identified and budgeted through the POM process are funded by the proponent organization. Additionally, proponents fund EIAP projects or opportunities for new weapon system acquisition and basing actions.
- 6.6.3. Headquarters (HQ) AF/A7C, with NEPA Center support, will review execution plans to ensure rigor and discipline of EIAP program, while establishing streamlining opportunities to reduce EIAP program costs, as identified below.
- 6.6.4. Program savings will be applied to identified, yet unfunded requirements on a case-by-case basis.
- 6.6.5. Major tasks associated with the execution of EIAP requirements are as follows:
 - 6.6.5.1. Distribute and manage/monitor the EIAP TOA during execution year
 - 6.6.5.2. Manage EIAP funds during year of execution (e.g., including pop-up requirements, end of year funding)

- 6.6.5.3. Monitor obligated and committed rates for the EIAP TOA during execution year to optimize use of EIAP funding in support of the program
- 6.6.5.4. Plan and execute year end projects or opportunities with available funding (e.g., bid savings, year-end fallout)
- 6.6.5.5. Advocate for additional EIAP projects or opportunities and supporting analysis, when appropriate
- 6.6.6. The table below outlines goals, objectives, and associated metrics to track and monitor development of streamlining opportunities associated with the EIAP PPBE process.

Table V – 1: EIAP PPBE Goals, Objectives, and Associated Metrics

GOAL	MEMO SOURCE	MEMO ITEM #	MEMO “EIAP GUIDANCE AREA”	OBJECTIVE	METRIC
Improve Funding Structure	SAF/IE	3	Improve standard contract and funding structure to facilitate timely EIAP execution	<ul style="list-style-type: none"> Implement centralized EQ funding structure for EQ funded EIAP projects or opportunities Improve EIAP project or opportunity identification and validation in database system Ensure tracking of all Air Force EIAP projects (including non-EQ funded EIAP projects or opportunities) 	<ul style="list-style-type: none"> A centralized EQ budget at AFCEC Implementation of standard titles, justifications, and descriptions requirements Implementation of full Air Force EIAP tracking and visibility in NexGen IT ERC tracking

7.0 EIAP PROJECT MANAGEMENT IMPROVEMENTS

7.1. EIAP PROJECT MANAGEMENT OVERVIEW

- 7.1.1. The following section addresses EIAP centralization efforts and streamlining opportunities associated with improving Air Force processes to better manage EIAP projects or opportunities, with a focus on EIAP project management and contract execution.

7.2. EIAP PROJECT MANAGEMENT

- 7.2.1. The SAF/IE and A7C memoranda identified the following “EIAP Guidance Areas” for streamlining Air Force EIAP project management processes:
 - 7.2.1.1. Conduct regular proponent-led team meetings with leadership and key EIAP participants to maintain a constant rhythm for timely integration of planning activities
 - 7.2.1.2. Initiate consultations at the earliest possible time; no later than concurrent with PREIAP
 - 7.2.1.3. Develop programmatic agreements under National Historic Preservation Act (NHPA) and biological opinions (BO) under Endangered Species Act (ESA) at the earliest possible time, but initiate them where applicable no later than concurrent with PREIAP
 - 7.2.1.4. Ensure results of consultations (studies and surveys finalized prior to public release of NEPA documents) are made part of draft environmental assessments and draft EIS reviews
 - 7.2.1.5. Establish cooperating agency relationships concurrent with PREIAP
- 7.2.2. As shown below, objectives employed to advance Air Force EIAP project management are to:
 - 7.2.2.1. Systemically establish PREIAP throughout the entire Air Force NEPA process
 - 7.2.2.2. Encourage early engagement with outside agencies and identification of potential cooperating agencies
 - 7.2.2.3. Encourage early initiation of consultations
 - 7.2.2.4. Encourage installation EPF engagement with natural and cultural resource managers to identify potential programmatic agreements and BOs to support ongoing installation programs when needed, and timely completion of the EIAP
 - 7.2.2.5. Encourage installation EPF engagement with respective tribes and agencies to identify potential programmatic agreements and government-to-government consultation, to support ongoing installation programs when needed, and timely completion of the EIAP
 - 7.2.2.6. Ensure EPF/ EIAP manager facilitates regular and reoccurring proponent-led meetings with key stakeholders
- 7.2.3. The table below outlines goals, objectives, and associated metrics employed to track and monitor enhancement of the Air Force EIAP project management process.

Table V – 2: Goals, Objectives, and Associated Metrics to Monitor Enhancement of the Air Force EIAP Project Management Process

GOAL	MEMO SOURCE	MEMO ITEM #	MEMO “EIAP GUIDANCE AREA”	OBJECTIVE	METRIC
Interagency & Cooperating Agency Relationships	SAF/IE	12	Establish cooperating agency relationships concurrent with PREIAP	<ul style="list-style-type: none"> • Systemic establishment of PREIAP within the Air Force NEPA process, encouraging early consultations • Encourage early engagement with outside agencies and identification of potential cooperating agencies 	<ul style="list-style-type: none"> • Published PREIAP guidance • Published PREIAP playbook • Establishment of PREIAP training course • ERC tracking
	A7C	7	Proponents and EPFs develop interagency cooperation at the earliest possible time and establish cooperating agency relationships with agency's having jurisdiction by law or special expertise before or concurrent with PREIAP, not later		
Consultations	SAF/IE	13	Initiate consultations at the earliest possible time; no later than concurrent with PREIAP	<ul style="list-style-type: none"> • Encourage early initiation of consultations • Encourage installation EPF engagement with natural and cultural resource managers, respective tribes, and agencies 	<ul style="list-style-type: none"> • Published PREIAP guidance • Published PREIAP playbook • Establishment of PREIAP training course • Tracking of root cause determination for EAs/EISs missing the 6/12 directive
	A7C	9	Proponents and EPFs initiate consultations at the earliest possible time; no later than concurrent with PREIAP		
	SAF/IE	14	Develop programmatic agreements under NHPA and programmatic BOs under ESA at the earliest possible time, but initiate them where applicable no later than concurrent with PREIAP		

GOAL	MEMO SOURCE	MEMO ITEM #	MEMO “EIAP GUIDANCE AREA”	OBJECTIVE	METRIC
	A7C	6	Proponents and EPFs develop programmatic agreements under NHPA and ESA at the earliest possible time, but no later than concurrent with PREIAP and to assist in facilitating timely completion of requisite consultation process		<ul style="list-style-type: none"> Development of an “ERC” to address how issues identified in the PREIAP were handled to and develop data base of lessons learned
	SAF/IE	16	Ensure results of consultations are made as part of the draft Enforcement Action (EA) and draft EIS reviews		
	A7C	10	Proponents and EPFs include consultation results during the draft EA and draft EIS reviews		
EIAP Status Meetings	SAF/IE	19	Conduct regular proponent-led team meetings with leadership and key EIAP participants to maintain a constant rhythm for timely integration of planning activities	<ul style="list-style-type: none"> Ensure regular and reoccurring proponent-led meetings with key stakeholders 	<ul style="list-style-type: none"> Training made available for proponents and EPF Development of presentation toolkits for proponents and EPF ERC tracking
	A7C	3	Proponents lead regular and reoccurring team meetings with key EIAP participants to maintain a constant rhythm for timely integration of planning activities and NEPA/EIAP completion		
	A7C	4	Proponents and EPFs use on-board review meetings to expedite EIS and substantial EA interdisciplinary reviews, to the extent practicable		

7.3. CONTRACT EXECUTION

- 7.3.1. As described in the SAF/IE and A7C memoranda, AFCEC is tasked to improve and facilitate timely award and completion of EIAP contracts. Goals of contract execution within a centralized EIAP program are to improve the EIAP contracting structure along with streamlining baseline data collection by using existing Air Force updated data/repository information in contracting and making baseline data/GFI available in contracting actions. Objectives employed to achieve these goals are to:
 - 7.3.1.1. Use the PREIAP to scope each NEPA action
 - 7.3.1.2. Streamline contract acquisition process for EIAP projects or opportunities
 - 7.3.1.3. Implement performance-based EIAP
 - 7.3.1.4. Support/promote a centralized baseline data repository
 - 7.3.1.5. Establish procedures to reduce costs and time to develop NEPA documentation by providing Air Force managed GFI during the request for proposal (RFP) stage
 - 7.3.1.6. Establish NEPA document repository to facilitate use of existing EIAP documents
- 7.3.2. The NEPA Center is available to support installations, MAJCOMS, weapon system single managers, testers, and proponents at all levels in meeting the identified goals and making use of new tools and procedures. While many of these processes are being developed and implemented in projects or opportunities that the NEPA Center is managing or executing, the intent is to make them available across the Air Force to improve and standardize the program-wide approach to NEPA compliance.
- 7.3.3. The table below outlines goals, objectives, and associated metrics to track and monitor improvements of EIAP contract execution.

Table V – 3: Goals, Objectives, and Associated Metrics to Monitor Improvements of EIAP Contract Execution

GOAL	MEMO SOURCE	MEMO ITEM #	MEMO “EIAP GUIDANCE AREA”	OBJECTIVE	METRIC
Improve Contracting Structure	SAF/IE	3	Improve standard contract and funding structure to facilitate timely EIAP execution	<ul style="list-style-type: none"> Streamline contract acquisition process for EIAP projects or opportunities Implement performance-based EIAP 	<ul style="list-style-type: none"> Time to award Percentage of performance-based execution for EIAP ERC tracking
	A7C	14	Proponents, EPFs, and AFCEC work to improve standard contract structure to facilitate timely and performance based NEPA/EIAP execution		
Streamline Baseline Data Collection	A7C	11	Proponents, EPFs, and COs streamline baseline contractor data collection by using existing Air Force updated data/repository information in contracting to reduce cost and data gathering redundancies, making baseline data GFI in contracting actions	<ul style="list-style-type: none"> Support/promote centralized data and document repositories Establish procedures to facilitate providing GFI during RFP 	<ul style="list-style-type: none"> Identification of EIAP related requirements for the repository Incorporation of procedures to facilitate providing GFI into guidance for acquisitions ERC tracking
	SAF/IE	10	Streamline baseline data collection by using existing Air Force data and repositories	<ul style="list-style-type: none"> Establish NEPA document repository to facilitate use of existing EIAP documents, (e.g., EISs, EAs, integrated natural resources management plans [INRMP], integrated cultural resource management plans [ICRMP], air installation compatible use zones [AICUZ], IDPs) 	<ul style="list-style-type: none"> Establishment of a NEPA document repository and publication of associated procedures

7.4. IMPROVING ENTERPRISE-WIDE EIAP PROGRAM SUPPORT

- 7.4.1. The purpose of providing enterprise-wide EIAP program support is to assist the Air Force with overall guidance, execution, and management of its overarching EIAP program (not specific/individual EIAP projects or opportunities). The NEPA Center will develop and facilitate processes that provide:
 - 7.4.1.1. Processes to reduce initiation of EAs and EISs to actions with significant environmental impact potential
 - 7.4.1.2. A consistent and efficient contracting structure
 - 7.4.1.3. Effective technical guidance and reachback services
 - 7.4.1.4. Contracting service centers with streamlined approaches and/or reporting techniques
 - 7.4.1.5. Documentation to quality consistency
 - 7.4.1.6. Effective strategic communications and training
 - 7.4.1.7. A tracking system to monitor success in meeting the six-month EA /12-month EIS directive
 - 7.4.1.8. Mechanisms to track cost and schedules of EQ and non-EQ funded EIAP efforts
 - 7.4.1.9. Processes to monitor, track, and report mitigation implementation activities
 - 7.4.1.10. Improved coordination and processes for Congressional notifications
 - 7.4.1.11. Processes to “mine” existing plans and data bases to facilitate cost reduction and time to complete EIAP actions
 - 7.4.2. The following sections describe improvements to enterprise-wide EIAP program support by outlining goals, objectives, and associated metrics used for developing effective EIAP program support, with a focus on enterprise-wide improvements to:
 - 7.4.2.1. EIAP program support
 - 7.4.2.2. EIAP strategic communications and training
 - 7.4.2.3. EIAP tracking and reporting
- #### 7.5. EIAP PROGRAM SUPPORT
- 7.5.1. The SAF/IE and A7C memoranda identified the following “EIAP Guidance Areas” for improving overall EIAP program support throughout the entire Air Force enterprise:
 - 7.5.1.1. Implement PREIAP to support proponent responsibilities
 - 7.5.1.2. Establish professional standards for EIAP oversight and management
 - 7.5.1.3. Improve preferred alternative identification
 - 7.5.1.4. Evaluate AFIs for inclusion of EIAP requirements and update
 - 7.5.1.5. Improve process for developing EAs internally, without burdening contract specialists and contract officers
 - 7.5.1.6. Reinforce proponent responsibilities

- 7.5.1.7. Implement procedures analogous to the Army's record of environmental consideration (REC) and other similar DOD approaches
- 7.5.1.8. Adopt the CEQ's format for EAs and EISs as the standard for the Air Force EIAP
- 7.5.1.9. Prepare focused, analytic, non-encyclopedic documentation
- 7.5.1.10. Consider overarching, comprehensive installation NEPA documentation (e.g., IDPs, resource management plans [RMP])
- 7.5.2. As shown below, "EIAP guidance area" objectives for improving enterprise-wide EIAP program support include:
 - 7.5.2.1. Systemic establishment of PREIAP within the Air Force NEPA process
 - 7.5.2.2. Early engagement with outside agencies and identification of potential cooperating agencies
 - 7.5.2.3. Early initiation of consultations by installation EPF
 - 7.5.2.4. Defining core competencies and minimum training requirements
 - 7.5.2.5. Developing methodologies for preferred alternative selection standards
 - 7.5.2.6. Developing strategies that ensure EIAP requirements are appropriately included in AFIs
 - 7.5.2.7. Establishing automated 813s to streamline coordination and engagement of interdisciplinary team
 - 7.5.2.8. Centralizing NEPA documents in a repository to provide reference material to previous EIAP efforts to improve process for developing EAs internally, without burdening contract specialists and contract officers
 - 7.5.2.9. Investigating options to support in-house EA preparation
 - 7.5.2.10. Ensuring proponent responsibilities for funding are well defined in revised 32 CFR §989
 - 7.5.2.11. Obtaining Air Force legal review and provide recommendations for development of guidance in implementing procedures similar to the Army's REC
 - 7.5.2.12. Adopting CEQ format for EAs and EISs
 - 7.5.2.13. Providing guidance for preparing focused, non-encyclopedic documentation
 - 7.5.2.14. Developing acquisition templates and language for comprehensive installation NEPA documentation
- 7.5.3. Improvements and centralization of enterprise-wide EIAP program support will:
 - 7.5.3.1. Provide support for consistent contracting processes
 - 7.5.3.2. Provide centralized technical guidance and reachback support capabilities
 - 7.5.3.3. Work with contracting service centers to develop streamlined approaches and/or reporting functions
 - 7.5.3.4. Facilitate document quality and consistency throughout the Air Force EIAP

7.5.4. The table below outlines goals, objectives, and associated metrics to track and monitor development of a streamlined enterprise-wide EIAP program.

Table V – 4: EIAP PPBE Goals, Objectives, and Associated Metrics to Track and Monitor Development of a Streamlined Enterprise-Wide EIAP Program

GOAL	MEMO SOURCE	MEMO ITEM #	MEMO “EIAP GUIDANCE AREA”	OBJECTIVE	METRIC
Institutionalize PREIAP	SAF/IE	8	Implement an interdisciplinary process to support proponent responsibilities called, "Planning Requirements in the Environmental Impact Analysis Process" including (for example) early internal scoping and statement of work (SOW) development	<ul style="list-style-type: none"> • Develop PREIAP • Systemic establishment of PREIAP within the Air Force NEPA process • Encourage early engagement with outside agencies and identification of potential cooperating agencies 	<ul style="list-style-type: none"> • Published PREIAP guidance • Published PREIAP playbook • Establishment of PREIAP training course • Implementation of full Air Force EIAP tracking and visibility in NexGen IT to track PREIAP timelines • ERC tracking
	A7C	2	Proponents and EPFs accomplish PREIAP early and prior to formally initiating the NEPA/EIAP	<ul style="list-style-type: none"> • Encourage early initiation of consultations 	
	SAF/IE	20	Improve preferred alternative identification - minimize to context of EA or EIS	<ul style="list-style-type: none"> • Develop methodology for preferred alternative selection standards 	
Comprehensive Installation NEPA Documentation	SAF/IE	11	Consider overarching, "FENCE-to-FENCE," NEPA documentation (e.g., support installation and range management)	<ul style="list-style-type: none"> • NEPA Center, with MAJCOMs and Air Force Legal Operations Agency (AFLOA), will 	<ul style="list-style-type: none"> • Published fact sheets or other informational materials • Published acquisition

GOAL	MEMO SOURCE	MEMO ITEM #	MEMO “EIAP GUIDANCE AREA”	OBJECTIVE	METRIC
	A7C	12	MAJCOMs and Installations execute overarching “FENCE-to-FENCE” NEPA documentation (for example) in the IDPs and range management plans	refine comprehensive installation approaches and language • Develop acquisition templates and language for comprehensive installation NEPA documentation	templates and provide guidance for appropriate language
Procedures Development	SAF/IE	1	Establish professional standards for EIAP oversight and management	• Define core competencies and minimum training requirements	• Establishment of learning objectives and core competencies lists
	SAF/IE	22	Evaluate all AFIs for inclusion of EIAP requirements and update	• Develop strategy for ensuring EIAP requirements are appropriately included in AFIs	• Implementation of strategies for evaluating AFIs • Evaluation of all EIAP-related AFIs

GOAL	MEMO SOURCE	MEMO ITEM #	MEMO "EIAP GUIDANCE AREA"	OBJECTIVE	METRIC
	SAF/IE	17	Improve process for developing EAs internally, without burdening contract specialists and contract officers	<ul style="list-style-type: none"> Establish automated 813s to streamline coordination and engagement of interdisciplinary team Centralized Air Force-wide NEPA document repository to provide reference material to previous EIAP efforts Investigate options for centralized contract to support in-house EA preparation (e.g., gaps beyond in-house competency) 	<ul style="list-style-type: none"> Availability of automated 813s to Air Force users Availability of Air Force-wide NEPA document repository Completed investigation and establishment of contracts, if practical ERC tracking
	SAF/IE	9	Reinforce proponent responsibilities (e.g., funding)	<ul style="list-style-type: none"> Ensure proponent responsibilities for funding are well defined in revisions to 32 CFR §989 	<ul style="list-style-type: none"> Draft revisions to 32 CFR §989 ERC tracking
REC	SAF/IE	5	Implement an Air Force procedure analogous to the Army's REC	<ul style="list-style-type: none"> Research and obtain Air Force legal review and provide recommendations for development of 	<ul style="list-style-type: none"> Draft revisions to 32 CFR §989

GOAL	MEMO SOURCE	MEMO ITEM #	MEMO "EIAP GUIDANCE AREA"	OBJECTIVE	METRIC
	A7C	8	<p>EPFs use the AF Form 813 to create a REC, documenting that an Air Force action has received legally sufficient environmental consideration and/or review and may proceed without further analysis and/or documentation when proposed actions do not clearly fit within an existing categorical exclusion (CATEX) and do not rise to the level of an environmental assessment, such as when the proposed action will clearly have no environmental effects at all. However, documentation is still required.</p> <p>In this situation the AF Form 813 briefly describes the proposed action and addresses the screening criteria in 32 CFR Part 989, Appendix B, A2.1 Proponent/EPF Responsibility and A2.2 Additional Analysis, to show that no extraordinary circumstance or situation requiring additional analysis (e.g., EA) exists. Use internal references to reduce paperwork, as long as the referenced</p>	Air Force guidance in implementing procedures similar to the Army's REC and other DOD approaches	

GOAL	MEMO SOURCE	MEMO ITEM #	MEMO “EIAP GUIDANCE AREA”	OBJECTIVE	METRIC
			documents are readily available for review		
Adopt CEQ Format	SAF/IE	7	Adopt the CEQ's format for EAs and EISs as the standard for the Air Force	<ul style="list-style-type: none"> • Adopt CEQ format for EAs and EISs • Provide Air Force guidance for preparing focused, analytic - not encyclopedic – documentation 	<ul style="list-style-type: none"> • Draft revisions to 32 CFR §989 • Published Air Force EIAP guidance
	A7C	5	Proponents and EPFs use the CEQ's format for EAs and EISs as the Air Force standard In furtherance of NEPA and CEQ NEPA regulations, and to reduce paperwork, prepare analytic, not encyclopedic, EIAP documentation - e.g., limit number of pages and eliminate appendices, except where absolutely required (by exception)		
	SAF/IE	15	Prepare focused, analytic - not encyclopedic - documentation (e.g., limit page numbers, minimize appendices)		

7.6. STRATEGIC COMMUNICATIONS & TRAINING

7.6.1. The SAF/IE and A7C memoranda identified the following “EIAP Guidance Areas” for improving EIAP strategic communications with and training of Air Force leadership, proponents, and EIAP staff throughout the entire Air Force enterprise:

- 7.6.1.1. Improve Air Force NEPA and EIAP training efforts
- 7.6.1.2. Facilitate appropriate training through Air Force Institute of Technology (AFIT)
- 7.6.1.3. Enhance CATEX understanding
- 7.6.2. Objectives employed to attain these “EIAP guidance areas” include provisions that:
 - 7.6.2.1. Ensure sufficient training to appropriate audiences, supporting just-in-time requirements
 - 7.6.2.2. Ensure periodic updates to AFIT 450 Environmental (ENV) or other EIAP-focused courses, as required
 - 7.6.2.3. Ensure appropriate use of CATEX through training
 - 7.6.2.4. Coordinate with installations and MAJCOMs to create and implement the NEPA Center’s strategic communications plan
- 7.6.3. Upon implementation of the objectives noted above, centralization of EIAP strategic communications and training will:
 - 7.6.3.1. Provide and periodically update the strategic communications plan for EIAP initiatives and enterprise-wide communication
 - 7.6.3.2. Develop and maintain EIAP-related websites and content
 - 7.6.3.3. Plan, program, and conduct EIAP portions of annual environmental symposium
 - 7.6.3.4. Identify PREIAP and EIAP environmental education and training (EET) requirements and manage implementation through the EET process
- 7.6.4. The table below outlines goals, objectives, and associated metrics employed to track and monitor development of improved communications and training processes

Table V – 5: EIAP PPBE Goals, Objectives, and Associated Metrics to Track and Monitor Development of Improved Communications and Training Processes

GOAL	MEMO SOURCE	MEMO ITEM #	MEMO “EIAP GUIDANCE AREA”	OBJECTIVE	METRIC
EIAP Training	SAF/IE	2	Improve Air Force NEPA and EIAP training - in house, contract, or combination		<ul style="list-style-type: none"> • Implementation of a system to periodically monitor and update Air Force-provided EIAP training, as required
	A7C	13	Air Force personnel obtain NEPA and EIAP training through AFIT, contract, or combination to improve overall Air Force implementation of NEPA/EIAP execution Do not assign unqualified personnel to NEPA/EIAP oversight or use NEPA/EIAP as on-the-job training	<ul style="list-style-type: none"> • Ensure sufficient training to appropriate audiences, supporting just-in-time requirements • Ensure periodic updates to AFIT 450 ENV Course, as required • Ensure appropriate use of CATEX through training 	<ul style="list-style-type: none"> • Implementation of a system to periodically monitor application of Air Force-wide use of CATEXs; will be accomplished through automated 813s, once in place • Implementation of strategic communications plan
	SAF/IE	4	Enhance CATEX understanding	<ul style="list-style-type: none"> • Implement the NEPA Center's strategic communications plan 	<ul style="list-style-type: none"> • Published EIAP playbooks • Implementation of a system to periodically update to Air Force portal and/or AFCEC website

7.7. TRACKING & REPORTING

7.7.1. As described in the “EIAP guidance areas” found in the SAF/IE and A7C memoranda, the NEPA Center will implement a tracking and reporting program that:

7.7.1.1. Establishes a timely and accessible milestone and mitigation tracking system

7.7.1.2. Improves coordination and processes for Congressional notification

- 7.7.1.3. Monitors NEPA projects or opportunities and success levels in meeting the six-month EA /12-month EIS directive
- 7.7.2. Objectives employed to achieve these “EIAP guidance areas” are:
 - 7.7.2.1. Ensure tracking of mitigation required to support proponent’s implementation of Air Force EIAP projects or opportunities (including EQ and non-EQ funded EIAP projects or opportunities)
 - 7.7.2.2. Establish consistent communication and coordination processes with the provision of congressional information to AF/A7C, as requested
 - 7.7.2.3. Ensure tracking of Air Force EIAP projects or opportunities (including EQ and non-EQ funded EIAP projects or opportunities)
- 7.7.3. The “to-be” EIAP tracking and reporting program will acquire, analyze, and report information regarding EIAP costs and schedules through the:
 - 7.7.3.1. Creation and implementation of an enterprise-wide NEPA tracking system (e.g., NexGen IT Capability Group 1/2) to monitor success in meeting the six-month EA /12-month EIS directive
 - 7.7.3.2. Tracking of costs and schedules of EQ and non-EQ funded EIAP efforts
 - 7.7.3.3. Monitoring, tracking, and reporting on implementation of mitigation activities
 - 7.7.3.4. Improvement of coordination processes regarding Congressional notifications
- 7.7.4. The table below outlines goals, objectives, and associated metrics to track and monitor development of improved tracking and reporting processes.

Table V – 6: EIAP PPBE Goals, Objectives, and Associated Metrics to Track and Monitor Development of Improved Tracking and Reporting Processes

GOAL	MEMO SOURCE	MEMO ITEM #	MEMO “EIAP GUIDANCE AREA”	OBJECTIVE	METRIC
Milestone & Mitigation Tracking	SAF/IE	6	Establish a timely and accessible milestone and mitigation tracking system	<ul style="list-style-type: none"> Ensure tracking of mitigation required to support proponent’s implementation Air Force EIAP projects or opportunities (including EQ and non-EQ funded EIAP projects or opportunities) 	<ul style="list-style-type: none"> Implementation of full Air Force EIAP tracking and visibility in NexGen IT

GOAL	MEMO SOURCE	MEMO ITEM #	MEMO “EIAP GUIDANCE AREA”	OBJECTIVE	METRIC
Congressional Notifications	SAF/IE	21	Improve coordination and process for Congressional notification	<ul style="list-style-type: none"> Establish consistent lines of communication and coordination for the provision of congressional information to A7C upon request 	<ul style="list-style-type: none"> Implementation of strategic communications plan
Formal EA/EIS Preparation Timeframes	SAF/IE	18	Complete environmental assessments in six months (or less) and EISs in 12 months (or less)	<ul style="list-style-type: none"> Track Air Force EIAP projects or opportunities (including EQ and non-EQ funded EIAP projects or opportunities) 	<ul style="list-style-type: none"> Implementation of full Air Force EIAP tracking and visibility in NexGen IT See table regarding contract execution See table regarding training
	A7C	1	<p>Proponents and EPF establish a goal to complete environmental assessments in six months (or less)*</p> <p>Proponents and EPF establish a goal to complete EISs in 12 months (or less)**</p>	<ul style="list-style-type: none"> Implement PREIAP See table regarding contract execution See table regarding training 	

7.8. CENTRALIZATION BENEFITS

7.8.1. The benefit to centralization of the Air Force EIAP program is the implementation of consistent policies and approaches across the Air Force. This structure promotes customer interface, standardizes the services portfolio, and allows for focused familiarity with the NEPA regulatory environment. This concept eliminates duplication of effort and increases efficient use of resources.

7.8.2. Centralization of EIAP resources, including development of the NEPA Center, is expected to reduce inefficiencies and non-standardizations identified during the EIAP

rapid improvement events held in August 2006 and July 2010, and will introduce a single point of accountability for the performance of the entire EIAP enterprise.

- 7.8.3. Implementation of the “to-be” organizational structure will drive efficiencies in EIAP contracting, project management, and oversight. Specific roles and responsibilities of the “to-be” EIAP organizational structure are discussed below.

8.0 ROLES AND RESPONSIBILITIES

8.1. ROLES AND RESPONSIBILITIES OVERVIEW

- 8.1.1. EIAP-related roles and responsibilities presented in this chapter are based on the following assumptions:
- 8.1.1.1. SAF/IE and the Air Force Installations Division (AF/A7CI) continue current roles and are responsible for oversight of the Air Force EIAP program
 - 8.1.1.2. AFCEC will manage the EQ TOA for the Air Force
 - 8.1.1.3. AFCEC will be responsible for the advocacy, distribution, and tracking for EQ dollars
 - 8.1.1.4. NEPA Center’s role includes management of programming and execution of the EIAP program for the Air Force
 - 8.1.1.5. NEPA Center will assume MAJCOM responsibilities as the overall EPF as generally defined at 32 CFR §989.3(e)
 - 8.1.1.6. MAJCOM proponents retain their EIAP responsibilities as currently defined in 32 CFR §989.3
 - 8.1.1.7. Each MAJCOM will establish one or a partial FTE, civilian employee to serve as the MAJCOM EIAP Coordinator
 - 8.1.1.8. The MAJCOM EIAP coordinator is responsible for engaging with the MAJCOM staff and proponents and advises on NEPA issues within the MAJCOM and installations
 - 8.1.1.9. The MAJCOM EIAP coordinator will assist in identifying requirements, promote mission advocacy, and support initial validation of installation EIAP projects or opportunities
 - 8.1.1.10. The MAJCOM EIAP coordinator reports to the MAJCOM A7
 - 8.1.1.11. MAJCOM A7 will no longer provide primary validation nor execute EQ requirements
 - 8.1.1.12. Installation EPFs retain management of the installation EIAP program to ensure compliance with NEPA and EIAP regulations for any and all activities regardless of proponent and funding source
- 8.1.2. Based on the assumptions noted above, the following sections further detail the roles and responsibilities associated with the Air Force’s centralized EIAP program. Sections are structured according to the following processes (rather than by organizations):
- 8.1.2.1. Forecasting, PPBE
 - 8.1.2.2. EIAP project management
 - 8.1.2.2.1. Contract execution

- 8.1.2.2.2. Project management
- 8.1.2.3. Enterprise-wide EIAP program support
 - 8.1.2.3.1. Program support
 - 8.1.2.3.2. Strategic communications and training
 - 8.1.2.3.3. Tracking and reporting
- 8.1.3. Additionally, this chapter addresses roles and responsibilities concerning PMRs, special and/or emergency actions, and EBSs.
- 8.2. FORECASTING, PPBE
 - 8.2.1. The table below outlines roles and responsibilities for the EIAP PPBE process.

Table V – 7: Roles and Responsibilities for the EIAP PPBE Process

ROLE	RESPONSIBILITIES
AF/A7C	<ul style="list-style-type: none"> Forecast and identify EIAP requirements at HAF level Review and perform final validation of the EIAP portion of the IPL to ensure rigor and discipline in EIAP programming and execution Coordinate PMRs with NEPA Center to facilitate streamlining of EIAP among AF/A7C, AFCEC, MAJCOMs, proponents, and other stakeholders Participate in annual/formal and periodic/informal PMRs Review and approve draft final EQ POM build (including EIAP requirements) Advocate EIAP funding at HAF level, including unfunded requirements
MAJCOM Proponents	<ul style="list-style-type: none"> Assist MAJCOM EIAP coordinator and NEPA Center with the forecasting and identification of EIAP requirements, whether or not EQ funding-dependent Procure funding for EIAP analysis, if not performed in-house <p>Assist in identifying EIAP projects or opportunities requiring EQ funding (three years in advance of execution), or identify other available funding source or provide funding from other sources.</p> <ul style="list-style-type: none"> Funding as proponent for MAJCOM-led activities Provide support to MAJCOM EIAP Coordinator, EPF, and others as appropriate
MAJCOM EIAP Coordinator	<ul style="list-style-type: none"> Coordinate with MAJCOM staff, proponents, installation support teams (IST), and the NEPA Center to forecast EIAP requirements for the MAJCOM and installations, including unfunded projects or opportunities Liaise with MAJCOM proponents, installations, and NEPA Center to identify

ROLE	RESPONSIBILITIES
	<p>and advocate for MAJCOM EIAP requirements</p> <ul style="list-style-type: none"> • Review and provide initial validation of installation requirements • Coordinate with NEPA Center to identify MAJCOM EIAP requirements for inclusion in the IPL • Ensure prompt and accurate response to data calls, as required • Coordinate annual/formal and periodic/informal PMRs with NEPA Center to enhance coordination among AF/A7C, AFCEC, MAJCOM representatives, and others • Participate in PMRs
Installation EPF	<ul style="list-style-type: none"> • Primarily responsible for NEPA execution in support of proponent requirements at the installation level • Coordinate with the base community planner, MAJCOM EIAP coordinator, proponents, ISTs, and the NEPA Center to forecast and identify EIAP requirements • Program for anticipated out-year EIAP workloads based on inputs from proponents • Program EIAP requirements and submit for validation and advocacy • Review installation proponent requirements and coordinate with NEPA Center • Refine projects and estimates, as needed • Ensure prompt and accurate response to data calls, as required • Execute EIAP projects or opportunities at local level, as appropriate; for non-EQ funded projects or opportunities, ensure installation EIAP requirements are met, regardless of funding source
Installation Proponent	<ul style="list-style-type: none"> • Assist installation EPF with the forecasting and identification of EIAP requirements, including the identification of available funding resources • Procure funding for EIAP analysis (if not performed in-house) as well as supporting data gap analyses required for NEPA compliance • Identify EIAP projects or opportunities requiring EQ funding (three years in advance of execution) or identify other available funding source and secure procurement from that source • Support EPF, as required
NEPA Center	<ul style="list-style-type: none"> • Initiate data calls for the forecasting of EIAP requirements, as required • Coordinate with AF/A7C, MAJCOMs, MAJCOM EIAP coordinators, ISTs,

ROLE	RESPONSIBILITIES
	<p>installations, and others to forecast EIAP requirements</p> <ul style="list-style-type: none"> • Coordinate with installations, ISTs, MAJCOM EIAP coordinators, and other stakeholders to consolidate, review, and identify all potential EIAP-related projects or opportunities requiring EIAP compliance and assess potential streamlined EIAP opportunities • Review and provide final validation of projects for EQ funding IAW EQ IPL process requirements • Input HAF, SAF, and MAJCOM EIAP requirements into the current project management database • Review and track EQ and non-EQ funded EIAP projects or opportunities as part of assessing overall Air Force achievement of EIAP goals • Host annual/formal and periodic/informal PMRs, to address funding, priorities, issues, and performance • In coordination with AF/A7C, MAJCOM representatives, and others, conduct PMRs to address funding, priorities, issues, and performance to assist in spend plan development • Initiate spend plan development two years in advance of required execution • Review PMRs/IPL and assign estimated quarterly obligation dates • Finalize draft spend plan • Execute the spend plan • Manage EIAP funds during year of execution • Monitor obligated and committed rates for the EIAP portion of the EQ TOA during execution year to manage execution (and redistribution) of funds against valid and timely requirements
IST	<ul style="list-style-type: none"> • Coordinate with installations to review and update EIAP requirements, as needed, and notify NEPA Center of any changes • Input Installation EIAP requirements into current project management database system, and update as directed by the NEPA Center • Ensure prompt and accurate response to data calls, as required • Execute assigned projects or opportunities

8.3. PROJECT MANAGEMENT OF EISs AND EAs OF SPECIAL CONCERN

8.3.1. The NEPA Center is the EPF when the Air Force EIAP involves EISs and EAs of special concern (32 CFR 989.14 identifies certain types of EAs requiring MAJCOM or higher headquarters [HHQ] approval). These EAs, in addition to any that are of

Air Force-wide concern and/or involve a high degree of controversy, are identified as "EAs of special concern."

8.4. EIAP PROJECT MANAGEMENT

8.4.1. The following table outlines roles and responsibilities for EIAP project management.

Table V – 8: Roles and Responsibilities for EIAP Project Management

ROLE	RESPONSIBILITIES
SAF/IE	<ul style="list-style-type: none"> Determine level of analysis required for especially important, visible, or controversial projects or opportunities Approve selected EAs and all EISs
AF/A7CI	<ul style="list-style-type: none"> Serve as primary EIAP interface with SAF/IE Coordinate documents for HAF/SAF review and signature or Federal Register publication
MAJCOM EIAP Coordinator	<ul style="list-style-type: none"> Represent the MAJCOM's EIAP interests Coordinate preparation of AF Forms 813's with MAJCOM proponents and provide to NEPA center for action Manage MAJCOM coordination of decision and other documents Facilitate preparation of EBSs associated with MAJCOM RP transactions Interface with the NEPA Center and actively engage MAJCOM proponents in an advisory capacity Advise MAJCOM staff on EIAP processes and status Use NEPA Center provided templates to engage and educate proponents on EIAP requirements (including PREIAP) Coordinate and work with NEPA Center for EIAP program oversight, technical reachback, execution planning, and support Identify command actions that require EIAP support
Proponent	<ul style="list-style-type: none"> In coordination with installation EIAP POC, complete preparation of required sections of AF 813 Work with EPF and interdisciplinary team to initiate and complete PREIAP Submit PREIAP package transmittal letter to appropriate signature authority, as defined in <i>Air Force PREIAP Guidance</i> Request PREIAP facilitation from NEPA Center, if desired Engage and coordinate with installations, EPFs, NEPA Center, and other stakeholders to ensure proper and timely management of EIAP projects or

ROLE	RESPONSIBILITIES
	opportunities through completion
Installation EPF	<ul style="list-style-type: none"> • Determine appropriate level of analysis on AF Form 813, to include document approval • Coordinate and staff EIAP documents requiring HHQ review or approval • Keep lead MAJCOM informed on all issues • Lead/manage EIAP project or opportunity process through completion • Accomplish EAs on in-house basis, as capable • Brief decision-maker (or representative) on a regular basis to ensure involvement in process
NEPA Center	<ul style="list-style-type: none"> • Act as EPF for all EISs and environmental assessments of special concern and other EIAP documentation when required • Act as EPF for initial and early planning activities (e.g., basing site surveys, basing requirements review process (BRRP), and enterprise sourcing group [ESG] meetings) • Provide subject matter expertise advice, support, and assistance for EIAP execution by installation EPF, particularly for in-house EIAP documents • Encourage active proponent and stakeholder team engagement throughout the EIAP to support informed and timely decision-making • Engage and communicate with MAJCOM EIAP coordinators, proponents, and stakeholders, as required, to initiate and complete EIAP efforts • Review, coordinate, and staff EAs requiring HQ review and approval • Coordinate with proponents to support/facilitate early initiation of EIAP (e.g., PREIAP) • Support Air Force proponent basing requirements and other comprehensive processes (e.g., range and airspace use changes) requiring PREIAP and major EIAP efforts
IST	<ul style="list-style-type: none"> • Provide reach-back support for document development, NEPA technical assistance, and technical review • Coordinate with NEPA Center regarding regional EIAP-related issues

8.5. CONTRACT EXECUTION

8.5.1. The following table outlines roles and responsibilities for the contract execution of EIAP requirements.

Table V – 9: Roles and Responsibilities for Contract Execution of EIAP Requirements

ROLE	RESPONSIBILITIES
Proponent	<ul style="list-style-type: none"> • Support PREIAP package development, as described in <i>Air Force Guidance on PREIAP</i> • Provide funding document or funds assurance letter for proponent-funded projects or opportunities • Actively support EIAP execution through review of documents, attendance at review meetings, etc.
Installation EPF	<ul style="list-style-type: none"> • Support PREIAP package development, as described in <i>Air Force Guidance on PREIAP</i> • Provide access to relevant data and support regulatory and stakeholder interface • For EIAP-related field activities, assist contractor with gaining access • Oversee/monitor contractors in field activities; for non-installation initiated projects or opportunities, advise appropriate contract service center of any issues in work performance
NEPA Center	<ul style="list-style-type: none"> • Facilitate PREIAP development to assist in proposal scoping • Develop innovative and improved contracting approaches • Administer Contracting Officer's Representative (COR) responsibilities and provide contract management for contracted EIAP actions • Engage with contract service centers to streamline EIAP contracting and reporting of Air Force requirements • Identify appropriate contract vehicles (e.g., 4PXX, USACE blanket purchase agreements [BPA]) • Contract package development, preparation of the scope of work independent government estimate (IGE), schedules, funding, etc. • Prepare RFPs and transmittal to the contractor • Offer evaluation and award • Monitor performance against established milestones

8.6. ENTERPRISE-WIDE PROGRAM SUPPORT

8.6.1. The following section outlines objectives and responsibilities for enterprise-wide EIAP program support, including EIAP program support, strategic communications/training, and tracking/reporting.

8.6.1.1. EIAP Program Support

8.6.1.1.1. The table below outlines roles and responsibilities for providing enterprise-wide EIAP program support.

Table V – 10: Roles and Responsibilities for Providing Enterprise-Wide EIAP Program Support

ROLE	RESPONSIBILITIES
SAF/IE	<ul style="list-style-type: none"> • Develop environmental planning policy • Provide policy oversight • Act as liaison on environmental matters with other federal agencies and national level public interest groups
AF/A7CI	<ul style="list-style-type: none"> • Provide oversight of the overall Air Force EIAP program • Manage EIAP policy requirements • Validate program goals and objectives • Establish program performance metrics • Advisor to corporate Air Force (e.g., HAF, MAJCOM, installations), proponents, and Air Force leadership
NEPA Center	<ul style="list-style-type: none"> • Develop innovative and improved contracting approaches • Engage with contract service centers to streamline EIAP contracting and reporting of Air Force requirements • Conduct external assessments or SAVs, as required • Develop and implement common processes, instructions, and support for EIAP management and compliance, as necessary • Provide technical support and oversight of Air Force EIAP actions • Identify, develop, field, sustain, and operate EIAP information technology (IT) systems (IAW DOD, Air Force, and AF/A7C policies and guidance) • Provide technical assistance and serve as EIAP subject matter expert (SME) to installations and MAJCOMs, and provide reachback support as required to address media and Congressional inquiries related to the Air Force EIAP • Support Air Force proponent basing requirements and other

ROLE	RESPONSIBILITIES
	comprehensive processes (e.g., range and airspace use changes) requiring PREIAP and major EIAP efforts
Environmental Law and Litigation Division (JACE)	<ul style="list-style-type: none"> • Provide legal review and support, as required • Coordinate with NEPA Center to establish standards of reducing paperwork, utilizing CATEXs, and tiering off of existing NEPA documentation, while meeting legal requirements

8.6.1.2. Strategic Communications & Training

8.6.1.2.1. The table below outlines roles and responsibilities for providing enterprise-wide strategic communications and training.

Table V – 11: Roles and Responsibilities for Providing Enterprise-Wide Strategic Communications and Training

ROLE	RESPONSIBILITIES
NEPA Center	<ul style="list-style-type: none"> • Provide EIAP training • Identify EIAP EET requirements and manage implementation through the EET process • Coordinate with installations and MAJCOMs to create and implement strategic communications plan • Enhance EPF's training and understanding of CATEX applicability, in-house EA preparation, and available tools, scoping, and PREIAP facilitation skills • Develop and maintain EIAP-related websites

8.6.1.3. Tracking & Reporting

- 8.6.1.3.1. The table below outlines roles and responsibilities for providing EIAP tracking and reporting.

Table V – 12: Roles and Responsibilities for Providing EIAP Tracking and Reporting

ROLE	RESPONSIBILITIES
NEPA Center	<ul style="list-style-type: none"> • Support and provide tracking and reporting of EIAP program status and progress • Mitigate tracking to support proponent's implementation of EIAP projects or opportunities • EIAP milestone and cost tracking • CATEx use and justification tracking • ERC

8.7. PMRs

- 8.7.1. PMRs are used to review and validate current and future funding requirements to ensure that the command is adequately planning its environmental budgets and meeting execution milestones. The NEPA Center will host formal annual PMRs to enhance coordination among AF/A7C, AFCEC, MAJCOM EIAP coordinators, JACE, and others while reviewing the annual spend plan, status of metrics, planned future EIAP programs throughout the FYDP, regulatory and programmatic challenges, and new initiatives/approaches/tools/process improvements.
- 8.7.2. Additionally, the NEPA Center will perform periodic, informal PMRs to address specific project- and/or program-driven issues and concerns.

8.8. SPECIAL/EMERGENCY ACTIONS

- 8.8.1. AFCEC will coordinate with the proponent and AF/A7CI to determine modifications of the normal EIAP and define procedures and processes for special and emergency actions, as necessary.
- 8.8.2. AFCEC will also coordinate with proponents and AF/A7CI to determine modifications of the normal EIAP to protect classified information and define procedures for specific classified actions, in furtherance of 32 CFR §989.26 (40 CFR 1507.3(c)). AFCEC will coordinate and support, as appropriate, Air Force classified activities that require EQ expertise or funding.

8.9. EBSs

- 8.9.1. The NEPA Center will support EBS efforts for RP transactions. MAJCOM coordinators, installations, and AFCEC will coordinate and work with the NEPA Center for EBS support, as required. Roles and responsibilities noted in this section of the P-Plan applying to the Air Force EIAP will also apply to the identification,

funding procurement, and compliance with EBS requirements IAW AFI 32-7066, Environmental Baseline Surveys in Real Estate Transactions.

9.0 TRANSITION STRATEGY

9.1. TRANSITION STRATEGY OVERVIEW

- 9.1.1. The following chapter outlines planning actions, required events, and target times associated with transition to the “to-be” centralized EIAP organization.
- 9.1.2. The NEPA Center will begin the transition of functions from MAJCOM A7, assume full responsibility for the EIAP program, and achieve IOC upon approval of PAD 12-03. FOC will be reached after fiduciary responsibilities and all manpower authorizations are fully funded (anticipated October 2012). It is anticipated that transition of MAJCOM programs will start with IOC, currently anticipated in April 2012. The NEPA Center will seek to complete finalized transition plans with each MAJCOM prior to IOC.
- 9.1.3. AF/A7C and AFCEC will work to meet all expectations outlined in this plan. Each will maintain a continuing dialogue to achieve successful management of the program through a partnered effort by the entire Air Force team. AF/A7CI and AFCEC will also work together to modify and re-issue guidance (e.g., AFIs, memoranda) to support and further implement the objectives of program centralization as described in this section of the P-Plan.
- 9.1.4. The overall transition strategy is founded on the following assumptions:
 - 9.1.4.1. The NEPA Center will attain IOC when PAD 12-03 is signed, utilizing existing resources to continue centralization efforts and initiate personnel actions to fill authorizations
 - 9.1.4.2. It is anticipated the MAJCOMs will begin the transition process beginning in April 2012 with transitions completed by 1 October 2012
 - 9.1.4.3. MAJCOMs will no longer have EIAP manpower and TOA, except for MAJCOM EIAP Coordinator
 - 9.1.4.4. MAJCOMs will establish one or a partial FTE, civilian employee to serve as a MAJCOM EIAP coordinator
 - 9.1.4.5. MAJCOM EIAP coordinator will coordinate with the NEPA Center, MAJCOM staff, and proponents for EIAP requirements identification, mission advocacy, and initial validation of installation and MAJCOM EIAP requirements
 - 9.1.4.6. The MAJCOM EIAP coordinator reports to the MAJCOM A7
 - 9.1.4.7. MAJCOM proponents retain their EIAP responsibilities as currently defined in 32 CFR §989
 - 9.1.4.8. Installations will retain management of the installation EIAP program as EPF to ensure compliance with NEPA and EIAP regulations
 - 9.1.4.9. The NEPA Center will attain FOC when it assumes fiduciary responsibility and all manpower authorizations are fully funded, transitioned and staffed
- 9.1.5. The following sections outline the NEPA Center’s approach to effectively manage the transition process.

9.2. TRANSITION PLAN DEVELOPMENT

- 9.2.1. The NEPA Center will draft transition plans with each MAJCOM to ensure an efficient, streamlined transition process from the current-state organizational structure to the “to-be” centralized EIAP program.
- 9.2.2. To establish proper lines of communication with both installations and MAJCOMs during transition, transition plans will address EIAP program specific issues, including, but not limited to:
 - 9.2.2.1. Personnel migration processes
 - 9.2.2.2. Establishment of long-term working relationships with MAJCOM EIAP coordinators
 - 9.2.2.3. Transfer of required documentation from MAJCOMs and installations
 - 9.2.2.4. Transfer of funds management and oversight, if necessary
 - 9.2.2.5. Transfer of EPF and/or COR responsibilities for specific EIAP projects or opportunities
 - 9.2.2.6. Delegation of signatory authorities
 - 9.2.2.7. Communication of transition updates and coordination processes
- 9.2.3. Transition plans are planned to be completed and ready for implementation upon IOC and will be living documents, needing to be monitored, adjusted, and communicated throughout the transition period.

9.3. PERSONNEL MIGRATION

- 9.3.1. The migration of personnel from the MAJCOMs to the NEPA Center will involve seven additional staff members. In preparation of the migration, the NEPA Center is currently developing roles and responsibilities for the additional staff, along with the development of space plans and IT support. Upon achieving IOC, the NEPA Center will coordinate with MAJCOM A7 to identify personnel for transfer and implement FYDP manpower transitions on unit manning documents (UMD). It is anticipated that all seven additional staff members will be transitioned to the NEPA Center by Oct 2012. The transition plan will outline specific details of the personnel migration strategy.

9.4. MAJCOM EIAP COORDINATOR IDENTIFICATION

- 9.4.1. The NEPA Center will coordinate with MAJCOM A7 to identify remaining MAJCOM EIAP coordinators in conjunction with developing procedures that promote long-term working relationships and the coordination of appropriate roles and responsibilities for both the NEPA Center and MAJCOM EIAP coordinators.

9.5. DOCUMENT TRANSFERS

- 9.5.1. As transition activities progress, certain EIAP related documentation constituting the various administrative records may need to be transferred from the MAJCOMs and installations to the NEPA Center. The overall intent of the document transfers is not to transfer all archived documentation, but to gather and consolidate documents and data as needed, on a case-by-case basis.

- 9.5.2. Document transfer will start at the installation level upon PAD approval, with coordination efforts beginning with MAJCOM EIAP coordinator once they are identified.
- 9.5.3. The table below outlines an overview of roles and responsibilities pertaining to the transfer of required EIAP documents from the MAJCOMS and installations to AFCEC.

Table V – 13: Roles and Responsibilities for the Transfer of Required EIAP Documents from the MAJCOMs and Installations to AFCEC

ROLE	RESPONSILITIES
MAJCOM EIAP Coordinator	<ul style="list-style-type: none"> Assist NEPA Center with the collection of documents and data, as needed
Installation	<ul style="list-style-type: none"> Continue responsibility for maintaining AR and EIAP data repositories Provide electronic access to base EIAP documents as appropriate and feasible
NEPA Center	<ul style="list-style-type: none"> Coordinate with MAJCOMs to collect documents and data, as needed

- 9.5.4. For MAJCOM-managed projects or opportunities, final documents (e.g., environmental assessments, EIS, signed finding of no significant impact [FONSI]/finding of no practicable alternative [FONPA]) will be transferred to the NEPA Center. Meanwhile, working files and associated records are maintained at the office of origination and will be provided to the NEPA Center upon request.
- 9.5.5. Transition plans will outline specific details regarding the transfer of EIAP documents from the MAJCOMs and installations to AFCEC.

9.6. FUNDS TRANSFER

- 9.6.1. Transition planning will include detailed review of comprehensive spend plans, including all remaining unobligated projects or opportunities. If funds have been released to installations, disposition of unobligated funds will be addressed during transition planning with each MAJCOM.
- 9.6.2. The transition plan will outline appropriate actions for funds management and transfer during the transition process.

9.7. EIAP PROJECT OR OPPORTUNITY TRANSFER

- 9.7.1. Upon IOC, transfer of EPF and/or COR responsibilities for ongoing MAJCOM projects or opportunities will be addressed during transition planning with each MAJCOM. In general, MAJCOMs will be expected to identify and convey all active

MAJCOM-level/originated projects or opportunities (e.g., not yet closed out) to the NEPA Center. MAJCOMs will transfer EPF/COR responsibilities, as required.

9.7.2. Assignment of EPF/COR responsibilities for new projects or opportunities will reside in the NEPA Center upon FOC.

9.7.3. The transition plan will provide further detail and required actions regarding the transfer of required EIAP projects from the MAJCOMs to AFCEC.

9.8. DELEGATION OF SIGNATURE AUTHORITIES

9.8.1. Restructuring and centralization efforts will require the Air Force to re-delegate signatory authorities within the EIAP.

9.8.2. This section of the P-Plan focuses on critical re-delegation of authority issues and concerns identified during the July 2011 NEPA Center PAD Briefing to the MAJCOMs, which include:

9.8.2.1. Who will sign FONSI?

9.8.2.2. Who will sign FONPA?

9.8.3. The table below shows changes/updates to these signatory authorities relating to FONSI and FONPAs.

Table V – 14: Changes/Updates to Signatory Authorities Relating to FONSI and FONPAs

SIGNATURE AUTHORITY TOPIC	CURRENT AUTHORITY	CHANGE
FONPA when the alternative selected could be located in wetlands or floodplains	MAJCOM EPF as defined in §989.14(g)	Add AFCEC as supplemental authority to existing FONSI/FONPA delegations or as directed by SAF/IEE
FONSI that require the Air Force to make Clean Air Act (CAA) general conformity determinations	Office of the Deputy Assistant Secretary of the Air Force for Environment, Safety, and Occupational Health (SAF/IEE) as defined in §989.14(h)	
FONSIs, except as provided in § 989.14 (g), (h), (i), and (j).	MAJCOM Env. Planning Committee as defined in §989.15(f)	

9.8.4. Changes to signatory authorities will be identified and addressed as EIAP centralization and program development efforts progress. In general, signature authorities will be coordinated with MAJCOMs and installations and decided on a case-by-case basis early in the EIAP, preferably PREIAP. MAJCOMs will retain signature authority when highly vested in projects or opportunities.

9.9. TRANSITION COMMUNICATIONS

- 9.9.1. Communications regarding updates to transition activities along with conveying roles and responsibilities to key personnel will require a well-planned and managed communications process. In this effort and as part of the transition plan, the NEPA Center will develop a strategic communications plan focusing on the centralization/transition process. The plan will develop key themes and messages from senior leaders along with division and branch chiefs, MAJCOMs, and NEPA Center staff. Additionally, the plan will include communication tools, such as templates for email notices and presentations. During the transition process, periodic conference calls will be held with appropriate staff to address issues, questions, or concerns.
- 9.9.2. The table below provides an overview of the Air Force EIAP transition strategy. Specific schedules will be coordinated with each MAJCOM during transition planning.

Table V – 15: Air Force EIAP Transition Strategy

TRANSITION ACTION	BEGIN	END
Transition plan completion		
Creation and approval of transition plan	Current	IOC
Personnel migration - seven total to NEPA Center		
Identification of personnel for transfer	IOC	FOC
Implement FYDP manpower transitions on UMDs	IOC	FOC
Personnel migration	IOC	FOC
MAJCOM EIAP coordinator identification		
Coordinate with MAJCOMs to identify MAJCOM EIAP coordinator	IOC	Until complete
NEPA Center and MAJCOM EIAP coordinator establish relationships	Upon MAJCOM EIAP coordinator identification	Ongoing
Documents transfer		
Coordinate with MAJCOMs to identify and transfer appropriate documents as described in the documents transfer section above	IOC	FOC

TRANSITION ACTION	BEGIN	END
Funds transfer		
Coordinate with MAJCOMs to identify and address appropriate actions for funds management as described in the funds transfer section above	IOC	30 Jun 2012
EIAP project or opportunity transfer		
Coordinate with MAJCOMs to identify and transition appropriate MAJCOM EPF and/or COR responsibilities as described in the EIAP project or opportunity transfer section above	IOC	FOC
Re-delegation of signature authorities		
Re-delegate signature authorities as described in the re-delegation of signature authorities section above	IOC	Upon approval of redrafted 32 CFR §989
Transition communications		
Communicate transition status as described in the transition communications section above	IOC	FOC

10.0 POLICY & GUIDANCE IMPLICATIONS

10.1. Changes in the Air Force EIAP structure will require updates to:

- 10.1.1. 32 CFR §989 - Environmental Impact Analysis Process
- 10.1.2. AFI 32-7060 - Interagency and Intergovernmental Coordination for Environmental Planning
- 10.1.3. AFI 32-7061 - Environmental Impact Analysis Process
- 10.1.4. AFI 32-7062 - Air Force Comprehensive Planning
- 10.1.5. AFI 32-7063 - Air Installation Compatible Use Zone Program
- 10.1.6. AFI 32-7066 - Environmental Baseline Surveys in Real Estate Transactions
- 10.1.7. AFI 32-9004 - Disposal of Real Property
- 10.1.8. Additional AFIs may be identified and revised as required. Additionally, delegation of authority letters, applicable playbooks, and guidance documents will be revised as required to reflect new functions and responsibilities outlined in this section of the P-Plan.

11.0 INFORMATION MANAGEMENT SYSTEMS

11.1. INFORMATION MANAGEMENT SYSTEMS OVERVIEW

- 11.1.1. NexGen IT will be configured to provide useful and fully capable IT functionality to support the new centralized program management and execution functions at AFCEC while providing a transparent look and access to installation, MAJCOM, and HAF personnel supporting EQ and EIAP programs. NexGen IT is being implemented using an incremental approach. Project management functions are anticipated to be fielded under capability groups 1 and 2, expected to reach FOC in March 2015. Other environmental requirements are included in capability group 4. AFCEC will provide adequate documentation on revised processes to allow proper configuration on NexGen IT. AFCEC will use or modify, as appropriate, existing IT systems until such time as NexGen IT systems are fielded.

11.2. EXISTING INFORMATION MANAGEMENT SYSTEMS

- 11.2.1. The following information management systems are currently used in the Air Force EIAP:

- 11.2.1.1. EIAP Community of Practice (CoP)
- 11.2.1.2. EIAP Webpage on A7C Portal
- 11.2.1.3. Electronic Dashboard (eDash)
- 11.2.1.4. Defense Technical Information Center (DTIC)

11.3. REQUIRED CAPABILITY GROUPS 1 & 2 NEXGEN IT CAPABILITIES

- 11.3.1. The following outlines required NexGen IT capabilities/resources needed for EIAP initiative implementations described in this section of the P-Plan:
 - 11.3.1.1. Capability to track programming, execution, cost, and schedule for all Air Force EIAP projects or opportunities
 - 11.3.1.2. Automation of 813 process to support identification of EA/EIS requirements
 - 11.3.1.3. Training for EIAP in NexGen IT
 - 11.3.1.4. Configuration of NexGen IT to provide useful and fully capable IT functionality to support the new centralized program management and execution functions at AFCEC

APPENDIX VI – EARLY PLANNING AND CONSIDERATIONS FOR NEPA COMPLIANCE

1.0 INITIAL CONSIDERATIONS

- 1.1. Examples of initial actions will include NEPA attributes and resource related considerations including (but not limited to) the areas of planning and programming, airspace and range planning, and weapon system acquisition programs.

2.0 PLANNING AND PROGRAMMING, BUDGETING, AND EXECUTION (PPBE)

- 2.1. Personnel involved in the NEPA compliance must understand the PPBE process since most DOD decisions and follow-on actions could result in environmental impacts requiring funding. DOD's resource requirements and funds allocations are predicated on its mission and roles as identified and contained in the PPBE process. By leveraging the Air Force corporate structure (AFCS), issues can be considered early in the planning and programming process and permits the critical thought necessary for a good understanding of the interrelationship of resource requirements, impacts, and subsequent issues. As part of the AFCS, proponents will provide leadership early in consideration of NEPA-related issues, which come into play in various forms throughout the planning and programming process. Identification of NEPA-related issues during the PPBE process is not an easy matter and consideration of NEPA-related issues might not appear to mesh well in the earliest segments of the planning and programming process. However, the closer the planning and programming comes to reality, the more efficiently Air Force proponents can consider the various interrelations and implications.
- 2.2. There are opportunities to insert NEPA awareness through various PPBE guidance documents, participation with decision and review groups, and by making a concerted effort to learn of potential NEPA issues associated with each program and project or opportunity as they mature. In its planning capacity, HAF and similar functions at the MAJCOM are responsible for developing the Air Force vision and associate strategic plans to attain that vision. HAF works closely with DOD, the joint staff, MAJCOMs, and other planning staffs to draw on their expertise and ensure the Air Force's vision and plans effectively support national goals and strategies. As the link between planning and programming, the AF/A8 function develops annual planning and programming guidance (APPG) to implement strategic plans and support the Air Force vision.

3.0 AIRSPACE AND RANGE OPERATIONS

- 3.1. Airspace and range proposals require compliance with EIAP, with the early planning process being driven by AFI 13-201, Airspace Management. The Air Force requires airspace to accomplish operational training, research, development, testing, and evaluation missions. Aircrew training takes place in airspace; this makes airspace the cornerstone of Air Force combat readiness. To ensure suitable airspace is available for Air Force and Air Force-supported flight operations, a well-integrated plan and planning process are necessary to identify, articulate, program airspace requirements, and to manage/document the use of allocated airspace. Proponents identify and describe the concept, action, and resource requirements/alternatives in a test/training space need statement (T/TSNS). A T/TSNS is a brief document designed to facilitate the airspace review process prior to initiating the formal aeronautical and environmental planning processes. Though not part of the formal EIAP, a well thought-out T/TSNS forms a

foundation for the description of the proposed action and alternatives (DOPAA) and assists in developing the formal administrative record for the proposal.

4.0 ACQUISITION PROGRAMS (SYSTEM-RELATED NEPA) (32 CFR §989.3(c)(3))

- 4.1. DOD acquisition policy requires acquisition program offices to identify and manage environmental safety and occupational health (ESOH) hazards within the program's systems engineering process (SEP) using the system safety methodology in MIL-STD-882D. Acquisition program offices must document the results of risk-based management processes in the programmatic environment, safety, and occupational health evaluation (PESHE). The DOD-mandated PESHE ensures acquisition program offices include environmental considerations in the ongoing, day-to-day decision-making within a program as it evolves from concept refinement, through system development and demonstration, into production and deployment (e.g., basing), and finally disposal. The PESHE contains the system-specific information used in the EIAP to determine the need for formal NEPA analyses. DOD acquisition policy also requires acquisition program offices to prepare a NEPA compliance schedule identifying all formal NEPA analyses and documentation requirements for the entire life-cycle of the system. Formal NEPA documentation will assess the potential for a system to impact the human environment as a result of conducting a proposed action at a specific location by combining the system-specific ESOH hazards identified in the PESHE with the environmental conditions and legal requirements associated with the site.

Acquisition program offices and other offices supporting the program office in the EIAP will refer to the Defense Acquisition Guidebook (DAG). The DAG describes how acquisition program offices must present the PESHE and NEPA compliance schedule at milestones B and C and at the full-rate production decision review. At Milestone B, the PESHE is primarily an acquisition program office planning document describing the program office's strategy for integrating ESOH considerations into the SEP. The NEPA compliance schedule at Milestone B provides the initial acquisition program office assessment of when and what types of NEPA documents will likely be required throughout the program's life cycle, regardless of who the proponents are. As the program matures, the acquisition program office SEP identifies system-specific ESOH hazards and assesses the ESOH risks using the system safety methodology in MIL-STD-882D. Typical ESOH risks include the use of hazardous materials (HazMat) or generation of hazardous waste (HazWaste); air emissions; noise; exposure to ionizing or non-ionizing radiation; potential for exposure to chemical, physical, biological, or ergonomic hazards; other impacts on air, water, soil, flora, or fauna; etc. Using these system specific ESOH hazard data and the program's integrated master schedule, the acquisition program office will coordinate with the other organizations who are the proponents for actions associated with testing, training, and basing the system to refine the NEPA compliance schedule.


5.0 EIAP AND PLANS

- 5.1. The Air Force plans are based on the purpose of a specific activity, user needs, and other resource management or maintenance objectives. When meeting NEPA requirements while developing plans, the Air Force follow the steps CEQ has laid out in including resource conservation and environmental impact information as part of the basis for our plans. This information is considered essential to Air Force decision-making and it is to be combined with other planning (40 CFR §1501.2(a), §1502.25, Q21). Physically, a plan and a NEPA document may and will be prepared and

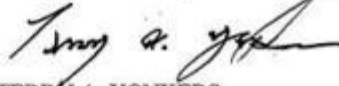
distributed simultaneously (1501.2 (b)). However, it will be clear, if the two are combined, how the plan is encompassed within the NEPA document and that the alternatives in the NEPA document are the alternative methods of plan implementation.

- 5.2. When decisions about resource use having the potential for environmental effects are being contemplated, or another kind of planning (e.g., housing privatization, natural resources [NR]) is ongoing, a NEPA review process is almost certainly required; CEQ includes plans as major federal actions (40 CFR §1508.18) requiring NEPA analysis.
- 5.3. Too often, personnel assume only the implementation of a plan, rather than the choices the plan itself represents, will have environmental impact and therefore require NEPA analysis. However, if decisions affecting future land or resource use are being made in a plan or program, NEPA is triggered. This is because CEQ recognizes a discussion of, and public input on, options (alternatives) and their environmental pros and cons (impacts) is required to make even broad policy-level decisions.
- 5.4. If development of a plan requires a choice among various options (alternatives), NEPA will apply and you will begin EIAP early enough so the information you gather can be used “as an important contribution to the decision-making process” (40 CFR §1502.5). It is an important practice to prepare appropriate level NEPA documentation with your various plan development. Most substantive plans developed can be considered major federal actions as they contain long-term management implications for an installation, et al, within the Air Force.

APPENDIX VII – SAF/IE MEMORANDUM “PROONENT RESPONSIBILITIES IN THE EIAP”

	DEPARTMENT OF THE AIR FORCE WASHINGTON DC	SEP 15 2010
OFFICE OF THE ASSISTANT SECRETARY		
MEMORANDUM FOR ALMAJCOM-FOA/CC		
FROM: SAF/IE 1665 Air Force Pentagon Washington, DC 20330-1665		
SUBJECT: Proponent Responsibilities in the Environmental Impact Analysis Process (EIAP)		
<p>As a CORONA Top tasker, SAF/IE took on the responsibility of revising the Air Force EIAP process in order to provide timely and quality environmental impact analyses to decision makers at all levels of command. A fundamental premise of the Air Force's EIAP process is that decision makers fulfill the responsibilities of the "proponent of the action." Specifically, the Proponent must articulate what the action is and the viable alternatives to the preferred action. While the environmental staffs can assist in this "description of the proposed action and alternatives" phase of the EIAP, the Proponents are best suited to know what they want to do and what the viable alternatives are to achieve the mission. Often times, the commander, as the decision-maker, is the proponent.</p>		
<p>Commanders must engage to ensure Proponents carry out their responsibilities under 32 CFR §989.3(d), in particular the integration of the Air Force EIAP during the initial planning stages of all proposed actions. Done properly, the mission will be accomplished, beddowns will meet timelines, planning and decisions will reflect environmental values, delays later in the process will be avoided, and potential conflicts will be precluded.</p>		
<p>To provide decision makers with timely, succinct, and quality analyses, I have established the following principle goals for immediate implementation by all Proponents, commanders, and Environmental Planning Functions (EPFs):</p>		
<ul style="list-style-type: none">• Complete Environmental Assessments in 6 months• Complete Environmental Impact Statements, analytic not encyclopedic, in 12 months• Use performance-based EIAP contracting capabilities to comply with this guidance• Establish a timely and accessible milestone tracking system for EAs and EISs		
<p>AF/A7C will provide specific clarifying guidance for meetings these goals to the extent practicable and establish a "Center for NEPA Excellence" that will provide centralized NEPA expertise to support Proponents and EPFs; and will provide consistency in NEPA costing, contracting, and execution. Major Command and installation Proponents and EPFs will be strongly encouraged to use this Center once it becomes operational.</p>		


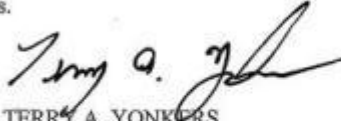
My points of contact for this action are Mr. Jack Bush (AF/A7CI) for NEPA Oversight Issues, DSN 224-0237; and Mr Les Reed (SAF/GCN) for NEPA Legal Issues, DSN 224-8071.



TERRY A. YONKERS
Assistant Secretary
(Installations, Environment, and Logistics)

cc: HQ USAF/A4/7
HQ USAF/A7C

APPENDIX VIII – SAF/IE MEMORANDUM “ENVIRONMENTAL PLANNING FUNCTION SUPPORT OF THE AIR FORCE’S EIAP”

	<p>DEPARTMENT OF THE AIR FORCE WASHINGTON DC</p>	<p>SEP 15 2010</p>
<p>OFFICE OF THE ASSISTANT SECRETARY MEMORANDUM FOR AF/A4/7 AF/A7C</p>		
<p>FROM: SAF/IE</p>		
<p>SUBJECT: Environmental Planning Function (EPF) Support of The Air Force’s Environmental Impact Analysis Process (EIAP)</p>		
<p>I request your support and assistance in getting the Air Force “back to basics” in its National Environmental Policy Act (NEPA) compliance; and facilitating integration of the EIAP during the initial planning stages of all proposed actions. The recent EIAP Rapid Improvement Event (RIE) identified areas that need governing and/or clarifying guidance to improve our NEPA processes (attached). I have established the following principle goals for immediate implementation by all Proponents, commanders, and EPFs:</p>		
<ul style="list-style-type: none">• Complete Environmental Assessments in 6 months• Complete Environmental Impact Statements, analytic not encyclopedic, in 12 months• Use performance-based EIAP contracting capabilities to comply with this guidance• Establish a timely and accessible milestone tracking system for EAs and EISs		
<p>Please provide assistance in establishing an “Air Force Center of NEPA Excellence” that will have the minimum following responsibilities and capabilities:</p>		
<ul style="list-style-type: none">• A cadre of technical and natural resources experts who can provide advice and reach back to Headquarters, Major Commands, and installations• A performance-based NEPA contracting capability to meet the 6-month EA and 12-month EIS goals, as well as control the quality and cost of analysis and documentation• A cadre of project managers who can assure oversight and execution of performance-based NEPA task orders• A mechanism to track and report the cost, schedule, and status of all AF EIAP documents		
<p>Major Commands and installation Proponents and EPFs should be strongly encouraged to use this Center once it becomes operational; however, the Center is not expected or intended to replace the Proponent’s roles and responsibilities.</p>		
<p> TERRY A. YONKERS Assistant Secretary (Installations, Environment and Logistics)</p>		
<p>Attachment: EIAP Guidance Areas</p>		

EIAP GUIDANCE AREAS

1. Establish professional standards for EIAP oversight and management
2. Improve Air Force NEPA and EIAP Training - in house, contract, or combination
3. Improve standard contract and funding structure to facilitate timely EIAP execution
4. Enhance CATEX understanding
5. Implement an Air Force procedure analogous to the Army's "Record of Environmental Consideration"
6. Establish a timely and accessible milestone and mitigation tracking system
7. Adopt the CEQ's format for EAs and EISs as the standard for the Air Force
8. Implement an interdisciplinary process to support Proponent responsibilities called, "Planning Requirements for the Environmental Impact Analysis Process (PREIAP)" including (for example) early internal scoping and statement of work development
9. Reinforce Proponent responsibilities (i.e., funding)
10. Streamline baseline data collection by using existing Air Force data and repositories
11. Consider overarching, "fence-to-fence," NEPA documentation (e.g., support installation and range management)
12. Establish Cooperating Agency relationships concurrent with PREIAP
13. Initiate consultations at the earliest possible time; no later than concurrent with PREIAP
14. Develop Programmatic Agreements under NHPA and Programmatic Biological Opinions under ESA at the earliest possible time, but initiate them where applicable no later than concurrent with PREIAP
15. Prepare focused, analytic - not encyclopedic - documentation (e.g., limit page numbers, minimize appendices, etc.)
16. Ensure results of consultations are made a part of the Draft EA and Draft EIS reviews
17. Improve process for developing EAs internally, without burdening contract specialists and contract officers
18. Complete Environmental Assessments in 6 months (or less) and Environmental Impact Statements in 12 months (or less)
 - a. Timeline calculation for EISs begins on the date the NOI is published in the Federal Register and ends with the Final EIS publication in the Federal Register and Draft ROD
 - b. Timeline for EAs begins with notification to the State Single Point of Contact or equivalent and ends with delivery of the Final EA and unsigned FONSI
19. Conduct regular Proponent led team meetings with leadership and key EIAP participants to maintain a constant rhythm for timely integration of planning activities
20. Improve Preferred Alternative identification - minimize to context of EA or EIS
21. Improve coordination and process for Congressional notification
22. Evaluate all AFIs for inclusion of EIAP requirements and update

APPENDIX IX – A7C MEMORANDUM “AIR FORCE’S EIAP IMPROVEMENT INITIATIVE”



**DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON DC**

MEMORANDUM FOR ALMAJCOM/A7/DRU/FOA

30 NOV 2010

FROM: HQ USAF/A7C
1260 Air Force Pentagon
Washington, DC 20330-1260

SUBJECT: Air Force's Environmental Impact Analysis Process (EIAP) Improvement Initiative

In an effort to improve the Environmental Impact Analysis (EIAP) process, the Air Force is getting "back to basics" with compliance of the National Environmental Policy Act (NEPA) by integrating EIAP into the initial planning stages of all proposed actions. To be successful, we need your leadership and support to take immediate and appropriate actions to implement the below Air Force goals within our FY11 EIAP programs:

- Complete Environmental Assessments (EA) in 6 months
- Complete Environmental Impact Statements (EIS), analytic not encyclopedic, in 12 months
- Use performance-based EIAP contracting capabilities
- Establish a timely and accessible milestone tracking system for EAs and EISs

To help meet these goals, I am directing the immediate implementation of the 14 EIAP improvement actions listed in Attachment 1. In addition, AF/A7CI will begin to track EIAP RIE execution actions. Each MAJCOM is tasked to track EA and EIS milestones and forward this information to the Air Staff. Guidance on EIAP tracking, to include frequency of reports, is forthcoming.

Effective 22 Nov 10, AFCEE established an Environmental Planning Center of Excellence (EPCE) to support Proponents and Environmental Planning Functions in attaining these goals. MAJCOMs are strongly encouraged to use the EPCE for their NEPA contracting and related requirements. The EPCE is led by Mr. Dale Clark, DSN 969-8379.

If you have questions, please our EIAP point of contact, Mr. Jack Bush at (703) 614-0237, and Mr Jay Nash, (703) 614-0346.


TIMOTHY A. BYERS, Maj Gen, USAF
The Civil Engineer
DCS/Logistics, Installations & Mission Support

Attachment:
EIAP RIE Action Items

cc:
AF/A4/7
AFLOA/JACE
AFIT/CE
SAF/IE/IEI/IEE

Page 1

**ENVIRONMENTAL IMPACT ANALYSIS PROCESS (EIAP)
“BACK-TO-BASICS” IMPROVEMENTS**

<i>EIAP Improvement Action</i>	<i>Reference/Sources</i>
4. Proponents and EPFs use on-board review meetings to expedite EIS and substantial EA interdisciplinary reviews, to the extent practicable.	32 CFR §989.3(d) 40 CFR §§1501.2, 1501.6, 1502.6
5. Proponents and EPFs use the CEQ’s format for EAs and EISs as the Air Force standard In furtherance of NEPA and the President’s Council on Environmental Quality (CEQ) NEPA Regulations, and to reduce paperwork, prepare analytic not encyclopedic EIAP documentation - e.g., limit number of pages and eliminate appendices, except where absolutely required (by exception)	32 CFR §§989.8; 989.10; 989.11, 989.14(e), 989.19(a) 40 CFR §1502.7, Page limits, “Text of EISs shall normally be less than 150 pages and for proposals of unusual scope or complexity shall normally be less than 300 pages.” 40 CFR §§1502.8 and 1502.10
6. Proponents and EPFs develop Programmatic Agreements under National Historic Preservation Act (NHPA) and Endangered Species Act (ESA) at the earliest possible time, but no later than concurrent with PREIAP and to assist in facilitating timely completion of requisite consultation process.	42 USC 4331(b)(4) 42 USC §4332 (c) 42 USC §4334 Reinforce language in 32 CFR §989.4 and §989.11 A7C 2009-2013 Strat. Plan Obj. 3.8E
7. Proponents and EPFs develop interagency cooperation at the earliest possible time and establish Cooperating Agency relationships with agency’s having jurisdiction by law or special expertise before or concurrent with PREIAP, not later.	42 USC §4334 32 CFR §989.9 40 CFR §§1500.5, 1501.6; 1508.5 A7C 2009-2013 Strat. Plan Obj. 3.8E
8. EPFs use the Air Force Form 813 to create a record of environmental consideration, documenting that an Air Force action has received legally sufficient environmental consideration and/or review and may proceed without further analysis and/or documentation when proposed actions do not clearly fit within an existing Categorical Exclusion (CATEX) and do not rise to the level of an Environmental Assessment (EA), such as when the proposed action will clearly have no environmental effects at all. However, documentation is still required. In this situation the AF Form 813 briefly describes the proposed action and addresses the screening criteria in 32 CFR Part 989, Appendix B, A2.1 Proponent/EPF Responsibility and A2.2 Additional Analysis, to show that no extraordinary circumstance or situation requiring additional analysis (e.g., EA) exists. Use internal references to reduce paperwork, as long as the referenced documents are readily available for review.	32 CFR §§989.3(d)(2), 989.3(e)(4), 989.4, 989.12, 989.13 32 CFR §989 - Appendix B to Part 989 – Categorical Exclusions, Section A2.2 – Additional Analysis A7C 2009-2013 Strat. Plan Obj. 3.8E

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Attachment 1 - EIAP RIE Improvement Actions MAJCOM Implementation - November 2010

**ENVIRONMENTAL IMPACT ANALYSIS PROCESS (EIAP)
“BACK-TO-BASICS” IMPROVEMENTS**

<i>EIAP Improvement Action</i>	<i>Reference/Sources</i>
9. Proponent's and EPFs initiate consultations at the earliest possible time; no later than concurrent with PREIAP	42 USC §4332 (c) 42 USC §4334 32 CFR §§989.4, 989.11 40 CFR §§1502.25, 1508.2 A7C 2009-2013 Strat. Plan Obj. 3.8E
10. Proponent's and EPFs include consultation results during the Draft EA and Draft EIS reviews	42 USC §4332 (c) 40 CFR §1502.25 32 CFR §989.4; EA (§989.14); and EIS (§989.16) inclusionary language A7C 2009-2013 Strat. Plan Obj. 3.8E
11. Proponent's, EPFs, and contracting officers streamline baseline contractor data collection by using existing Air Force updated data/repository information in contracting to reduce cost and data gathering redundancies, making baseline data Government Furnished Information (GFI) in contracting actions.	32 CFR §989.4; §989.6 A7C 2009-2013 Strategic Plan Objectives, 3.1A; 3.3A; 3.3B;3.3C;3.3D; 3.8C; 3.8D; 3.8E
12. MAJCOMS and Installations execute overarching “fence-to-fence” NEPA documentation (for example) in Base Comprehensive planning and Range Management Plans	42 USC §4331(b)32 CFR §989.11 40 CFR §1500.4(i), §1502.4(b), §1502.16, §1502.20, §1502.25, §1506.1, §1506.4, §1508.18(b) Forty Most Asked Questions Concerning CEQ's NEPA Regulations: Q #'s 21; 23a; 23b; 23c; 24a; 24b; 24c (Fed Reg., Vol. 46, No. 55, March 17 1981) A7C 2009-2013 Strategic Plan Objectives, 3.1A; 3.3A; 3.3B;3.3C;3.3D; 3.8C; 3.8D; 3.8E
13. Air Force personnel obtain NEPA and EIAP Training through Air Force Institute of Technology (AFIT), contract, or combination to improve overall Air Force implementation of NEPA/EIAP execution. Do not assign unqualified personnel to NEPA/EIAP oversight or use NEPA/EIAP as on the job training.	A7C 2009-2013 Strategic Plan Objective 3.8E
14. Proponent's, EPFs, and AFCEE work to improve standard contract structure to facilitate timely and performance based NEPA/EIAP execution.	A7C 2009-2013 Strategic Plan Objective 3.8E

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Attachment 1 - EIAP RIE Improvement Actions MAJCOM Implementation - November 2010

APPENDIX X – ENVIRONMENTAL QUALITY

1.0 BACKGROUND

- 1.1. The Air Force Civil Engineer function is undergoing a fundamental transformation that substantially alters the way environmental requirements will be met. This transformation involves the centralization of environmental installation support capabilities at AFCEC. This centralization will result in more efficient and effective installation support. Centralized environmental support will drive standardization and opportunities to further optimize business processes and procedures that continually improve Air Force compliance with environmental requirements.
- 1.2. Since 2006, PBD 720, PAD 07-13, and other functional consolidation initiatives drove a reduction of overhead in installation support functions to reinvest savings in warfighting and readiness needs. In July 2010, the OSD directed each service to reduce operational costs through increased efficiency. Prior to the release of the OSD directive, PBD 720 and PAD 07-02 had already successfully consolidated MILCON execution and ERA activities at the FOA. The Air Force sought to build upon these successful program consolidations and reinvest “tail-to-tooth” savings.
- 1.3. The HAF/FOA reorganization, ISC CONOPS, and global base support (GBS) proposed to reduce, eliminate, and/or consolidate specific functions from the HAF, MAJCOM A7, AFCEE, AFRPA, Air Force Civil Engineer Support Agency (AFCESA), and installations.
- 1.4. Spiral 3 (ISC) centralizes select MAJCOM programs and processes at AFCEC in FY12 and FY13. Specifically, the AFCEC will execute the EQ program and establish a NEPA CoE and AFCEC assumes support and execution of installation RP requirements. Spiral 4 (GBS) continues transformation at the base by reorganizing to reduce overhead at CE squadrons; transforming programming, design, and EQ capabilities; and realigning and right-sizing operations flights and housing elements. In continuation of CET Spiral 1, ERA will further consolidate environmental restoration program (ERP) assets within the Environmental Center of Excellence (ECoE). Transformation will deliver significant cost savings while maintaining effective installation support across the Air Force.
- 1.5. This section of the P-Plan is the authoritative document for the Air Force environmental program consolidation effort encompassing CET Spirals 1 (PAD 07-02), 3 (ISC), and 4 (GBS). Specifically, MAJCOM A7 will transfer all MAJCOM EQ and remaining ERP functions and responsibilities to the ECoE. Within the EIAP program, MAJCOMs will retain up to one EIAP coordinator. Installation-level EQ and ERP support will be reduced with a portion of the personnel resources being “reinvested” at the ECoE. This section of the P-Plan applies to all MAJCOM A7 EQ, EIAP, and ERP programs, except for Air National Guard (ANG). Although management and execution of the ANG program will not transfer to the ECoE, the environmental program group (EPG) governance structure will still apply.
- 1.6. Throughout this section of the P-Plan, references to the transformed environmental program refer and apply only to the ECoE and installations. This section of the P-Plan does not direct any changes to roles and responsibilities at the SAF and HAF level.

2.0 INTRODUCTION

2.1. PURPOSE

- 2.1.1. This section of the P-Plan describes the strategy for centralizing the execution of the Air Force environmental program to enable the ECoE, MAJCOMs, and installation environmental staff to transition to the new organizational structure with minimal disruption to installation operations. It identifies how the changes from the “as-is” to the “to-be” organization will be implemented and communicated.
- 2.1.2. This introductory section describes the guiding principles and methods used in transforming the environmental program and how it will be managed and executed across the enterprise. The introductory section is followed by more detailed sections that depict the new organizational structure, identify the related process changes, describe the transition strategy, indicate how workflow task requirements will be communicated, provide suggested revisions to AFIs and process maps, and capture items related to NexGen IT capabilities. The purpose of this section of the P-Plan is to address changes to the Air Force environmental program. Base realignment and closure (BRAC) support to the Installations CoE remains unchanged from current mission (with exception of moving from AFCEE/EXC to ECoE/Restoration Program Management Office (PMO) Division /BRAC Support Branch), so this topic will not be addressed in this section of the P-Plan.

2.2. GUIDING PRINCIPLES

- 2.2.1. Changes to the environmental program incorporate and build upon lessons learned and best practices from other organizational centralization efforts. The transformed environmental program is designed to satisfy the three priorities (comply, reduce risk, and continuously improve) as designated by the Air Force Chief of Staff (CSAF) in a letter dated 13 May 2010 and 2011 US Air Force Civil Engineer Strategic Plan goals and objectives. To that end, the Air Force must continue to meet all of its environmental requirements, but will do so under the new environmental program structure. Creating a leaner, more efficient organization will increase visibility of environmental risks and focus accountability for environmental performance, with the added benefits of risk reduction and greater focus on environmental compliance. Finally, transforming the Air Force environmental program demonstrates the Air Force’s commitment to continuous improvement by making the Air Force environmental program more efficient and effective.
- 2.2.2. One key requirement of this effort is the need to preserve environmental program intellectual capital. AF/A7C concurred with a capabilities-based, regional approach to help maintain intellectual capital within the environmental program. This will be accomplished by creating geographically-distributed ISTs within the ECoE framework.
- 2.2.3. The vision of the transformed environmental organization is to be the foremost environmental organization within the DOD. Using strong partnerships, we will lead the change to support mission capability (MISCAP) and sustain readiness. Our dedicated workforce will demonstrate sound environmental stewardship to build safer, healthier, and lasting Air Force communities. The MISSION is “safeguarding our mission, airmen, and environmental resources by continuously improving Air Force stewardship and compliance”.

- 2.2.4. With the exception of ANG, all EQ and ERP functions currently supported by the MAJCOMs will transfer to the ECoE. The IST concept allows the Air Force to retain the intellectual capital currently located at the MAJCOMs, promotes standardization of procedures and processes, and facilitates collaborative and synergistic business relations between the ECoE and the installations.
- 2.2.5. The ECoE will assume IOC upon transition of environmental functions from the MAJCOM A7. By 1 October 2012, the ECoE will achieve FOC and assume full responsibility for the environmental program from the MAJCOMs, with the exception of the MAJCOM EIAP coordinator role. All MAJCOM EQ and ERP, and 164 base level EQ positions will be realigned under the ECoE by 1 October 2012.

2.3. METHODOLOGY

- 2.3.1. CE began the process of determining how to transition the environmental program from the MAJCOMs to a centralized structure at the ECoE by studying the Army's Installation Management Command (IMCOM) and General Motors' consolidation models. Air Force environmental program transformation is based on the corporate model known as key account management. It is a customer management practice that promotes long-term, collaborative, and synergistic business relationships between a supplier and key customers.
- 2.3.2. Throughout this process, CE expects significant effort to establish dialogue in order to inform and educate target audiences of the expected changes. Progress has been and will continue to be briefed during CE Council and EPG meetings, speaking engagements, eDASH, and other social media outlets. PMRs will be conducted by the ECoE with each MAJCOM A7 in order to gain insight into MAJCOM specific issues and budgetary needs, and begin the transition process.
- 2.3.3. The ECoE met with the EPG and the supporting technical panel members which focused on enterprise-wide problem sets and solutions (e.g., the Environmental Management System [EMS]; Environmental Safety and Occupational Health Compliance Assessment Management Program [ESOH CAMP]; and natural infrastructure assessment [NIA] panels) to discuss a regional concept for managing the EQ program and obtain their input to identify and validate centralization rub-points. During this meeting, roughly 60 rub-points were identified and validated. Some rub-points included MAJCOM ESOH Councils, EA reporting/resolutions, and PPBE.
- 2.3.4. All policy and guidance documents will require review and modification based on changing roles and responsibilities. The documents include, but are not limited to numerous AFIs (32-7000 series), policy memos, and CE playbooks. Revised AFIs were updated with new roles and responsibilities, and process maps were revised to mitigate rub-points. These were then reviewed by the impacted EPG technical panels.

2.4. MANPOWER AND PERSONNEL

- 2.4.1. CE will centralize remaining MAJCOM EQ functions and ERP responsibilities to the ECoE and establish a NEPA CoE to support Air Force EIAP program management and EPF responsibilities. Effective 1 October 2012, MAJCOMs will transfer 80 positions identified in the PAD 12-03 to support the centralization of the EQ, EIAP, and ERP programs at the ECoE. Of these, 47 MAJCOM positions will transfer to

EQ, seven will transfer to EIAP, and 26 will transfer to ERP. An additional 164 EQ and 169 ERP installation positions will transfer to the ECoE. The ECoE will fully assume responsibility for these programs with projected FOC by 1 October 2012. The ECoE will retain overseas operating locations (OL) in USAFE and PACAF to ensure sufficient manpower is available to support their unique theater requirements and Combatant Command (COCOM) support. The ECoE will also retain the overseas funded local national positions needed to coordinate host nation-specific environmental policy and planning requirements.

2.5. PROCESS AND POLICY

- 2.5.1. The realignment of EQ, EIAP, and ERP functions from the MAJCOM to the ECoE will require process and policy changes as discussed in this section of the P-Plan. Process reengineering will be accomplished to define roles and responsibilities, efficiencies, and expected LoS. Proposed process maps are provided in the appropriate sections of this document. The relevant policies will need to be revised to codify these process changes.

2.6. ASSUMPTIONS AND CONSTRAINTS

- 2.6.1. The operating environment presented in this section of the P-Plan was developed based on a set of assumptions and constraints that impact both the goals and the desired outcomes of the environmental transformation functions. These assumptions and constraints are provided in Appendix XI.

3.0 OVERVIEW OF ENVIRONMENTAL TRANSFORMATION

3.1. PROGRAM GOALS AND OBJECTIVES

- 3.1.1. The goal of the environmental transformation effort is to satisfy the OSD directive of reducing operational costs by increasing efficiency. This will be accomplished by eliminating redundancy among the MAJCOMs, standardizing key business processes, and generating/implementing enterprise-wide environmental solutions while maintaining readiness and supporting the Air Force mission. The centralized organizational structure will also increase accountability and improve transparency.

3.2. OPERATIONAL STRUCTURE

- 3.2.1. The ECoE Directorate is shown in Figure X - 1 with a brief description of each division's responsibilities. The center is responsible for setting priorities for the directorate; planning for future requirements; developing and communicating policies that need to be changed or established; developing or revising procedures; and providing high level technical support. The center provides general programmatic management, budget preparation, and funds tracking.
- 3.2.2. Strategic decision making for the Air Force environmental program will be made by the center in conjunction with Air Staff. Subordinate to the center, the following listed divisions are responsible for planning, programming, budgeting, executing, overseeing, and managing the Air Force EQ and ERP environmental programs:
 - 3.2.2.1. Restoration PMO Division
 - 3.2.2.2. EIAP Division (NEPA Center)
 - 3.2.2.3. Compliance PMO Division

3.2.2.4. Technical Support Division (TD)

3.2.2.5. Operations Division

3.2.3. The operations division consists of approximately 20 ISTs located in the continental United States (CONUS) and outside of CONUS (OCONUS).

3.2.4. The ISTs directly support installations, ensuring that Air Force environmental policies, instructions, and guidance are properly executed. The ISTs are the liaison between their respective installations and the operations division. They also serve as the installation advocate and the office of primary responsibility (OPR) for any regional enterprise initiatives. The installations will be responsible for implementing actions necessary to achieve EQ policy, permit requirements, plans, activities, and goals and objectives. The PACAF and USAFE storefronts will provide additional support beyond environmental functions to include housing, MILCON, and RP support.

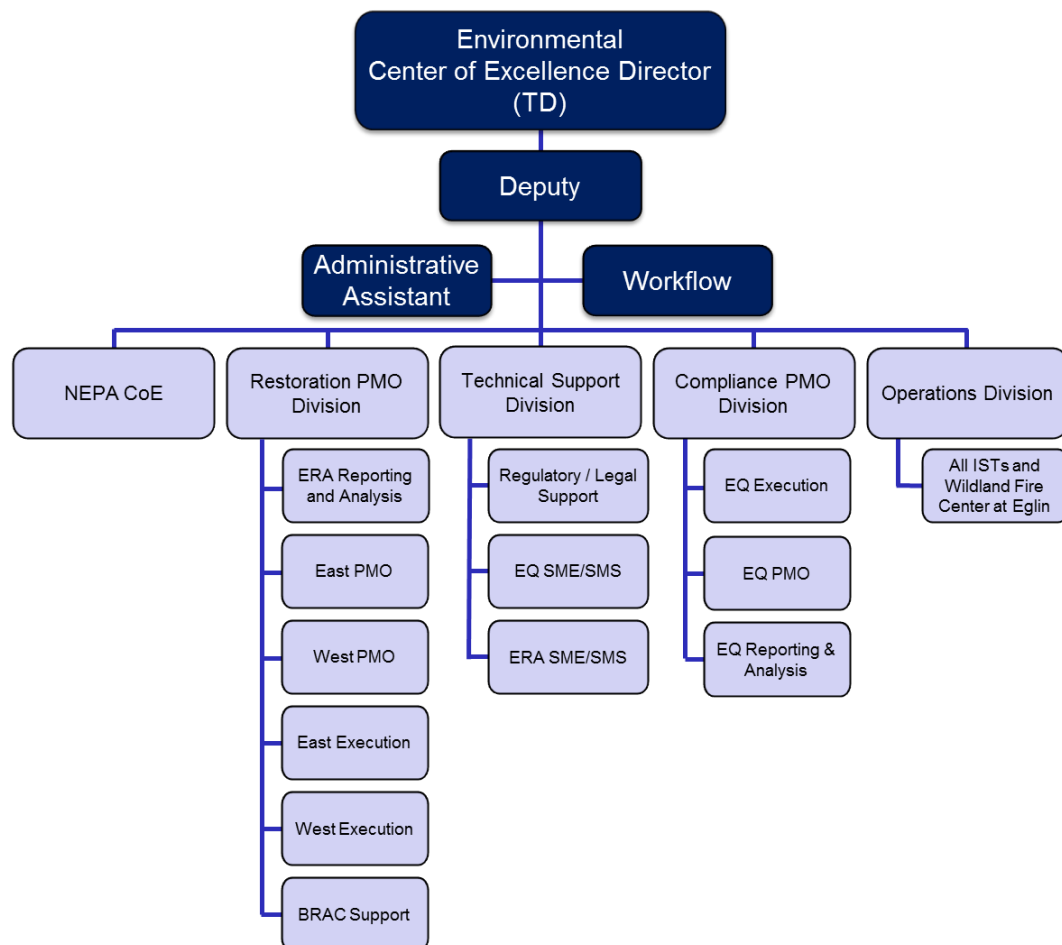


Figure X - 1: ECoE Organizational Chart

- 3.2.5. The Restoration PMO provides HAF, the ECoE, MAJCOM, and installations with remediation support, as well as validates, prioritizes, and integrates EQ/EIAP programs, and manages the real estate natural infrastructure (NI) AMP build.
- 3.2.6. The NEPA CoE provides policy interpretation and application, program support, technical reach back, consulting, programming and validation of EIAP requirements, and execution and oversight.
- 3.2.7. TD provides HAF, the ECoE, MAJCOM, and installations with environmental technical support activities concerning restoration, conservation, compliance, pollution prevention (P2), range sustainment, compliance audit program education and training, analysis.
- 3.2.8. The operations division provides direct installation support by planning and programming requirements, permit and plan development, AMP support, and project or opportunity oversight.

3.3. TRANSFORMATION BENEFITS

- 3.3.1. The Air Force EQ and EIAP programs are currently decentralized, allowing each MAJCOM to operate independently of the other. Centralizing environmental program management and oversight drives efficiencies by implementing standardization, increasing direct lines of accountability, and enhancing program transparency. This centralized structure will promote customer interface, standardize the services portfolio, and allow for focused familiarity within each regional regulatory environment. This concept eliminates redundancy and increases efficient use of resources.

3.4. PROCESS CHANGES

- 3.4.1. Centralization of the MAJCOM environmental function will consolidate and streamline program processes. This will create significant changes in information flow, guidance, funding, technical support, and increase interactions between the installations and the center. The new center increases accountability, standardization, and transparency for the environmental program while eliminating redundancy. Changes to the current process are captured in the following table.

Table X – 1: Process Changes

ASPECT	EXISTING	CHANGE
Organizational	The environmental program is decentralized to each of the MAJCOMs.	The Air Force environmental program is centralized at the ECoE.
Funding	The MAJCOMs manage EQ and some ERA TOA. MAJCOMs are responsible for advocating, distributing, and tracking for EQ and some ERA dollars.	The ECoE manages the EQ & ERA TOA for the Air Force. The ECoE is responsible for the advocating, distributing, and tracking for EQ and ERA dollars. Changes to the funding process will be addressed in the

ASPECT	EXISTING	CHANGE
		revised PPBE playbook and appropriate sections of AFI 32-7001.
EAs	The MAJCOM A7s report all EAs to MAJCOM/CC and ensure they are documented in Enforcement Actions, Spills, and Inspections (EASI) and tracked.	MAJCOM A7 is no longer responsible for tracking and reporting EAs. All EAs will be reported to the MAJCOMs.
EMSs	MAJCOM appoints an EMS program manager to monitor and evaluate EMS effectiveness across the command and identify unique aspects and impacts associated with MAJCOM mission activities.	EMS program management and support will be provided by the ECoE. The ECoE standardizes EMS across the enterprise by developing common aspects and set objectives and targets.
ESOH CAMP Integration	MAJCOMs manage the command's ESOHCAMP program. Conduct stage III assessments every three years.	MAJCOM A7 no longer supports stage III ESOHCAMP, which will transition to the inspector general (IG). The environmental component will focus on EMS.
MAJCOM Cross Functional Integration	MAJCOM staff performs cross functional coordination as required.	The ECoE is responsible for cross-functional coordination of MAJCOM EQ and ERP requirements. However, the MAJCOM EIAP coordinator will be responsible for cross-functional coordination of EIAP.
Technical Support	MAJCOM provide technical support in EQ, EIAP, and ERP programs.	MAJCOM A7 will no longer have EQ and ERP technical support staff. Installation technical reachback support will be provided by the ECoE.
PPBE	MAJCOMs issue command specific programming guidance, review, and ensure consistent interpretation of the scoring model. MAJCOMs review, evaluate, and validate all installation project or opportunity submittals.	MAJCOM A7 no longer programs or executes EQ and ERP requirements. The P&I Directorate with assistance from the ECoE will ensure that PPBE processes are adhered to from cradle-to-grave, including development, Quality Assurance/Quality Control (QA/QC), and preparation for Air Staff validation of the Air Force IPL. The PPBE process will be addressed in the revised PPBE Playbook and appropriate sections of AFI 32-7001.

ASPECT	EXISTING	CHANGE
AMPs	Base level environmental personnel support the development of the utilities, integrated waste, and NI AMPs. Installations roll up five AMPs to produce a BCAMP. The MAJCOMs roll up BCAMPs into a single MCAMP. The HAF rolls up the MCAMP into a single AFCAMP.	The ECoE ISTs prepare installations' environmental, natural/cultural resource, and hazardous waste sub-AMPs to the real estate and NI AMP. Issues identified in the sub-AMP will be consistent with environmental aspects identified in the base's EMS. The base will validate the sub-AMPs. The ECoE will participate in the AFCAMP process.
ESOH Council	Air Force, MAJCOMs, and installations conduct ESOH Councils IAW Air Force policy.	The MAJCOM A7 will no longer provide ESOH Council environmental support. The ECoE will establish its own ESOH Council, known as environmental management review (EMR). The EMR Council will focus only on the environmental programs. Each MAJCOM will provide a representative. The ECoE will support MAJCOM and base level ESOH Councils.
Environmental Reporting	MAJCOMs execute guidance for and oversight of the implementation of compliance reporting and tracking, and inspection programs at their installations.	The ECoE will execute guidance for and oversight of the implementation of compliance reporting, tracking, and inspection program for Air Force installations. MAJCOMs will no longer have a QA/QC or validation role. The ECoE will serve as the OPR for environmental data QA/QC.
EPG	MAJCOMs and AFCEE provide EPG members. EPG effectively manages NI resources and maintains MISCAP. The scope of the EPG includes the proactive management of policy, processes, IT, performance measurement, playbooks, communication, and training.	MAJCOMs will no longer provide panel membership or participate in the EPG. The panel membership will come from the ECoE and select installation representatives.
Training	Installations provide unit level training in areas of HazWaste, EMSs, and environmental compliance activities	The ECoE will provide specialized compliance related training to installations.

4.0 ROLES AND RESPONSIBILITIES

4.1. INTRODUCTION

- 4.1.1. This section focuses on the roles and responsibilities for the SAF, HAF, the ECoE, MAJCOMs, and installation staff.

4.2. DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE FOR ENVIRONMENT, SAFETY AND OCCUPATIONAL HEALTH

- 4.2.1. SAF/IEE is responsible for, but not limited to: developing and maintaining policy directives for Secretary of the Air Force (SECAF) approval and providing oversight for all Air Force ESOH programs IAW with delegated SAF/IE authority from Headquarters Air Force Mission Directive (HAF MD) 1-18; identifying program shortfalls and advocating for resources through the corporate structure; chairing the ESOH Steering Committee and establishing program vision, priorities, goals, and objectives; reporting program performance and progress to the ESOH Council; and liaising and reporting program progress and performance to the Deputy Undersecretary of Defense Installations and Environment (DUSD [I&E]), Congress, and other external organizations.

4.3. HAF/A7C

- 4.3.1. The primary roles and responsibilities of HAF/A7C includes, but is not limited to: A7C is the SAF/IEE execution arm for authorities and responsibilities that are assigned in MD 1-18. SAF/IEE is responsible for writing policy pertaining to these issues. For authorities and responsibilities assigned in MD 1-38, A7C is both the execution arm and policy arm for these topics. The areas where there is overlap is defined in the SOP as "management"; developing and advocating for the POM; establishing strategic, overarching program goals and objectives; tracking and upward-reporting program performance and progress; ensuring consistent and compliant policy implementation; and chairing the A7C governance structure for the EQ program. The HAF/A7C will allocate EQ funding to the ECoE IAW the annual EQ IPL as approved through the governance structure. Establish Air Force-wide environmental program performance metrics to meet HHQ reporting requirements to include Air Force ESOH Council, the OSD EMR, and annual Congressional reporting.

4.4. THE ECoE

- 4.4.1. The ECoE will be responsible for executing the EQ, ERP, and EIAP programs for the Air Force by planning, programming, organizing, directing, and controlling the EQ TOA in support of the Air Force mission while minimizing environmental impacts, reducing risk, and maintaining readiness. The ECoE will use its technical expertise to drive the environmental programs to meet performance goals and objectives and provide more efficient, effective installation support to airmen and mission commanders. The ECoE will support all environmental programs.
- 4.4.2. The ECoE will serve as the conduit to HAF/A7C and other external organizations. The ECoE will be responsible for balancing requirements from HHQ and installations against a finite set of resources. The ECoE will work directly with the MAJCOMs to facilitate specific actions that require MAJCOM involvement and/or awareness. The roles and responsibilities for the ECoE are listed in the table below and further discussed in the following sections.

Table X – 2: ECoE Roles and Responsibilities

ROLES	RESPONSIBILITIES
Technical Support	<ol style="list-style-type: none"> 1. The ECoE will maintain SMEs in the areas of air, water, waste, operational range support, CR and NR, HazMat management, HazWaste/P2, chemistry, hydrogeology, toxicology, and remediation systems. The SMEs are the definitive Air Force authority in their area of expertise and will: <ol style="list-style-type: none"> 1.1 Represent Air Force on various OSD panels and working groups. 1.2 Develop program guidance (e.g., playbooks, environmental technical letters). 1.3 Review, provide input to, and coordinate policy. 1.4 Support the ISTs to resolve complex environmental issues. 1.5 Provide reach back support to ISTs and installations. 1.6 Manage and execute reserve and reimbursable accounts (e.g., Forestry Reserve Account). 2. The ECoE technical staff will: <ol style="list-style-type: none"> 2.1 Participate in annual program build and validation process. 2.2 Participate on SAVs and ESOHCAMP inspections. 2.3 Provide environmental training to installations.
Environmental Reporting	<ol style="list-style-type: none"> 1. Issue data calls for the collection of environmental data to support Congressional, OSD, and Air Force requirements. 2. Provide data as required.
Annual Program Build	<ol style="list-style-type: none"> 1. Receive requirements through AFCAMP build. 2. Program installation and the ECoE requirements. 3. Develop strategic sourcing solutions in support of regional requirements. 4. Develop EQ IPL as part of AFCAMP process. 5. Validate annual program.
ESOHCAMP/EMS	<ol style="list-style-type: none"> 1. Manage the ESOHCAMP/EMS program to include scheduling and resourcing. 2. Inform ISTs of findings within the region.

ROLES	RESPONSIBILITIES
	<ol style="list-style-type: none"> Track findings until resolution. Develop, maintain, and share standardized procedures (e.g., Aspect inventory, eDASH, ESOHCAMP tracking tool).
General	<ol style="list-style-type: none"> Manage the TOA by ensuring timely project or opportunity implementation by the ISTs and installations. Distribute TOA to ISTs, service centers, or installation. Monitor funds distribution and execution by the ISTs and installations. Inform ISTs of all key actions requiring attention or situational awareness. Collaborate with ISTs to resolve problems at the lowest level, identify best practices, and resolve complex enterprise challenges. Build and maintain relationship with installation counterpart. Provide regulatory coordination, as required. Provide support to host nation environmental executive agents. Provide overseas environmental contingency support as appropriate. Inform MAJCOMs of key actions requiring their attention or situational awareness. Collaborate with members aligned to other ISTs to resolve problems at the lowest level, identify best practices, and resolve complex enterprise challenges. Establish relationships with executive agents, federal, state and local agencies, and installations. Resolve regional, state, and local regulatory issues. Task installation counterparts as necessary to accomplish the functional mission. Environmental Operations Division will provide membership to EPG panels.
Environmental Training and Education	<ol style="list-style-type: none"> Support internet-based and AFIT training and education. Identify training needs for ECoE employees. Chair EET Panel. Support Inter-service Environmental Education Resources

ROLES	RESPONSIBILITIES
	<p>Board participation.</p> <p>5. ISTs conduct base specific environmental training needs (e.g., HazWaste, EMS).</p>
Installation Support	<p>1. Advise, recommend, and support the installations (e.g., EIAP document review, permits).</p> <p>2. Support and advise installation on all key actions requiring attention.</p> <p>3. ISTs recommend and convey identified installation priorities to the ECoE.</p> <p>4. ISTs prepare status reports and briefings to installations and the ECoE in the standardized format.</p> <p>5. Accomplish strategic initiatives designed to standardize processes and procedures across the enterprise.</p> <p>6. Advise and consult with installations on EAs having an adverse impact on MISCAP or readiness.</p> <p>7. Advocate for installation requirements, validate installation requirements, develop proposed Air Force IPL, and environmental plans (e.g., INRMP supporting environmental strategies).</p>
Program and Project or Opportunity Execution	<p>1. Plan, organize, direct, and control EQ, EIAP, and ERP resources. Resources include money, equipment, materials, and information/technology.</p> <p>2. Plan, program, and budget for installations. Enter requirements into ACES-PM.</p> <p>3. Validate installation requirements within ACES-PM.</p> <p>4. Execute and manage regional projects or opportunities including COR duties.</p> <p>5. Identify, execute, and oversee enterprise initiatives (e.g., strategic sourcing).</p> <p>6. Collect, compile, analyze, and report data.</p> <p>7. Identify regional trends and provide appropriate recommendations.</p>
Program Oversight and Compliance	<p>1. Develop environmental plans (e.g., stormwater P2 plan, spill control and countermeasure plan, INRMP, and ICRMP).</p> <p>2. Monitor installation implementation of Air Force environmental programs, policies, and directives.</p>

ROLES	RESPONSIBILITIES
	<ol style="list-style-type: none"> 3. Monitor and ensure implementation of permits and agreements. 4. Monitor environmental plan (e.g., INRMP) updates. 5. Monitor, track, and ensure implementation of agreed upon mitigation activities (e.g., environmental assessments, EISs, NHPA Section 106). 6. Identify best installation practices and elevate for possible expansion across regions or enterprise. 7. Participate in and augment ESOHCAMP stage II/III and EMS audits. 8. Participate on and conduct SAVs.
Environmental Reporting	<ol style="list-style-type: none"> 1. Manage spill/releases, inspections, and EAs by tracking, conducting root cause analysis, and working with installations on closeout.
Installation Support	<ol style="list-style-type: none"> 1. Advise, recommend, and support the installations (e.g., EIAP document review, permits). 2. Support and advise installation on all key actions requiring attention. 3. ISTs recommend and convey identified installation priorities to the ECoE. 4. ISTs prepare status reports and briefings to installations and the ECoE in the standardized format. 5. Accomplish strategic initiatives designed to standardize processes and procedures across the enterprise. 6. Advise and consult with installations on EAs having an adverse impact on MISCAP or readiness. 7. Advocate for installation requirements, validate installation requirements, develop proposed Air Force IPL, and environmental plans (e.g., INRMP supporting environmental strategies).

- 4.4.3. The ECoE ISTs may be called upon to conduct audits, SAVs, and inspections as directed or required. The ISTs will work directly with their installation's functional counterparts. Each IST will serve as the primary POC for installations. The ISTs will push decision-making to the appropriate level and respond to base-level senior commander requirements and priorities. ISTs may directly task their installation counterparts.

4.5. MAJCOMS

- 4.5.1. MAJCOMs will submit EQ (including EIAP) and ERP tasks through the ECoE. The ECoE will ensure sufficient information is available to process the requirement. If a tasking is cross-functional, the ECoE will be responsible for assigning a lead and responding to MAJCOM requests in a timely manner. The MAJCOMs will provide a supporting role during the transition period as discussed in AFCEE and MAJCOM memorandum of agreement (MOA). The following table identifies the MAJCOM roles and responsibilities.

Table X – 3: MAJCOM Transition Period Roles and Responsibilities

ROLES	RESPONSIBILITIES
General	<ol style="list-style-type: none"> 1. Identify command actions that require environmental support. 2. Initiate the actual drafting of new projects or opportunities in ACES-PM, with collaborative input from installations. 3. Coordinate on Congressional inquiries, as appropriate. 4. Coordinate with the ECoE on EAs as necessary.
Training	<ol style="list-style-type: none"> 1. Approve base-level training requests.

4.6. INSTALLATION ENVIRONMENTAL OFFICES

- 4.6.1. The installation will retain local management of the EQ program to ensure compliance with all relevant federal, state, and local environmental requirements. Primary roles and responsibilities at installations in CONUS or regulated only by U.S. law will include reviewing project or opportunity requirements, contractor oversight and coordination, regulator/stakeholder coordination, and compliance with environmental permits and agreements. At installations OCONUS where host nations own the land used by U.S. Forces, subject installation personnel are not authorized to communicate directly with local regulators/stakeholders without host nation and MAJCOM approval. As such, these installations have to involve the MAJCOM/FOA storefront and get approval prior to any planned regulator/stakeholder consultation. Installations will continue to identify and manage environmental risk, manage EMS, perform ESOH Council activities, and conduct stage I and II ESOHCAMP assessments.
- 4.6.2. Installations will work directly with the ECoE to identify project or opportunity requirements, seek technical and policy guidance, and address compliance issues. The table below identifies the installation roles and responsibilities.

Table X – 4: Installation Roles and Responsibilities

ROLES	RESPONSIBILITIES
Regulatory/ Stakeholder Coordination	<ol style="list-style-type: none"> 1. Serve as the primary local face to regulatory agencies and stakeholders on execution of installation compliance (e.g., tribes, state historic preservation office [SHPO]). 2. Escort regulators during site visits or inspections.
Project or Opportunity Execution	<ol style="list-style-type: none"> 1. Work directly with the ECoE IST to identify requirements. 2. Execute projects or opportunities assigned by the IST to include certification of payments and quality assurance evaluator (QAE) contract oversight as appropriate (e.g., permit/plan requirements, state fees). 3. Provide base escorts and digging permits where required. 4. Conduct COR duties as required.
ESOH Council	<ol style="list-style-type: none"> 1. Support installation ESOH Council as appropriate.
General	<ol style="list-style-type: none"> 1. Respond to the ECoE tasks and data calls. 2. Maintain accurate and current environmental data sets within databases, including but not limited to Air Program Installation Management System (APIMS), Enterprise Environmental, Safety, and Occupational Health Management Information System (EESOH-MIS), EASI database, eDASH, Accessible kNowledge for Sustainable Resources (ANSR), E-Plan, and ACES-PM. 3. Inform installation leadership and the ECoE IST management of key actions and emergent issues. 4. Lead and participate in applicable working groups (e.g., hazardous material management plan [HMMP], APIMS technical assistance groups, cross functional teams). 5. Ensure environmental requirements/impacts are addressed during work review and facility utilization boards (332s, 813s, and 1391s). 6. Ensure environmental requirements are cross referenced as aspects within the EMS, applicable AMPs, and BCAMPs. 7. Maintain official administrative environmental files for the installation.
Training	<ol style="list-style-type: none"> 1. Identify and obtain required training.
Compliance	<ol style="list-style-type: none"> 1. Comply with applicable environmental laws and regulations. 2. Comply and monitor all permit conditions, agreements, and environmental plans.

ROLES	RESPONSIBILITIES
	<p>3. Maintain and ensure compliance with installation EMS.</p> <p>4. Conduct ESOHCAMP stage I/II and support IG assessments.</p> <p>5. Support and implement environmental plans (e.g., storm water P2 plan, spill control and countermeasure plan, INRMP, and ICRMP).</p>

5.0 TRANSITION STRATEGY

5.1. INTRODUCTION

- 5.1.1. Transitioning Air Force environmental programs to a centralized ECoE will progress in conjunction with the transformation of other Air Force CE functions. The complete environmental transformation will require the use of the ISTs as a bridging strategy for several years. The ISTs are geographically distributed but incorporate several installations located within relatively close proximity to each other such that each installation can be mutually supporting of other installations within the respective IST. As the transition matures and funds are made available, Air Force environmental programmatic support will be consolidated in San Antonio.

5.2. PURPOSE

- 5.2.1. The purpose of this section is to identify specific actions and timelines necessary to transition all MAJCOM and specific installation EQ and ERP functions to the ECoE, while minimizing disruption to current operations.

5.3. IMPLEMENTATION

- 5.3.1. The transition strategy consists of the following phases: Phase 1 (Planning), Phase 2 (Pre-Implementation), Phase 3 (Implementation), and Phase 4 (Refinement). Phase 1 involves conceptualizing the transformed ECoE structure and identifying what capabilities are needed in a particular location. During Phase 2, administrative actions are implemented to prepare for physically standing up the ISTs and to resolve outstanding personnel, financial, and IT issues. Phase 3 implements the Phase 2 actions, including personnel reassignments, to begin standing up the ISTs, and Phase 4 provides actions to monitor and refine performance for continual process improvement.

5.4. MAJCOMs

- 5.4.1. The MAJCOMs will continue to execute their FY12 environmental requirements. This includes processing funding documents, monitoring individual base execution, and developing MAJCOM-specific plans for reallocating cost savings to buy down FY13 projects or opportunities.

5.5. THE ECoE

- 5.5.1. During the implementation phase, the ECoE will take those actions necessary for the overall management of the Air Force environmental program. Once the ISTs have been staffed, orientation meetings will be held with the MAJCOMs to facilitate a smooth transition of responsibilities. Necessary MAJCOM environmental records will

be transferred to the ECoE ISTs. A strategic communication plan will be executed through the ISTs and installations to inform regulators, stakeholders, and other interested parties regarding the change in management structure. The FY13 Execution Plan will be developed in conjunction with MAJCOMs to define future funding requirements. The ECoE will compare the skills of its newly acquired personnel to the occupational specialty requirements and provide the necessary personnel training. It will then evaluate and refine the new operating procedures to update environmental guidance, playbooks, and AFIs. Where procedural gaps exist, the ECoE will issue engineering technical letters (ETL) to fill those gaps, while training personnel on the new procedures.

5.6. TRANSITION TIMELINE

- 5.6.1. The timeline for transition has already begun with movement of EQ positions on the AFCEC UMD. However, it may be necessary for some IST personnel acquired from the MAJCOM to continue oversight of installations outside of the region until all ISTs have been established and positions are filled. The new ECoE and the ISTs will be stood up by 1 October 2012. Each IST will establish inter-service support agreements (ISSA), MOAs, or memorandums of understanding (MOU) as necessary to operate.

6.0 COMMUNICATION

6.1. INTRODUCTION

- 6.1.1. A primary concern is the need for periodic, transparent, and effective communication to multiple audiences prior to, during, and after the transformation process is complete. Communication needs to occur in various formats during both the transformation period and once the ECoE is established to inform, track assignments, solicit feedback, and make the necessary adjustments. During the transformation period, the Air Force environmental community, the CE community, and the Air Force at-large will be informed of organizational changes through a variety of internal media. These include commander's calls, workshops, focus groups, internal publications, websites, and emails. Examples of methods for communicating the transformation process to organizations outside of the Air Force community include trade publications, press releases, social media, and speaking at conferences, workshops, and industry days. For more information on communication strategies, see the Strategic Communication Plan provided in Appendix XII.
- 6.1.2. After the transformation is completed, communications within the leaner enterprise will be critical to ensuring successful operation. Communication within the ECoE can be separated into routine correspondence and information transfer occurring vertically within the ECoE and requests from HHQ or other external entities. Because of their inherent visibility or sensitivity, external communication from members of Congress, United States Environmental Protection Agency (EPA) regional offices, state or local environmental offices, host nations, the news media, or installation residents require the input and coordination of multiple offices such as Air Force Legal Operations Agency, Environmental Law and Litigation Division (AFLOA/JACE), public affairs (PA) office, information security office, Air Staff, SAF, and others before information can be approved for external release. Routine versus non-routine communication activities are segregated according to whether "key actions" are required. Non-key actions are routine day-to-day activities that do not

warrant outside or higher level engagement. Activities determined to be “key actions” require SAF, HAF, COCOM, and MAJCOM situational awareness or action. A series of communication business rules (CBR) are established to define procedures for managing communication workflow for both key and non-key actions.

6.2. ECoE COMMUNICATION TOOLS

- 6.2.1. The ECoE will coordinate responses to OSD, SAF, or AF/A7C taskers through the Environmental Branch. The ECoE developed MOAs providing temporary authority to utilize and direct MAJCOM personnel to perform day-to-day work activities and provide management and execution of environmental programs. This temporary authority is granted until 1 October 2012 unless terminated earlier or extended by mutual consent of all parties. Installations will reach directly to their respective IST office for assistance.
- 6.2.2. The ECoE will rely on a variety of communication tools to effectively and efficiently manage workflow and communication processes. Workflow management provides day-to-day tracking of taskings and communication up and down the ECoE chain-of-command. The workflow management process considers that tasks will come from many different organizations both internal and external to the ECoE. Below is a listing of workflow tools that will be used to communicate and track taskings:
 - 6.2.2.1. The Task Management Tool (TMT) is a multifaceted program external to the ECoE. Generally, tasks from HAF/SAF are issued through TMT to various MAJCOMs and FOAs. TMT offers rapid task creation, real-time visibility, collaboration, standardization, and an audit trail while eliminating duplication and storage space. All responses will be packaged into an electronic staff summary sheet (eSSS) format with appropriate attachments.
 - 6.2.2.2. The ANSR site is an online, searchable information repository for topics related to Air Force environmental and sustainability policy. ANSR groups environmental inquiries and responses by categories that can be exported to other formats and uses the Air Force HAF/A7C enterprise SharePoint™ portal to deliver authoritative knowledge and information from the ECoE. Because questions and answers are tracked and readily available to the CE community, ANSR will be the first stop for help in resolving non-key action environmental concerns. Tasks from the ECoE will be assigned using eDASH/ANSR or direct email. Installations are encouraged to use eDASH/ANSR to ask specific questions or task the ECoE.
 - 6.2.2.3. Per A7C Memorandum, 14 May 13, eDASH is the installation, MAJCOM, and HAF primary one-stop-source for communications and information management of all environmental and sustainability programs to support the newly centralized EQ program at the AFCEC ECoE. eDASH will be the mechanism employed for managing all installation environmental and EMS documentation. It will require periodic review and updates and will be used to maintain and communicate policy, announcements, guidance, calendar events, and other key environmental records. Other tools may be employed, but eDASH must contain critical administrative environmental and EMS documentation requirements. eDASH will be used for all environmental management reviews at installation, MAJCOM, AFCEC, and HAF levels.
 - 6.2.2.4. The ECoE Workflow uses Microsoft Office and will be used to communicate with ISTs and installations on tasks involving key actions. Instruction on the appropriate

response format (e.g., eSSS) will be provided in the tasking. All workflow related correspondence will be sent to the “ECoE Workflow” mailbox.

6.3. WORKFLOW MANAGEMENT COMMUNICATION

- 6.3.1. CBRs direct the communication process flow using the appropriate communication tools. CBRs ensure the appropriate level of situational awareness of key and non-key actions. The following are issues considered key actions for purposes of the CBRs, not listed in priority order:
 - 6.3.1.1. Congressional/general officer (GO) /senior executive service (SES) visibility
 - 6.3.1.2. Risk of mission failure
 - 6.3.1.3. Federal, state, local, or host nation environmental regulatory requests or local media attention
 - 6.3.1.4. Serious incident reports
 - 6.3.1.5. Emergency response
 - 6.3.1.6. Cross-functional issues
 - 6.3.1.7. ECoE Director-specified
 - 6.3.1.8. Environmental support issues
 - 6.3.1.9. Significant litigation issues
 - 6.3.1.10. MAJCOM requests

6.4. WORKFLOW PROCESS INVOLVING KEY ACTIONS

6.4.1.1. The following subsections discuss the workflow management and communication process and associated CBRs to be followed when key actions are involved. The CBR selected depends on whether the response action is initiated at the installation or the ECoE. Installation-initiated staff action CBR (key action)

6.4.1.1.1. Figure X - 2 illustrates the CBR for an installation-initiated action involving a key action.

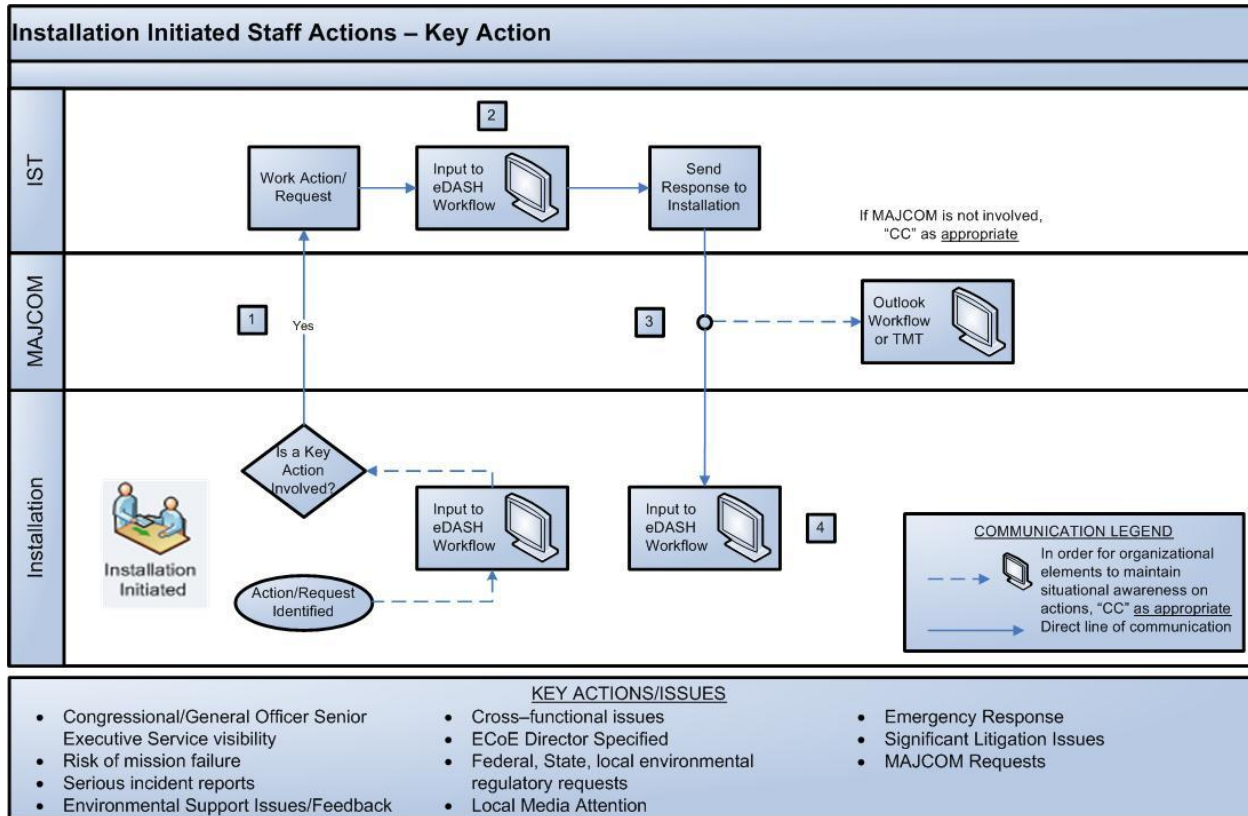


Figure X - 2: Installation Initiated Staff Action CBR Process (Key Action)

6.4.1.1.2. When the installation environmental staff initiates an action that involves a key action, the action is routed directly to the ECoE IST.

6.4.1.1.3. The ECoE IST will route the action using the ECoE Workflow to the appropriate OPR to work.

6.4.1.1.4. The ECoE IST will provide copies as necessary to maintain the appropriate level of situational awareness.

6.4.1.1.5. The installation will provide a response and close out the action with information copies provided as necessary.

6.4.1.2. ECoE-initiated staff action CBR (key action)

6.4.1.2.1. When the ECoE initiates a staff action that involves a key action, this communication process flows as depicted in Figure X - 3.

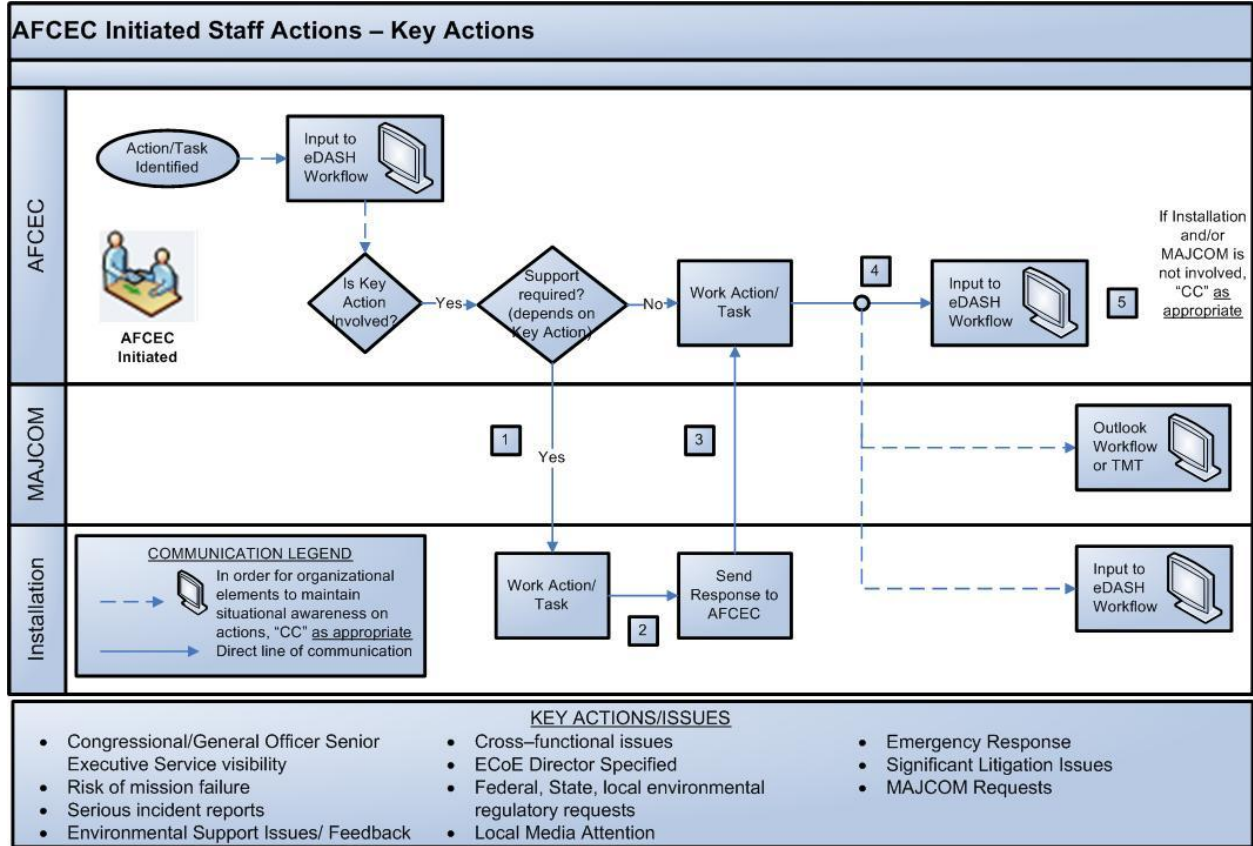


Figure X - 3: ECoE Initiated Staff Action CBR Process (Key Action)

- 6.4.1.2.2. If additional support is required for all or part of the action, that action will be routed using the ECoE Workflow to the installation as required to obtain the necessary support.
- 6.4.1.2.3. The installation will work the action and provide complete and comprehensive input to the ECoE IST.
- 6.4.1.2.4. The ECoE IST will complete the task and provide copies as appropriate to maintain situational awareness.
- 6.4.1.2.5. The ECoE will provide a response and close out the action with information copies provided as necessary.

6.4.1.3. MAJCOM Initiated staff action CBR (key action)

6.4.1.3.1. Figure X - 4 demonstrates the communication process for MAJCOM actions flowing down to the installation.

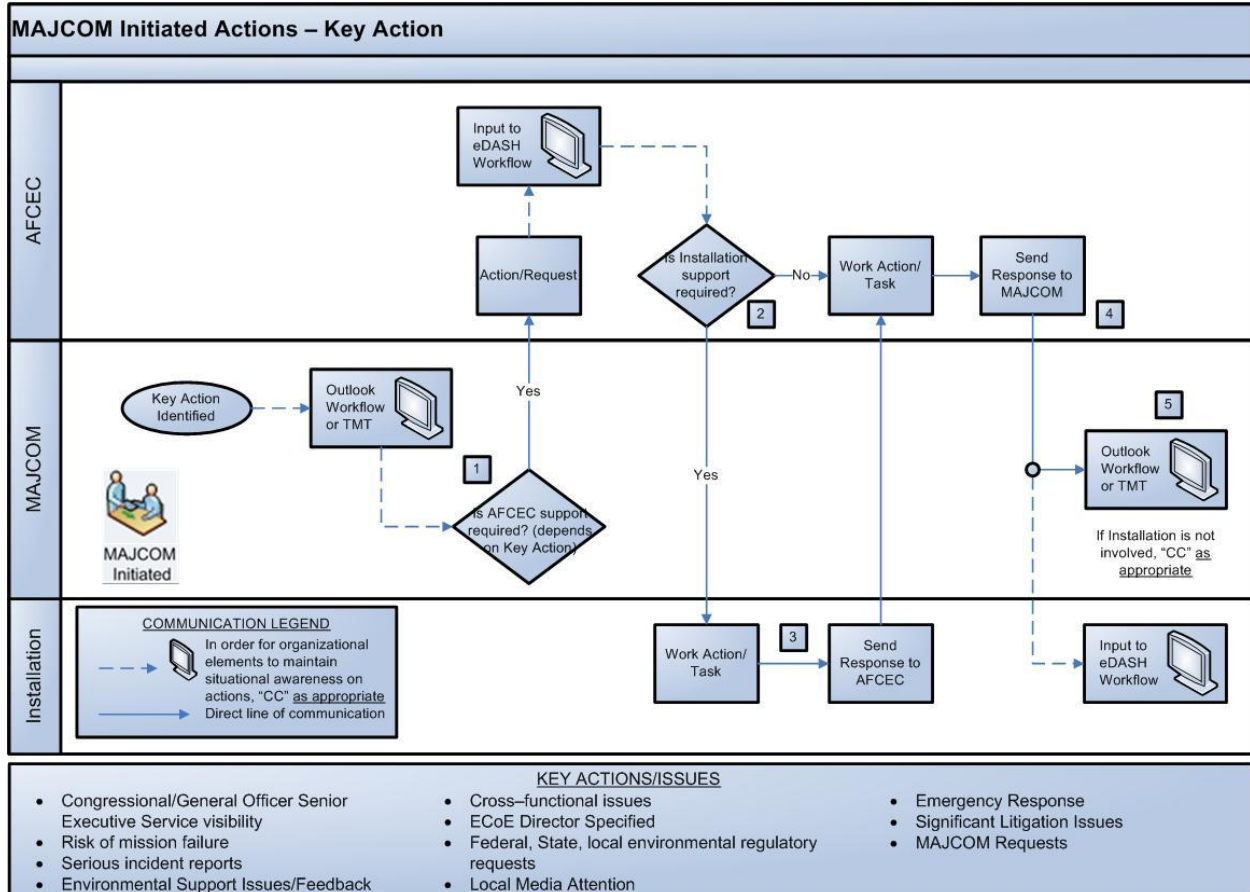


Figure X - 4: MAJCOM Initiated Staff Action CBR Process (Key Action)

- 6.4.1.3.2. A tasking or request from the MAJCOM constitutes a key action that is routed directly to the ECoE for the appropriate distribution using the ECoE Workflow.
- 6.4.1.3.3. The ECoE will work the task internally if possible or reach out to the installation for any additional support required.
- 6.4.1.3.4. The installation will work the action and provide complete and comprehensive input to the ECoE.
- 6.4.1.3.5. The installation input will be combined with the ECoE effort and provided to the MAJCOM with copies provided as appropriate to maintain situational awareness.
- 6.4.1.3.6. The MAJCOM will provide a response and close out the action with information copies provided as necessary.

6.4.1.4. Installation-initiated staff action CBR (no key action)

6.4.1.4.1. Figure X - 5 illustrates the process flow for an installation-initiated action that does not trigger a key action.

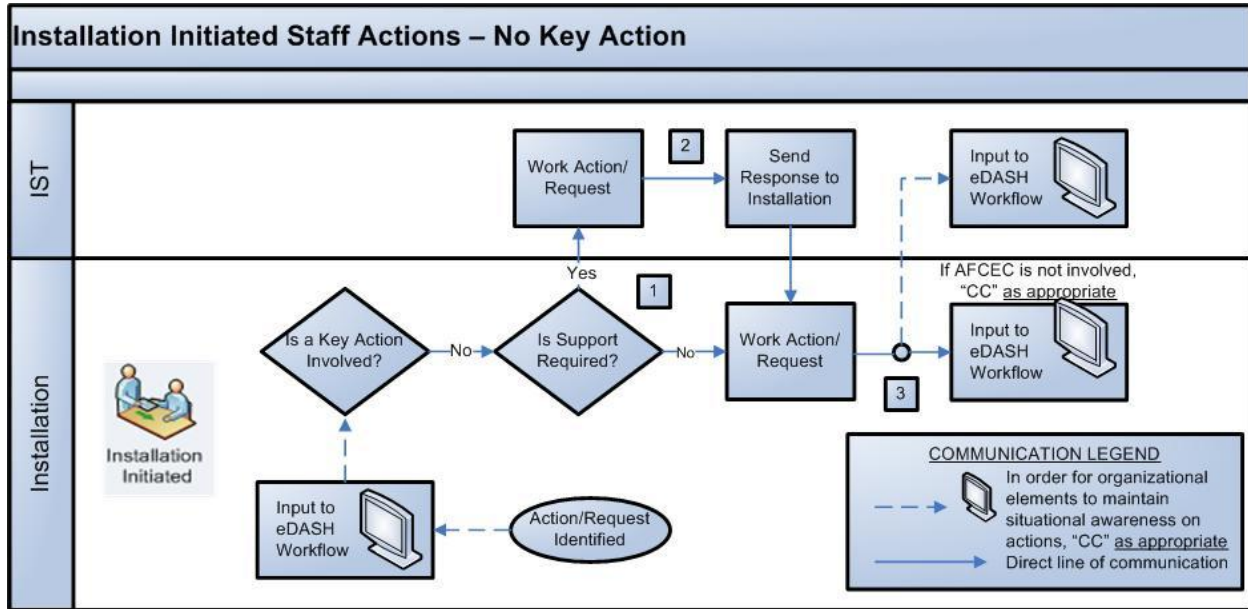


Figure X - 5: Installation Initiated Staff Action CBR Process (No Key Action)

- 6.4.1.4.2. When the installation environmental staff initiates an action that does not involve a key action, the action will be worked internally unless additional support is required from the ECoE IST. The installation will request support from the ECoE IST.
- 6.4.1.4.3. The ECoE IST will work the action and provide complete and comprehensive input to the installation.
- 6.4.1.4.4. The installation will provide a response and close out the action with information copies provided as necessary.

6.4.1.5. ECoE-initiated staff action CBR (no key action)

6.4.1.5.1. Figure X - 6 shows the communication process flow for ECoE-initiated staff action at an installation in which no key action is involved.

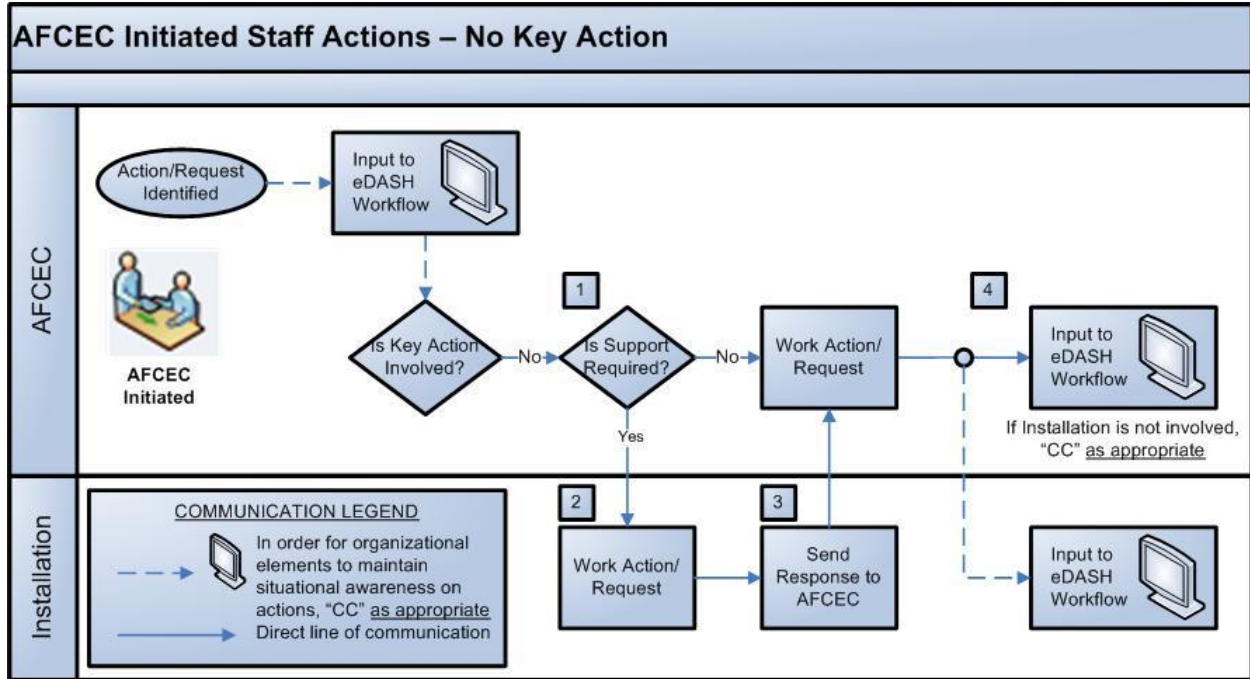


Figure X - 6: ECoE Initiated Staff Action CBR Process (No Key Action)

- 6.4.1.5.2. When the ECoE initiates an action that does not involve a key action:
- 6.4.1.5.2.1. The ECoE or IST will work the action internally unless additional support is required from the installation. The ECoE or IST will task the installation.
- 6.4.1.5.2.2. The tasked installation will work the necessary action.
- 6.4.1.5.2.3. Upon completion, the installation will provide complete and comprehensive input to the ECoE or IST.
- 6.4.1.5.2.4. The ECoE or IST will provide a response and close out the action with information copies provided as necessary.
- 6.4.1.5.3. The communication process maps provided in the preceding sections also are provided in a larger format as "tear outs" in Appendix XIII. The reader may want to tear out these larger communication process maps for use as a readily available reference.

7.0 POLICY AND GUIDANCE

7.1. INTRODUCTION

- 7.1.1. As a result of the EQ centralization process, affected AFIs and process playbooks will require revision to reflect the necessary changes in roles and responsibilities and

related process changes. The following sections of the P-Plan describe the approach used to evaluate the AFIs and process playbooks for revision. The revised documents may be issued as interim guidance until they can work through the formal finalization process.

7.2. AFI REVISIONS

7.2.1. The ECoE compiled an initial list of 47 AFIs potentially affected by the Air Force environmental program transformation. AFIs on this initial list were given a preliminary review for applicability to the Air Force Compliance Program and this section of the P-Plan that reduced the list of AFI to only 12 AFIs requiring revision. These 12 AFIs are provided in the table below.

Table X – 5: ECoE AFIs

	AFI NUMBER	TITLE
1	32-7001	Environmental Management
2	32-7006	Environmental Program in Foreign Countries
3	32-7040	Air Quality Compliance and Resource Management
4	32-7041	Water Quality Compliance
5	32-7042	Waste Management
6	32-7044	Storage Tank Environmental Compliance
7	32-7047	Environmental Compliance Tracking and Reporting
8	32-7064	Integrated Natural Resource Management
9	32-7065	Cultural Resources Management Program
10	32-7086	Hazardous Materials Management
11	90-801	Environmental, Safety, and Occupational Health Councils
12	90-803	Environmental, Safety, and Occupational Health Compliance Assessment and Management Program

7.2.2. Draft revisions of the 12 AFIs were completed by the EQ SMEs to reflect changes in roles and responsibilities resulting from the EQ transformation. Upon completion of

the P-Plan, the revisions for each AFI must be packaged for formal coordination with and through the Air Staff.

7.3. PLAYBOOKS REVISIONS

- 7.3.1. In a similar manner, 11 process Playbooks pertaining to the Air Force compliance program were distributed to the SMEs for their review. These 11 process Playbooks are listed in the table below and were revised to reflect the process changes resulting from EQ transformation. The process Playbook revisions will be finalized through the normal procedures.

Table X – 6: Process Playbook Revisions

ITEM	PLAYBOOK
1.	Air Quality
2.	Cultural Resource Management
3.	Environmental Management Systems
4.	Environmental Quality: Integrated Priority List – Planning Programming Budget and Execution
5.	Environmental Reporting
6.	Environmental Training
7.	ESOH CAMP
8.	Hazardous Materials Management
9.	Hazardous Waste Management
10.	Integrated Solid Waste
11.	Water Program Management

8.0 EAs

- 8.1. This section provides a process to track and report non-compliance with environmental laws, regulations, and standards. EA tracking and reporting is depicted in Figure X - 7.
- 8.2. Accountability and primary responsibility for notices of violation (NOV) and EAs will remain at the installation. The ECoE and AFLOA will determine if NOVs are EAs. Installations will work with the ECoE IST, AFLOA, and regulatory agencies to adjudicate EAs. The MAJCOM A7 will be notified of all EAs. The MAJCOM A7 will no longer have

environmental staff to work EAs and will be involved only if an NOV or EA has an operational impact or significant financial penalty. Installations will work directly with the ECoE IST and/or their MAJCOM to identify project or opportunity requirements, seek technical and policy guidance, and address compliance issues. EA fines and penalties will be paid IAW AFI 32-7047.

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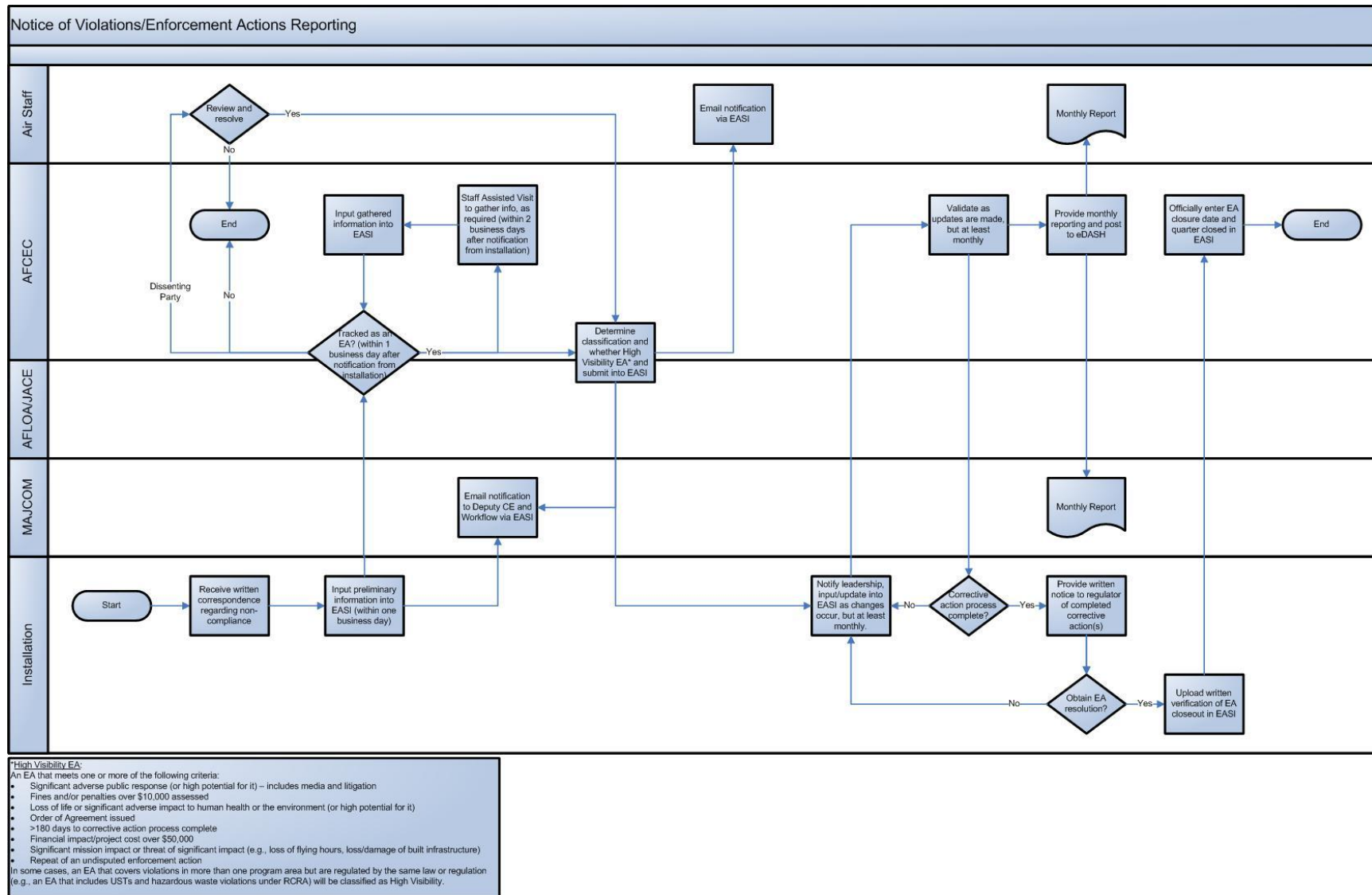


Figure X - 7: EA Tracking and Reporting Process Map

9.0 EMR

9.1. INTRODUCTION

- 9.1.1. An EMR is an oversight tool implemented by the OSD, with MAJCOM involvement, as a method of program oversight and monitoring by the SAF and Air Staff to ensure appropriate program performance and progress against established goals and objectives.

9.2. ECoE EMR

- 9.2.1. The ECoE will also conduct an EMR to ensure the appropriate oversight. The multi-layered EMR ultimately provides Air Force senior leadership with the opportunity to review and monitor performance and progress related to environmental compliance, program policies, programs, and goals. An EMR is an integral part of the Air Force EMS and meets the management review requirement outlined in International Standards Organization (ISO) 14001. The ECoE EMR does not change the requirement for an installation-level ESOH Council. Additional information is outlined in the AFI 32-7001 and 90-801.

9.2.2. Figure X - 8 depicts the EMR process.

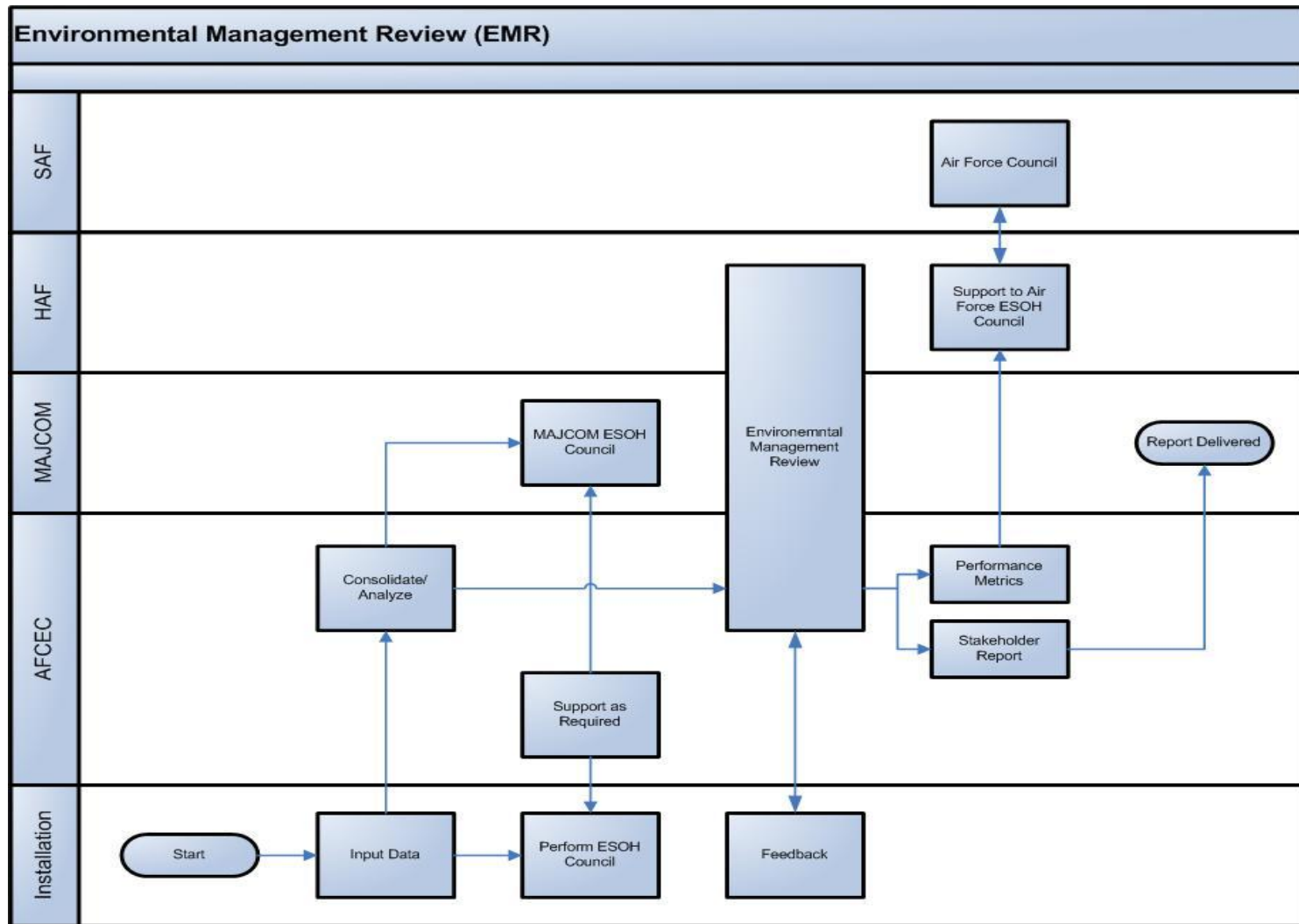


Figure X - 8: EMR Process Map

9.2.3. ECoE SUPPORT TO OSD EMR

9.2.3.1. The ECoE will provide support to Air Staff for the annual EMR with OSD. The ECoE will analyze, review, and update performance metric slides and provide briefing support to the Air Staff. Figure X - 9 depicts this process.

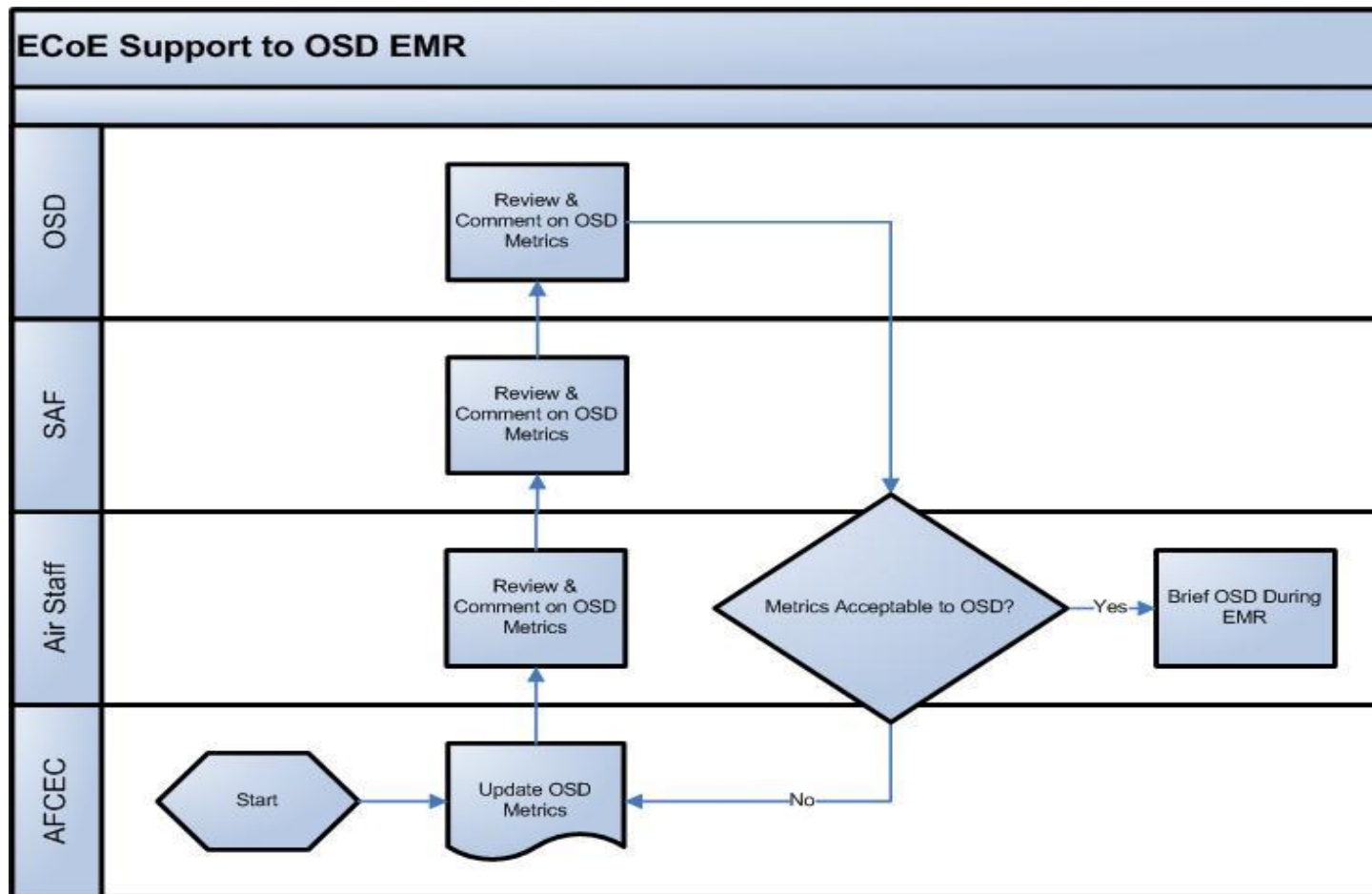


Figure X - 9: ECOE Support to OSD EMR Process Map

10.0 ESOHCAMP

10.1. INTRODUCTION

- 10.1.1. An ESOHCAMP is designed to help installation commanders assess conformance to their EMS and to identify and track solutions to environmental compliance and conformance. This approach facilitates appropriate identification of cross-cutting issues, ensures cross-functional inputs are incorporated into assessment findings, and ensures corrective action recommendations are provided. All offices involved in inspection and development of assessment checklists are responsible for ensuring ESOHCAMP and other types of inspections or assessments (e.g., consolidated unit inspections [CUI], health services inspections, MAJCOM/direct reporting units [DRU], logistics standardization evaluation team inspections) do not conflict or duplicate efforts. The ECoE will work to expand the Logistic Compliance Assessment Program responsibility to accomplish additional compliance checks.

10.2. ASSESSMENTS

- 10.2.1. The ESOHCAMP (AFI 90-803) and EMS audits (AFI 32-7001) will be integrated into the Air Force Inspection System (AFI 90-201). These single event inspections will be implemented in a two-layer approach. The first layer is the WG Commander's Inspection Program (CCIP) and involves routine self-assessments through checklists maintained in the management internal control toolset (MICT). The second layer is the MAJCOM IG inspections, which will evaluate the effectiveness of the WG CCIP to determine if the inspection program identifies problem areas and determines appropriate corrective actions. The IG will use the Inspector General Evaluation Management System (IGEMS) IT tool to record all findings. The two types of MAJCOM IG Inspections performed over a two year period include the Phase 0 or CUI and the Phase 1/2 or readiness inspection (RI). Figure X - 10 and Figure X - 11 detail the inspection processes. Even though ESOHCAMP can occur on either one, the preference is to accomplish under a phase 0 CUI as RIs involve performing a direct war-time mission not conducive to an effective EMS. ESOHCAMP will operate under IG rules and each ESOHCAMP stage merges with the appropriate IG inspection layer:
- 10.2.1.1. Stage I ESOHCAMP is satisfied by shop-level checklists accomplished quarterly in MICT
- 10.2.1.2. Stage II ESOHCAMP is satisfied by environmental flight checklists accomplished in MICT
- 10.2.1.3. Stage III ESOHCAMP is satisfied through the external MAJCOM IG inspection using IGEMS
- 10.2.2. The Stage III environmental assessment will focus on EMS conformance. However, compliance spot checks will determine adequacy of the system. The Air Force-approved IGEMS database will be used for tracking and closeout of ESOHCAMP findings and the environmental assessors may be contractors. External ESOHCAMPs in FY13 and FY14 are being scheduled with MAJCOM IG. The ECoE is now the Air Force central POC for all ESOHCAMP scheduling for FY13 and beyond. The ECoE will centrally manage and fund the Air Force ESOHCAMP program, including providing functional assessors to be part of the IG teams.

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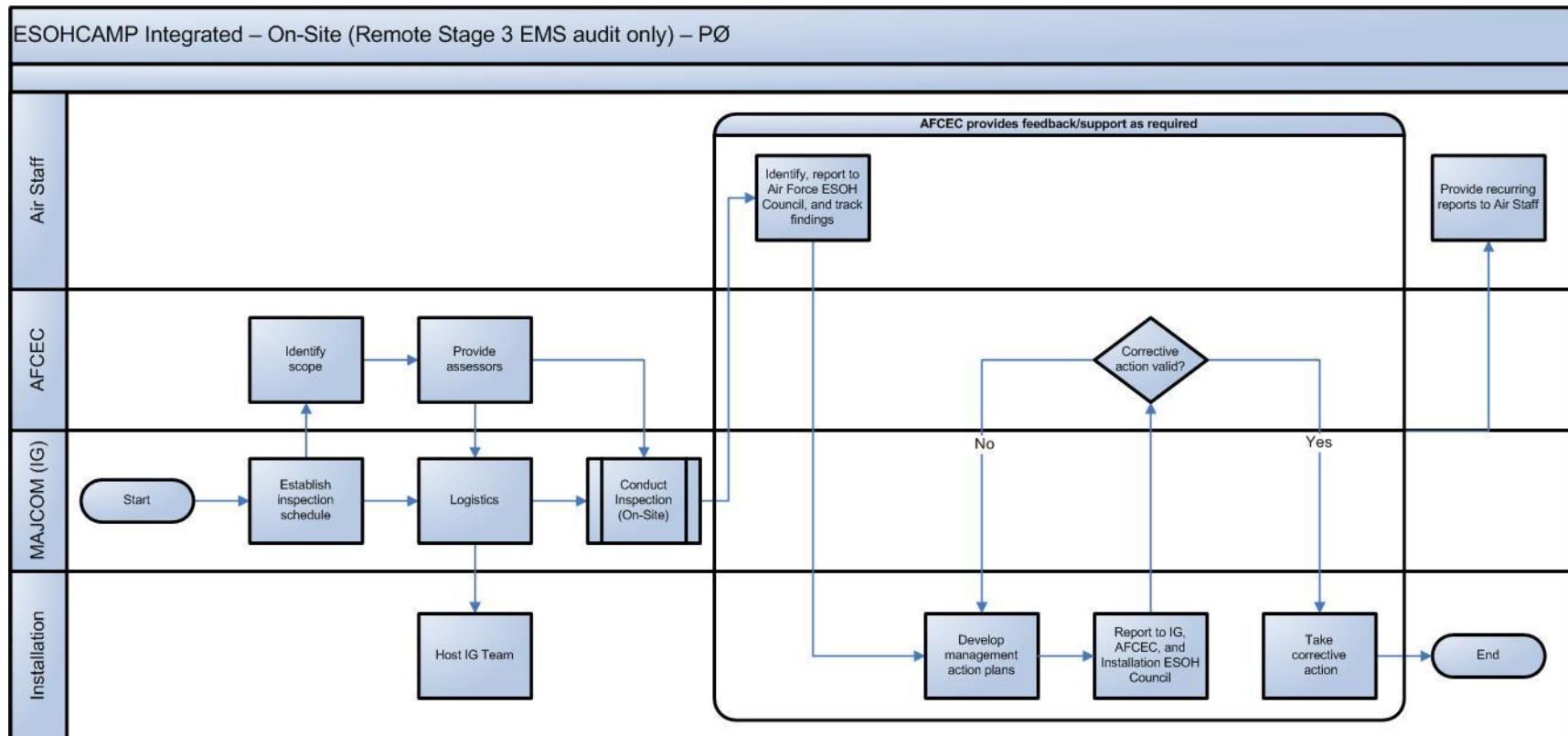


Figure X - 10: IG ESOHCAMP Phase 0 Process Map

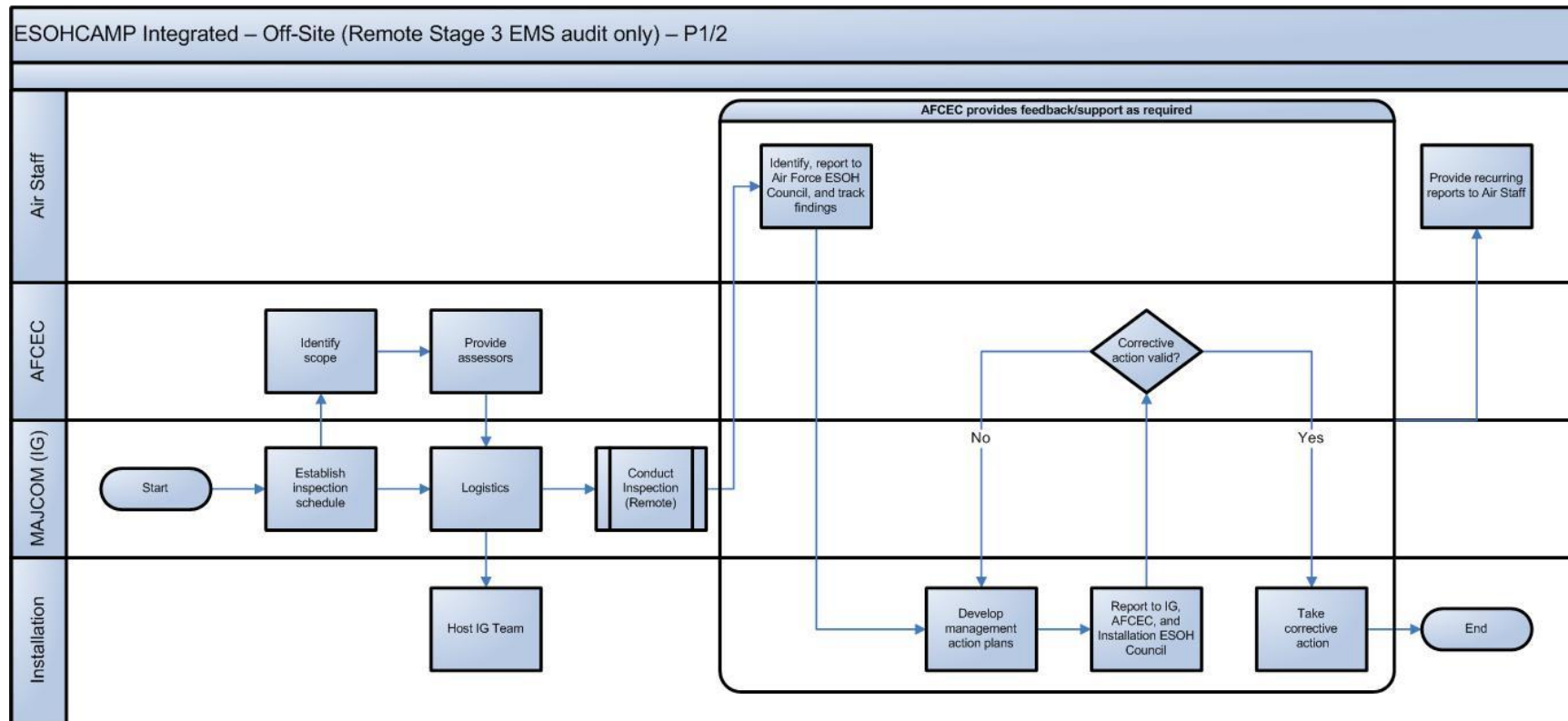


Figure X - 11: IG ESOHCAMP Phase 1/2 Process Map

11.0 ENVIRONMENTAL COMPLIANCE REPORTING

11.1. INTRODUCTION

- 11.1.1. Compliance with certain environmental regulations requires accurate and timely reporting and data tracking. Accurate environmental reporting for all environmental compliance programs is required to satisfy HHQ's (OSD, SAF/IEE, and AF/A7C) requirement for periodic program oversight and monitoring through the EMR. The method means and level of reporting will vary according to the severity of the potential impact on the Air Force. Regulatory activities that will be reported and tracked include the following items from air, water, and HazWaste compliance:

- 11.1.1.1. Inspections
- 11.1.1.2. Spills/releases
- 11.1.1.3. Non-compliance related issues
- 11.1.1.4. EAs
- 11.1.1.5. Compliance agreements
- 11.1.1.6. Fines and penalties
- 11.1.2. Reports will be provided primarily through selected modules of the EASI database. Natural and cultural resources (CR) compliance issues and compliance agreements will be reported and tracked elsewhere by the CoE.

11.2. INSPECTION REPORTING

- 11.2.1. Regulatory inspections will be reported by the installation to the ECoE and IST within five days of the start date using the EASI database “Inspections” module. IST personnel will then decide whether to take any additional action.

11.3. SPILL OR RELEASE REPORTING

- 11.3.1. Each installation is responsible for executing all release notification and reporting requirements according to applicable federal, state, and local laws and regulations. Within one business day of the release, all installations will use the EASI “Spill” module to report the spill to the ECoE and IST. Depending on the impact of the spill, the ECoE IST will report the release following the appropriate CBRs. Installations will provide follow-up reports on the release and continue to update the EASI database until completion of all necessary corrective actions.

11.4. NON-COMPLIANCE REPORTING

- 11.4.1. Installations will report all written notices, email messages, field citations, and other correspondence from regulatory agencies pertaining to non-compliance related issues within one business day. In a similar manner, installations at overseas locations will report similar correspondence from host nation officials as directed in applicable foreign governing standards or overseas environmental baseline guidance documents. All organizations will use the EASI database to capture the required data. Installations will aggressively pursue the closure of open EAs while taking proactive measures to prevent the issuance of any repeat EAs.

11.5. EA REPORTING

- 11.5.1. The installation will input any formal, written notification by the EPA or other authorized federal, state, local, or host nation regulatory agency regarding violation of an environmental regulation using EASI according to established business process rules.

11.6. COMPLIANCE AGREEMENT REPORTING

- 11.6.1. Compliance agreements are multi-party agreements, interagency agreements, consent orders, or any other compliance documents negotiated between a federal, state, or local regulatory agency and the installation. Within one business day of receiving a proposed compliance agreement, the installation environmental staff will inform their staff judge advocate (SJA) and the IST. The IST will initiate a

compliance agreement entry in the EASI database and inform ECoE management. The IST will work with installation personnel to draft compliance agreements that promote consistency and that do not establish unfavorable precedents. The responsible IST will forward the initial and subsequent drafts to the ECoE and Air Staff for review. Once approved, the completed compliance agreement will be forwarded to the installation commander for signature.

11.7. FINES AND PENALTY REPORTING

- 11.7.1. Civil fines or penalties levied against an installation remain the responsibility of that installation. Installation commanders will determine the specific internal funding realignment necessary to fund the costs and will ensure that the correct appropriation is used to fund these costs. Environmental operations and maintenance (O&M) funds may be used, but Level 0 or 1 environmental programs, projects, or opportunities will not be displaced or deferred to fund fines, penalties, or supplemental environmental projects or opportunities. Installations will coordinate with the IST to seek approval from the AFLOA/JACE chief a minimum of 10 days prior to paying a fine or penalty. AFLOA/JACE will negotiate any assessed fines and penalties. Under no circumstance will a fine or penalty be paid without that approval by AFLOA/JACE.

12.0 PPBE

12.1. INTRODUCTION

- 12.1.1. The centralization of MAJCOM EQ functions and funding at the ECoE will require changes to the current EQ PPBE process. Beginning in FY13, the ECoE will be responsible for the allocation and execution of the EQ TOA. The ECoE will allocate resources according to the CE Council approved AFCAMP.
- 12.1.2. ECoE ISTs will identify and program requirements according to the EQ programming matrix and standard title list. The ISTs will coordinate programming build with installations to ensure all requirements are identified and necessary. The IST will score all projects or opportunities using the approved EQ scoring factors as described in the EQ scoring model: return on investment (ROI), environmental risk, regulatory implications, mission degradation, and stakeholder interest. The IST will enter project or opportunity description and justification fields within ACES-PM used to develop the EQ IPL as part of the AFCAMP process. Each requirement's importance relative to mission, regulatory impacts, or other factors must be clearly described in those fields. Each EQ requirement is expected to compete on its own merit as the EQ IPL is built. The planning and programming process is shown in Figure X - 12 and specific steps are described below.

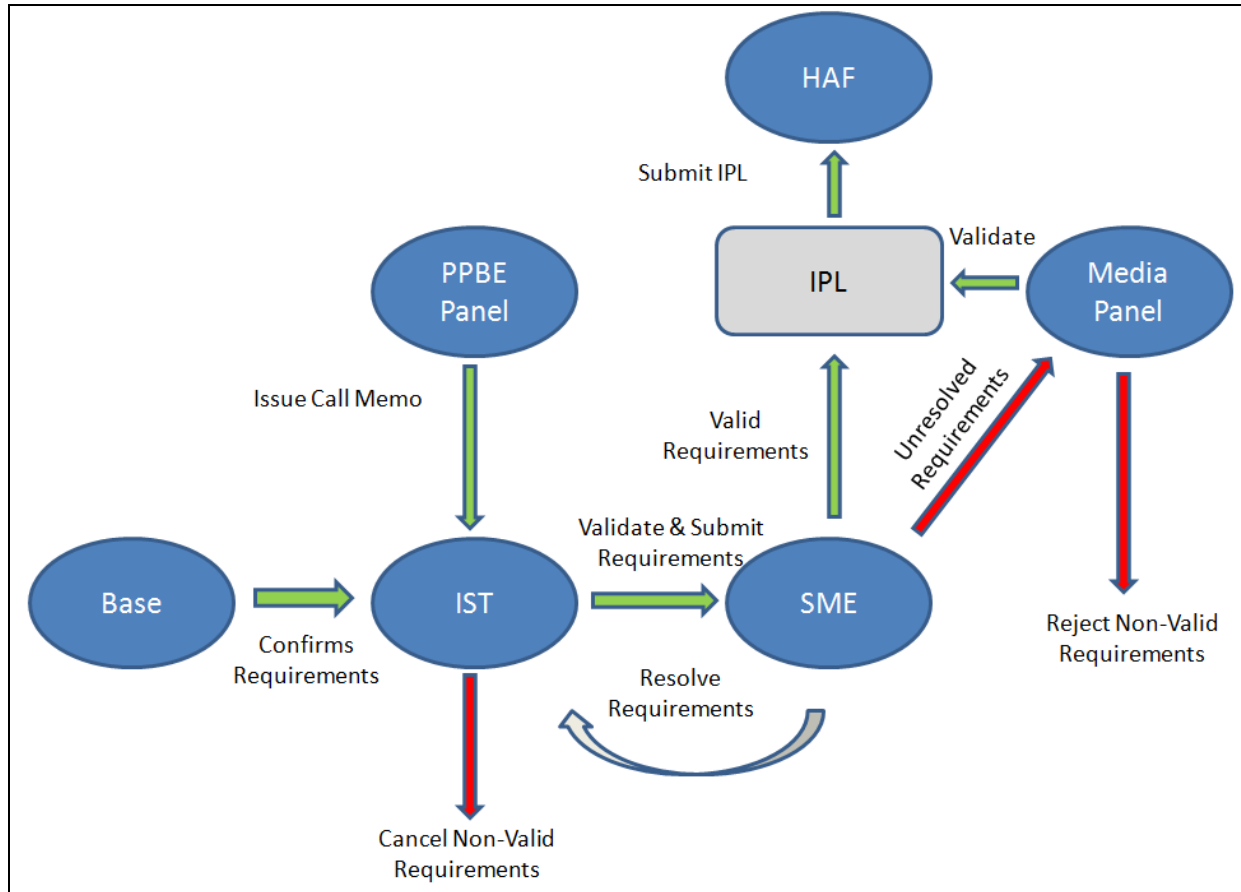


Figure X - 12: Planning and Programming Process

12.1.3. MAJCOM and some base planning and programming responsibilities will transfer to the ECoE including:

12.1.3.1. Programming common recurring requirements such as supplies

12.1.3.2. Programming installation-identified, non-recurring requirements (with base assistance)

12.1.3.3. Identifying and programming multi-installation projects or opportunities (including strategic sourcing efforts)

12.1.3.4. Providing the initial QA/QC and validation of installation requirements

12.1.3.5. Advocating of installation requirements during the validation/POM and execution IPL build processes

12.1.4. In general, the draft final IPL (for FY+2) is delivered to the HAF by the ECoE in the November timeframe.

12.2. PLANNING AND PROGRAMMING

12.2.1. The ISTs begin the planning process. ISTs will review regulations and DOD and Air Force policy, conduct PMRs with installations, review past regulatory inspections and

Air Force IG and environmental audits, and evaluate aspects of the installation's EMSs and AMPs. The planning and programming process is shown in Figures X - 13 and X - 14.

- 12.2.2. The ISTs will prepare installations' environmental, natural/cultural resource, and HazWaste sub-AMPs to the real estate and natural infrastructure (RE&NI) AMP. The ISTs will coordinate the sub-AMP with the installations to ensure accuracy and completeness. The ECoE will consolidate these sub-AMPs into an AF AMP.
- 12.2.3. The ISTs will conduct project or opportunity identification, project or opportunity validation, and update data fields within ACES-PM.
 - 12.2.3.1. ISTs identify base level requirements 10 years out (aligned with environmental, natural/cultural resources, and HazWaste sub-AMPs of the RE&NI AMP). The ISTs will coordinate requirements with bases for recommended additions, updates, or deletions.
 - 12.2.3.2. ISTs will populate ACES-PM with updated information and add any new projects or opportunities.
 - 12.2.3.3. ISTs will review program requirements and develop strategic contracting approaches.
 - 12.2.3.4. ISTs, as part of panel peer review, will review EQ requirements and validate projects or opportunities, identify, and resolve discrepancies. All unresolved discrepancies will be presented to the EPG for mitigation and resolution.
 - 12.2.3.5. The ECoE integrates validated requirements into an IPL for inclusion in the AFCAMP for submission to HAF.
 - 12.2.3.6. ISTs will program and submit pop up requirements to the ECoE for validation by the appropriate SME. Valid pop up requirements will be integrated into the execution plan by the ECoE.

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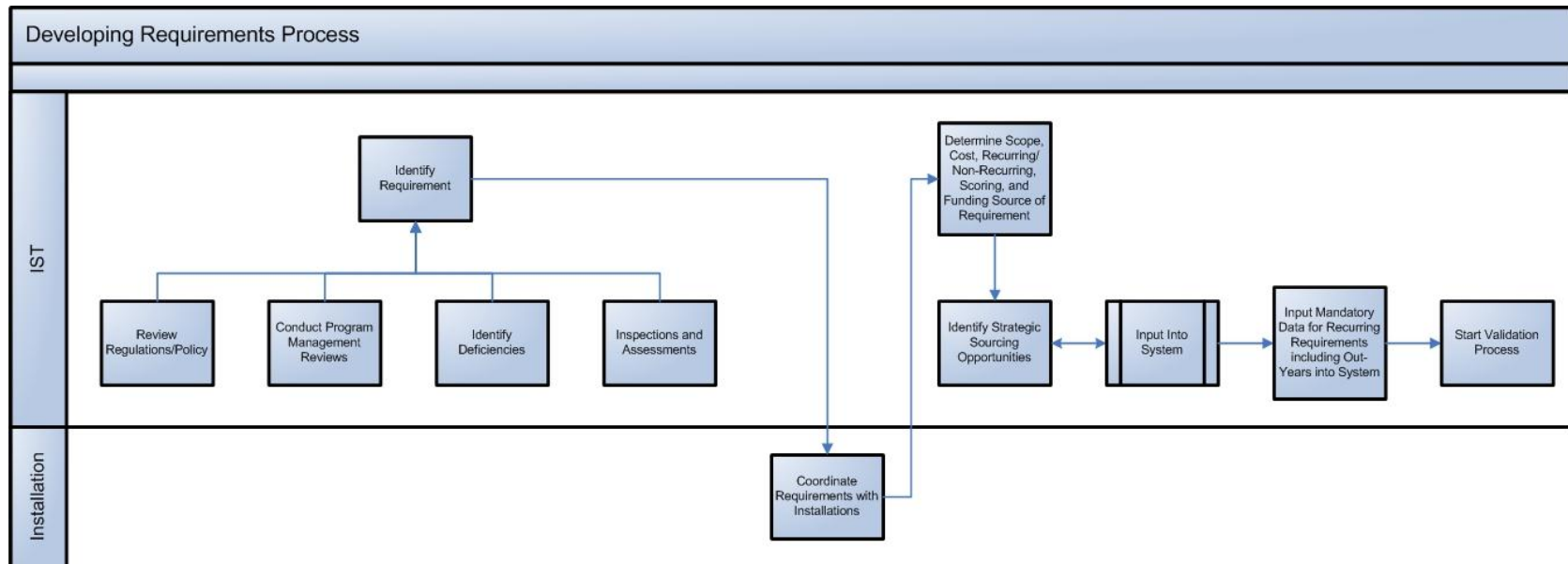


Figure X - 13: Requirement Identification Process

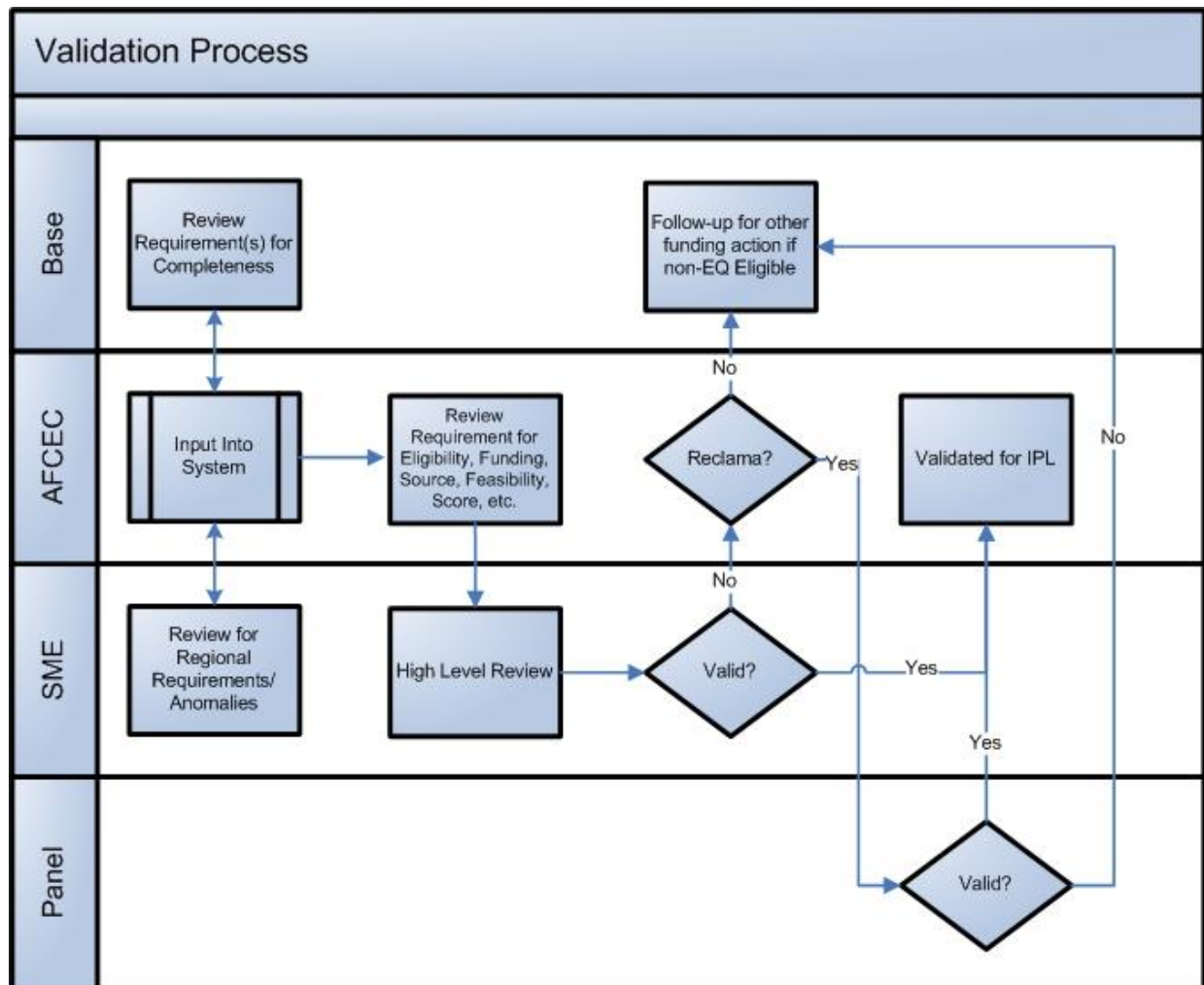


Figure X - 14: Validation Process

12.3. BUDGET EXECUTION

12.3.1. The ECoE will begin execution of the EQ program on 1 October 2012. In general, budget and execution processes and timeframes will not change, only the responsible organizations. Except for unique situations MAJCOM and installation EQ budget and execution responsibilities will transfer to the ECoE and ISTs. These responsibilities include:

- 12.3.1.1. Develop execution plan
- 12.3.1.2. Allocate funding
- 12.3.1.3. Release funds
- 12.3.1.4. Execute funds
- 12.3.1.5. Track commitments
- 12.3.1.6. Track obligations

- 12.3.1.7. Closeout tracking (from FY13)
- 12.3.2. The ECoE will revalidate requirements, usually in the January through April timeframe. The purpose of revalidation is to confirm that “calendar year plus one” requirements meet current programming matrix eligibility. The ISTs will update ACES-PM after scrubbing the end-of-year and buy-downs requirements. The ECoE in conjunction with the ISTs and HAF will produce an execution plan. The final execution plan will be distributed to installations, ISTs, and HAF.
- 12.3.3. All EQ TOA will be distributed to the ECoE from SAF/FM. The ECoE will send funds directly to service agencies in direct support of contracting EQ requirements or directly to installations for payment of permit fees and other base unique requirements. The budgeting and execution processes are shown in Figures X - 15 and X - 16.

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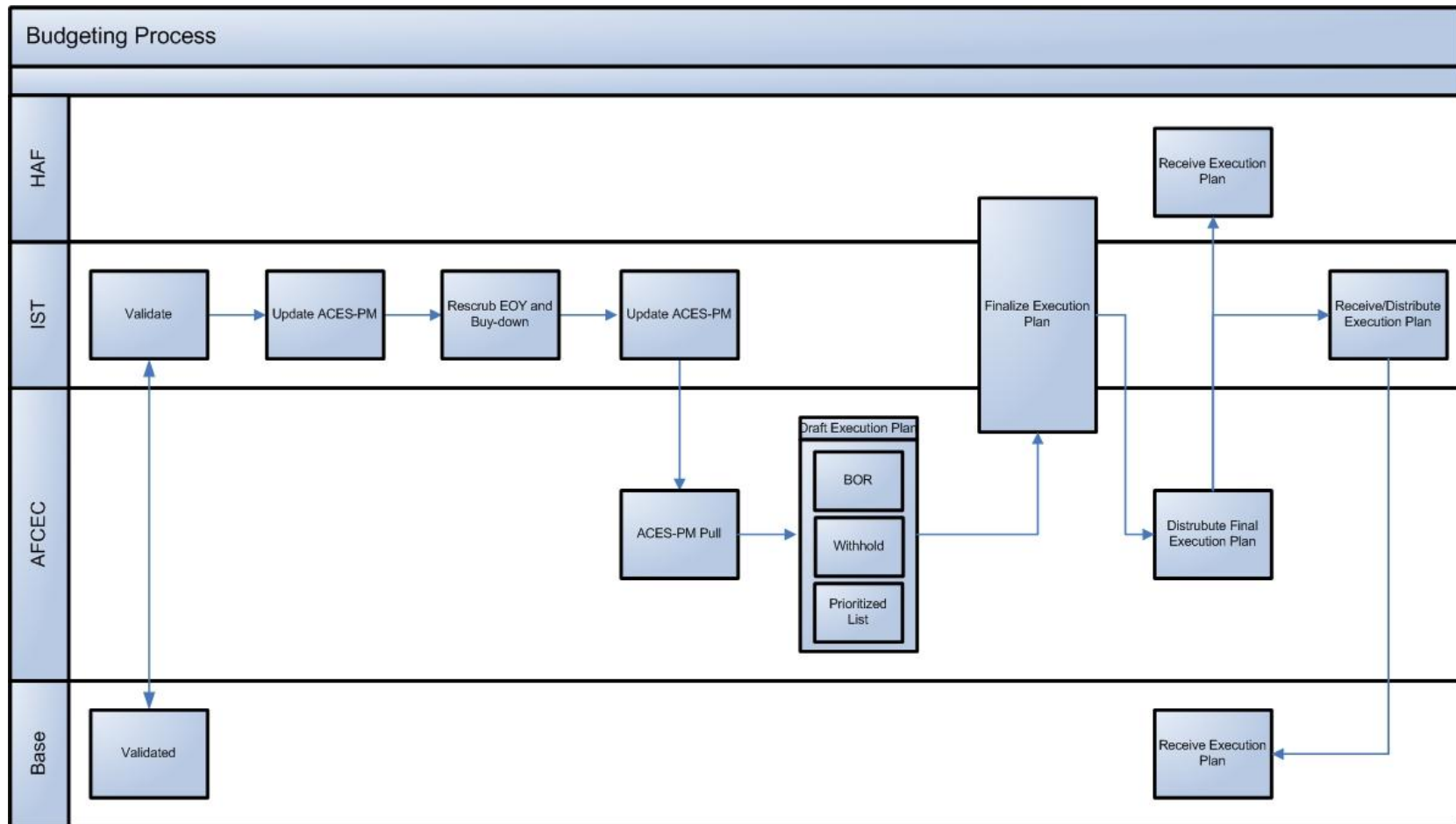


Figure X - 15: Budgeting Process

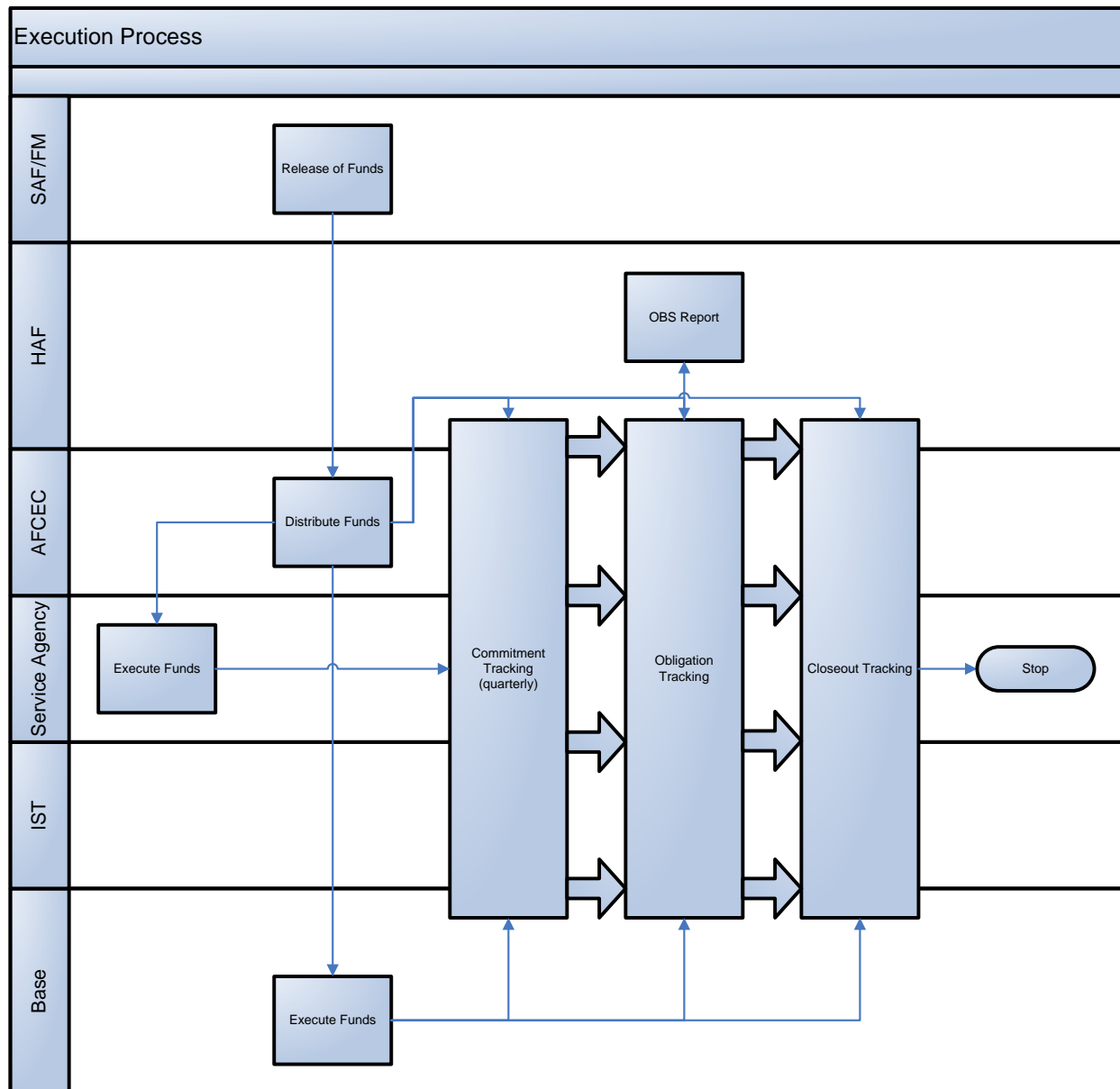


Figure X - 16: Execution Process

13.0 NEXGEN IT

13.1. INTRODUCTION

- 13.1.1. An essential element of the environmental transformation effort is the deployment of the NexGen IT System to replace other aging, inefficient, and expensive systems. NexGen IT integrates existing resources and upgrades IT capabilities to the latest commercial technology. The chosen software solution incorporates commercial-off-the-shelf (COTS) technology bringing with it built-in industry best practices. The first phase of the software implementation will enable the CE community to collect and

analyze data across a wide variety of functional areas including RP, operations, project management, and energy management.

- 13.1.2. NexGen IT will support Air Force and CET, consolidate data collection and reporting to allow for a single point of data entry, support data accuracy, ensure accountability, and provide a total Air Force IT solution. NexGen IT is critical to implementing the FY12 POM-directed efficiencies to replace legacy systems reaching the end of their lifecycle or available hardware and software support. NexGen IT is required for compliance with several EXORDs, OSD, and DOD policy mandates.

13.2. INTEGRATION

- 13.2.1. Air Force environmental activities are currently managed using two separate IT systems, ACES-PM and the Interim Work Information Management Systems (IWIMS). Having multiple legacy systems is inherently inefficient and increases operating and maintenance costs. By limiting certain activities to one or the other system, asset visibility is limited relative to the ability to enter or retrieve necessary data. Transitioning the legacy Air Force systems to the NexGen IT system allows for the elimination of unnecessary data while ensuring that remaining or new data are in a consistent format and of high quality. Consolidating consistent, high quality data into a single system will improve decision-making and increase RP compliance and accountability.

13.3. NEXGEN IT CAPABILITY GROUPS 1 & 2 VISION

- 13.3.1. NexGen IT Capability Groups 1 & 2 utilizes a single application software suite that provides the critical tools and technologies necessary to manage the entire lifecycle for improved operational, financial, and environmental performance. The Integrated Workplace Management System brings together the disciplines of real estate, construction/project management, facility management, maintenance operations, and environmental sustainability into a single web-based technology platform.

13.4. ROAD MAP

- 13.4.1. NexGen IT will leverage government and industry best practices to develop a system that can be configured to meet changing mission needs, but that will control those changes through a strong central governance process. Rollout of NexGen IT will not be an easy or short-term process. A four-phased “business process improvement” approach will be implemented to:
 - 13.4.1.1. Define the scope of the requirements and identify existing source documentation.
 - 13.4.1.2. Assess and analyze existing documentation, evaluate process specific requirements, and identify areas for improvement.
 - 13.4.1.3. Develop process maps depicting the IT current and future state to create a comprehensive list of requirements and provide recommendations for improvement.
 - 13.4.1.4. Deploy the final process maps and requirements, present findings and action items, and address any remaining action items.
- 13.4.2. The actual rollout of NexGen IT will be done sequentially according to “capability group” and is expected to be complete by January 2018. Environmental management is in capability group 4.

- 13.4.3. Rollout of the environmental management components of NexGen IT will occur in three phases. The first phase is to determine what hardware and software capabilities are required and then either acquire or develop those capabilities to satisfy the necessary requirements. The integrated system will then be configured and tested for completeness and usability during the second phase. When testing is completed and the developers determine that the system will work as designed, users will be trained and the system deployed during the third phase. The table below lists some of the potential impacts on the existing IT systems.

Table X – 7: Potential Impacts on Existing IT Systems

IT SYSTEM/APPLICATION	ISSUE
ACES-PM	Centralization requires ECoE employees to gain access rights to multiple MAJCOMs/bases. Currently many of those rights are managed at the MAJCOM.
A-File	The ECoE requires visibility to the AMPS/MCAMP at all levels.
EASI	Transfer of ownership from ACC to ECoE.
EESOH-MIS	Transfer MAJCOM EQ-specific permissions to the ECoE
eDASH	Access issues to multiple bases/MAJCOM sites will need to be redirected to ISTs.
AFEIDCS	Replaced by EESOH-MIS and eDASH
Defense Enterprise Accounting Management System/Automated Business Services System (ABSS)/Wide Area Workflow (WAWF)	Financial systems will need to be addressed.

- 13.4.4. Until NexGen IT is fully deployed, bridge solutions will be developed to capture new and existing data. The bridge solution essentially is to continue using the existing systems. It is anticipated that some of these bridge solutions will be integrated into NexGen IT, while others will be discarded. The table below lists the existing systems and their general capabilities that will be used as bridge solutions until completion of the NexGen IT environmental management capability. Also identified are some of the capability gaps inherent in the existing system that are expected to be addressed through NexGen IT

Table X – 8: Capability Gaps Expected to be Addressed through NexGen IT

SYSTEM	BRIDGE SOLUTION	CURRENT CAPABILITY	CAPABILITY GAP
EESOH-MIS	Yes	<ul style="list-style-type: none"> Managing and tracking HazMat, HazWaste, and clean up Defense Environmental Program Annual Report to Congress (DEP ARC) reporting 	<ul style="list-style-type: none"> <i>Ad hoc</i> reporting Stormwater Water Solid waste Natural resource management TRI reporting CR
APIMS	Yes	<ul style="list-style-type: none"> Manage data for CAA compliance Tanks 	<ul style="list-style-type: none"> N/A
eDASH/ANSR	Yes	<ul style="list-style-type: none"> Document repository Discussion boards Technical help desk Single point of access for environmental documents 	<ul style="list-style-type: none"> Limited storage No archival capability
EASI	Yes	<ul style="list-style-type: none"> EASI tracking and reporting DEP ARC Reporting 	<ul style="list-style-type: none"> None
e-Plans	Yes	<ul style="list-style-type: none"> INRMP and ICRMP 	<ul style="list-style-type: none"> Other various environmental plans Limited mCRAD functionality
ESOHCAMP	Yes	<ul style="list-style-type: none"> Tracks stage II/III ESOHCAMP findings Trend analysis 	<ul style="list-style-type: none"> N/A
ACES-PM	Yes	<ul style="list-style-type: none"> Programming, planning, and execution of EQ project or opportunity tracking 	<ul style="list-style-type: none"> Will be replaced by NexGen IT
Air Conformity Applicability	Desktop	<ul style="list-style-type: none"> Model used to determine general conformity analysis 	<ul style="list-style-type: none"> N/A

SYSTEM	BRIDGE SOLUTION	CURRENT CAPABILITY	CAPABILITY GAP
Model (ACAM)			
MOVES	Desktop	<ul style="list-style-type: none"> Estimates emissions from mobile sources 	<ul style="list-style-type: none"> N/A
mCRAD	Yes	<ul style="list-style-type: none"> Manages archaeological sites and historic buildings 	<ul style="list-style-type: none"> N/A
T-CRUISE	Desktop	<ul style="list-style-type: none"> Timber management 	<ul style="list-style-type: none"> N/A
I-SPORTSMAN	Yes	<ul style="list-style-type: none"> Automated hunting and fishing license issuance and fee collection 	<ul style="list-style-type: none"> N/A
IQS	Yes	<ul style="list-style-type: none"> Tool for tracking National Wildfire Coordination Group qualifications, training, and fitness levels 	<ul style="list-style-type: none"> N/A
EQ-Web	Yes	<ul style="list-style-type: none"> Management tool for programming, planning, validation, and execution 	<ul style="list-style-type: none"> N/A
P2 Projects or Opportunities	Yes	<ul style="list-style-type: none"> Tool for identifying P2 opportunities 	<ul style="list-style-type: none"> Unknown – needs further evaluation
LIST BUILDER	Subscription	<ul style="list-style-type: none"> Generate Tier I checklists 	<ul style="list-style-type: none"> Need additional shop level checklists

14.0 CONCLUSION

- 14.1. The ISC CONOPS and PAD 12-03 detail a transformed environmental organization that consolidates skilled resources at the ECoE and the ISTs. The restructured execution agency will rely on efficient management and use of best practices to meet customer requirements and leverage strategic goals to drive economies of scale. This section of the P-Plan describes an integrated approach for a successful transformation. The phased transition strategy described in Section 5 establishes a structured, four-phased approach that integrates the transition capabilities critical for successful transition to the “to-be” centralized environmental execution organization. The phased approach enables the Air Force to achieve measurable results and ensures the Air Force will be able to maintain its mission support role and realize program successes at the early stages of the transformation effort.
- 14.2. Successful integration of the various initiatives will require the establishment and implementation of an effective program management structure. The transition strategy includes three program management components to ensure the transformation

progresses smoothly. These three program management components are the governance board, ECoE, and the ECoE ISTs.

- 14.3. The governance board includes senior Air Force representatives that are responsible for providing strategic guidance, establishing the overall vision for the centralization program, and providing “top cover” as the program rolls out. The ECoE will provide day-to-day program oversight and coordinate centralization activities as directed by the governance board. Finally, the ECoE ISTs will be responsible for executing tactical centralization initiatives to maintain environmental compliance and continuity.
- 14.4. Transition to the “to-be” centralized EQ organization will affect stakeholders at all levels of the EQ community and will challenge entrenched roles and established processes. The success of this effort relies on the demonstrated commitment and consistent support of senior Air Force leaders and the implementation of an effective communication strategy. Conformance with this section of the P-Plan will enable the Air Force to quickly employ new contracting capabilities, effectively embed the changes associated with the new centralized EQ organization, and realize the intended benefits of the new centralized EQ organization.

APPENDIX XI – EQ ASSUMPTIONS AND CONSTRAINTS

- 1.0 The operating environment presented in this section of the P-Plan was developed based on a set of assumptions and constraints that describe both the goals and the desired outcomes of the EQ centralization functions. These assumptions and constraints are listed below.
- 1.1. SAF/IE and CE will delegate appropriate authorities to the ECoE as required for centralized program management and execution of EQ and EIAP programs.
- 1.2. SAF/IE will re-delegate authority to act on behalf of SAF/IE to SAF/IE Deputy Assistant Secretaries and in some cases direct delegated authority through the SOP to AF/A4/7. AF/A4/7 can further re-delegate those responsibilities to AF/A7C, which in turn can re-delegate to the AFCEC as required. SAF/IE Deputy Assistant Secretaries can also re-delegate through MOU to AF/A7C, which in turn can re-delegate to AFCEC as required.
- 1.3. Centralization of EQ functions will precede availability of funds to move staff, permanent work locations, and NexGen IT adjustments (e.g., permissions).

APPENDIX XII – EQ STRATEGIC COMMUNICATION PLAN

Purpose	<ul style="list-style-type: none"> Facilitate proactive communications regarding the Air Force EQ consolidation effort to all identified internal and external stakeholders Communicate the development of the organizational construct that will make the Air Force more effective and efficient Build collaborative communications framework to aid in the Air Force transformation process
Strategic Intent	<ul style="list-style-type: none"> Communicate that Air Force EQ consolidation aligns with SAF and CSAF principles of compliance, risk reduction, and continuous improvement Communicate the overarching message that Air Force EQ consolidation is in line with the Air Force's commitment to excellence and innovation in restoring, preserving, and enhancing the natural environment in its care Inform, educate, and establish dialogue with target audiences about the Air Force EQ consolidation effort Counter and overcome stakeholder and customer resistance to consolidation
Background	<ul style="list-style-type: none"> The Air Force is planning a significant organizational change in alignment with OSD directives to reduce operational costs, CE Council directives to improve efficiency by centralizing EQ and EIAP functions, and Air Force hiring freeze constraints The Air Force CE council selected the EQ program as one of the initial efficiencies within the CE community Organizational change includes realignment of MAJCOM EQ and EIAP programs and personnel to the ECoE, with locations at MAJCOMs serving as subordinate field offices
Current Situation	<ul style="list-style-type: none"> Air Force EQ consolidation efforts are in preliminary planning stages, allowing for time to pulse stakeholders, formulate key messages, and identify optimum communications vehicles across target audiences This communication strategy provides overarching themes and messages and a platform for tactical communications efforts at milestones and decision-points across the change process
Objectives	<ul style="list-style-type: none"> Equate successful EQ consolidation to Air Force mission operational sustainability Align EQ consolidation with stated Air Force goals to comply with public law, reduce risk to our natural and man-made resources, and continuously improve our programs and performance Proactively inform stakeholders of change drivers, nature of the change, substantive impacts, and benefits of organizational re-design Create platforms for two-way, multi-party organizational change communications

	<ul style="list-style-type: none"> • Establish stakeholder collaboration as a necessary component of the Air Force EQ consolidation • Actively engage MAJCOM personnel in defining key components for successful deployment
Engagement Strategy and Procedures	<ul style="list-style-type: none"> • Internal and external communications posture is proactive and collaborative • Engage primary internal stakeholders early and often to inform them of impending change, milestones on path to reorganization, intervals at which they can expect to receive new information, and solicit input • Develop media platforms to serve as central locations for news and information on reorganization • Develop sub-plans to this strategic plan that provide for tactical engagement and specific message architecture across stakeholder groups • Conduct ongoing assessment of feedback and comments from web, social media, and other customer contact tools to assist in continuous strategy and plan improvement • Stand up an EQ change communication working group with the ECoE and MAJCOM representatives to conduct regular strategy and engagement discussions. Include additional stakeholder groups as necessary across change lifecycle • Conduct the ECoE EQ communication strategy review with agency representatives to assess plan effectiveness and adjust courses of action as appropriate as part of continuous improvement cycle
Target Audience	<p>Internal Audiences:</p> <ul style="list-style-type: none"> • Primary: MAJCOM EQ and EIAP personnel, ECoE <ul style="list-style-type: none"> ○ Desired effect: promote understanding, inspire support, build trust, and foster collaboration among personnel directly impacted by organizational change • Secondary: SAF/IEE, SAF/IEI, SAF/IEN, A7, Installations, AFCEC <ul style="list-style-type: none"> ○ Desired effect: convey information to and promote understanding of Air Force EQ program organizational change resulting shift in roles and responsibilities, and foster collaboration among involved stakeholders <p>External Audiences:</p> <ul style="list-style-type: none"> • Primary: Current Air Force EQ customers <ul style="list-style-type: none"> ○ Desired effect: awareness of new organizational structure, how it works, and how it results in net benefit for their daily operations; collaborative relationship • Secondary: Industry and like Agencies (government and private) <ul style="list-style-type: none"> ○ Desired effect: increased industry awareness about Air Force's increasing focus on EQ, EQ success stories, and the ECoE as the go-to source for Air Force EQ information and initiatives
Roles and	<ul style="list-style-type: none"> • AFCEC/CZT: Primary executor of plan and sub-plans (tactical plans)

Responsibilities	<p>for EQ centralization effort; EQ centralization change champion</p> <ul style="list-style-type: none"> • AFCEC/CIO: Act as primary change agent and champion for EQ centralization; provide change information to EQ change communications working group for integration into communications and change management plans • AFCEC/CZT and Computer Systems Support (OSP): Provide change communications strategy and tactical execution support for Air Force EQ centralization effort • MAJCOMs: Champion EQ change efforts, employ tactical communications to MAJCOM EQ staff and customers • WGs/installations: Champion environmental EQ change efforts and employ tactical communications to installation EQ staff and customers
POCs	<ul style="list-style-type: none"> • AFCEC/CIO: Ms. Karla Saia (210-395-8806/DSN 969-8806) • AFCEC/CZT: Mr. Roger Wilkson (210-395-8375/DSN 969-8375)
Communication Channels	<p>Internal</p> <ul style="list-style-type: none"> • Speakers (e.g., commander's calls, Defense Connect Online [DCO]) • Workshops • Focus Groups • One-on-one and group meetings • Internally sourced publications (e.g., CenterPieces, CenterViews, division newsletters) • Public and internal web sites • SharePoint • Social media • Direct communications (e.g., memoranda, email) • Dedicated email account for feedback (e.g., AF.EC@us.af.mil) • Multimedia • EDASH <p>External</p> <ul style="list-style-type: none"> • Trade publications • Speakers • Exhibits/conferences/workshops/industry days • Press releases • Public web sites • Direct communications (e.g., memoranda, email) • Multimedia • Dedicated email account for feedback
Assessment	<ul style="list-style-type: none"> • Assess stakeholder and customer awareness and understanding through feedback tools at launch of reorganization and then again at a future point (~three-six months pending approval of P-Plan and

	<p>master change schedule)</p> <ul style="list-style-type: none"> • Provide multiple channels of communication for voluntary, ongoing feedback (e.g., on-site suggestion boxes, dedicated email account, contact us web links)
References	<ul style="list-style-type: none"> • AFPD 32-70, Environmental Quality • AFI 35-101, Public Affairs Responsibilities and Management • AFI 35-108, Environmental Public Affairs • Air Force Efficiencies Communication Plan (28 Apr 11) • Air Force ESOH Commitment Policy, 12 May 11 • CE Efficiency Comm Guidance Card, 27 May 11
Themes	Key Messages
The Air Force is consolidating its EQ program.	<ul style="list-style-type: none"> • The Air Force is pursuing installation support efficiencies while maintaining agile combat support to combatant commanders (CCDR) • In response to mandates for compliance and continuous improvement, the Air Force is consolidating its EQ programs • The Air Force is consolidating its EQ program to provide improved and centralized technical, consulting, and support services • EQ operations at MAJCOMs will encourage agile, local decision making, improving responsiveness, and quality of service to customers
EQ consolidation improves the Air Force's ability to comply with laws, instructions, and policies.	<ul style="list-style-type: none"> • The Air Force EQ consolidation improves compliance with environmental law by centralizing EQ experts, measurement and analysis tools, and the Air Force EQ body of knowledge
Consolidating the EQ program will reduce risk to Air Force natural environment, built infrastructure, and the warfighter.	<ul style="list-style-type: none"> • A unified Air Force EQ program will reduce risk to the natural and built environment by eliminating inconsistencies resulting from disparate tools, processes, and data sources
Streamlining Air Force EQ services will reduce costs and improve performance, while providing standardized operations across the enterprise.	<ul style="list-style-type: none"> • EQ will be handled with greater efficiency and will enhance mission capability by centralizing and consolidating operations • EQ consolidation is one of many efforts across the Air Force aimed at continuous evaluation and improvement of its environmental management operations • The Air Force will reduce costs, not capabilities, by streamlining its EQ program

APPENDIX XIII – EQ CBR TEAR OUTS

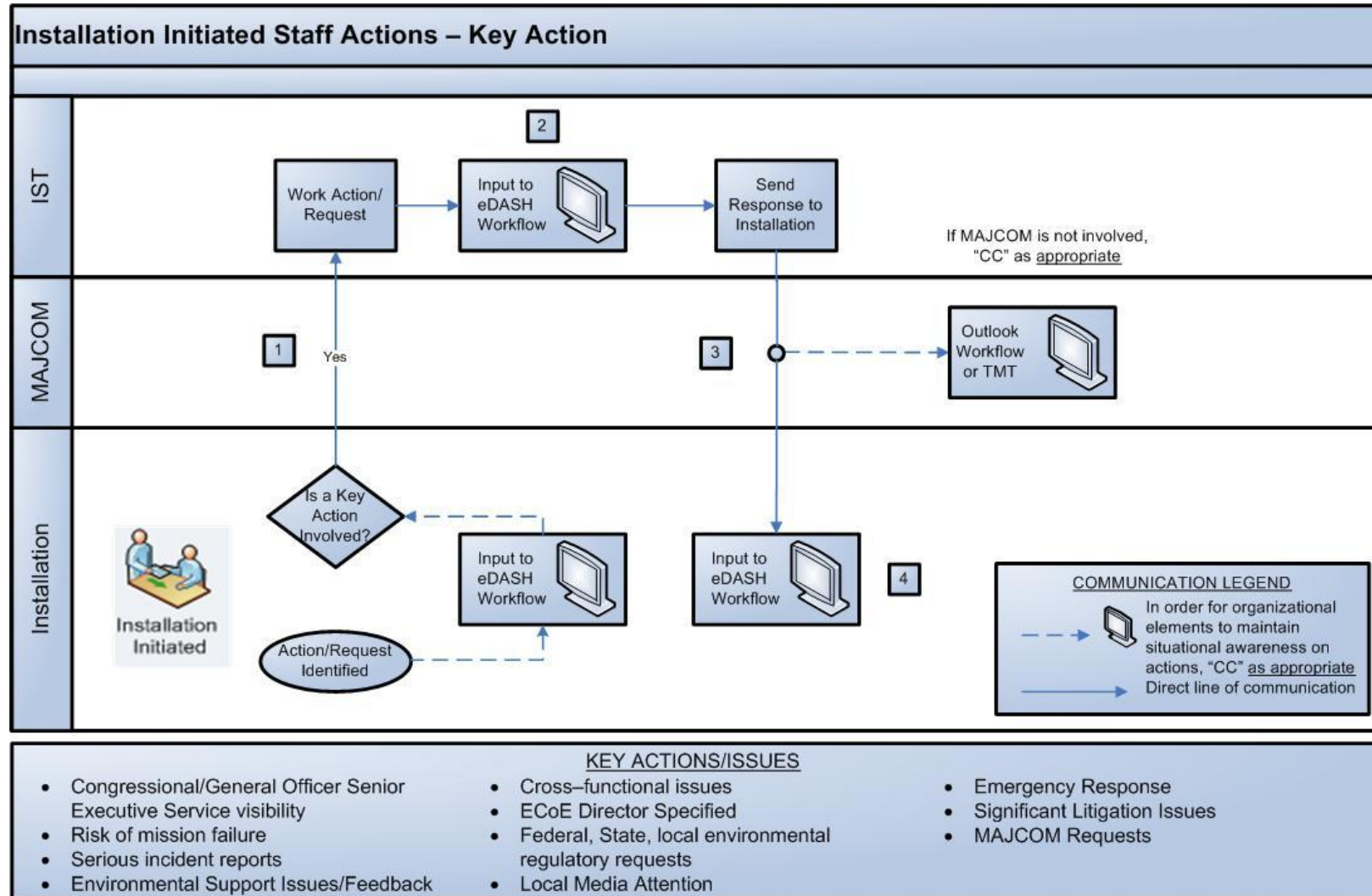


Figure XIII – 1: Installation Initiated Staff Actions – Key Action

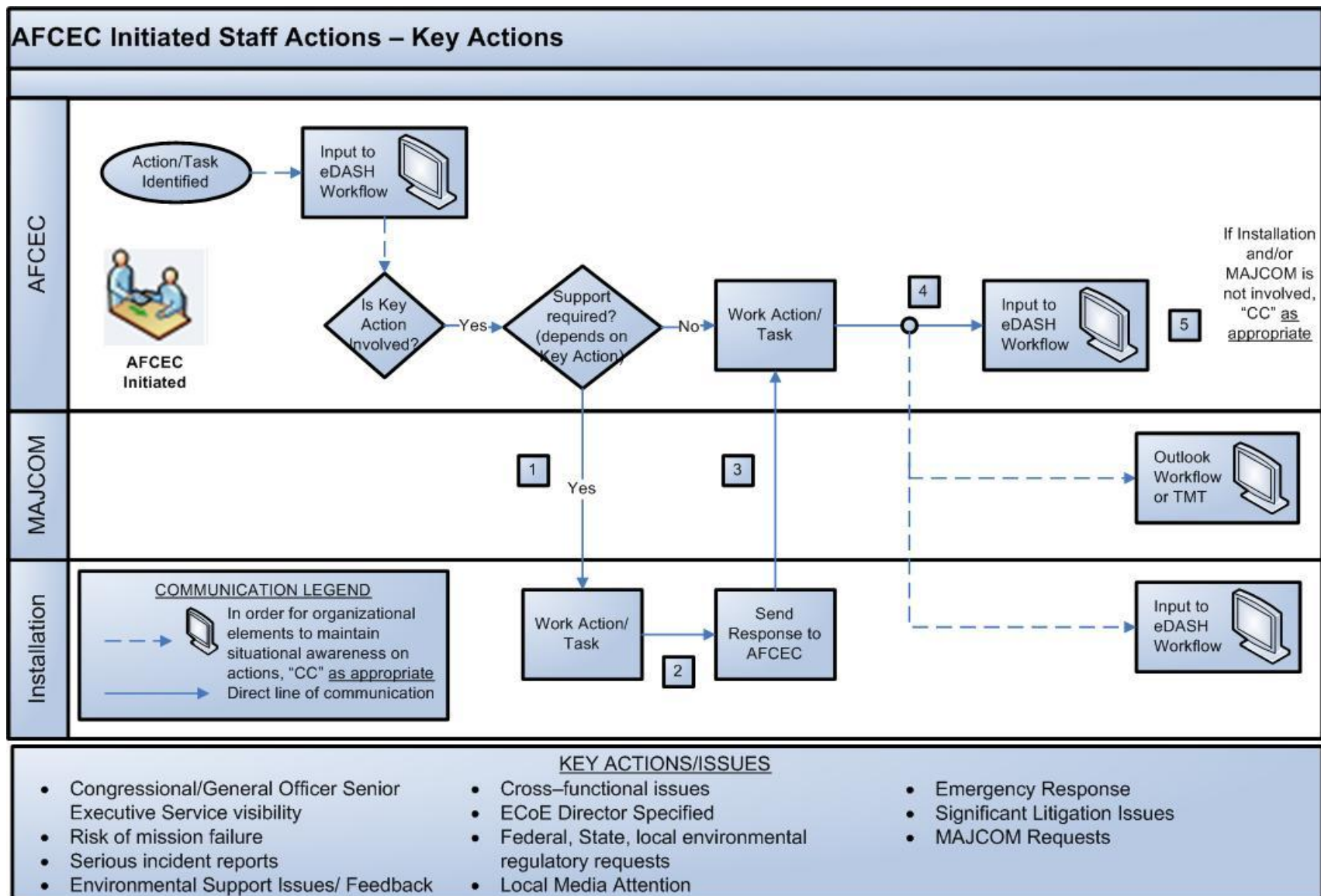


Figure XIII – 2: AFCEC Initiated Staff Actions – Key Action

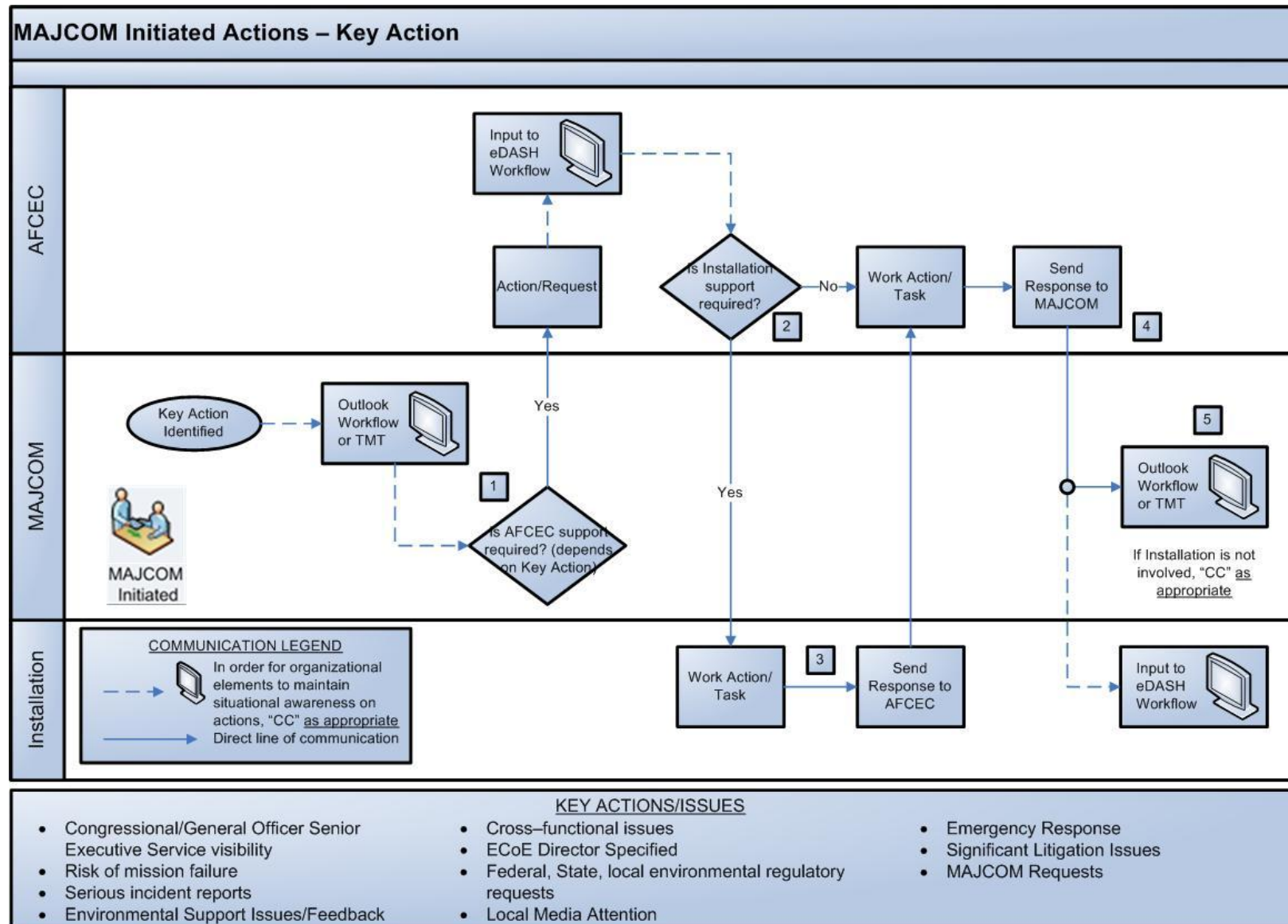


Figure XIII – 3: MAJCOM Initiated Staff Actions – Key Action

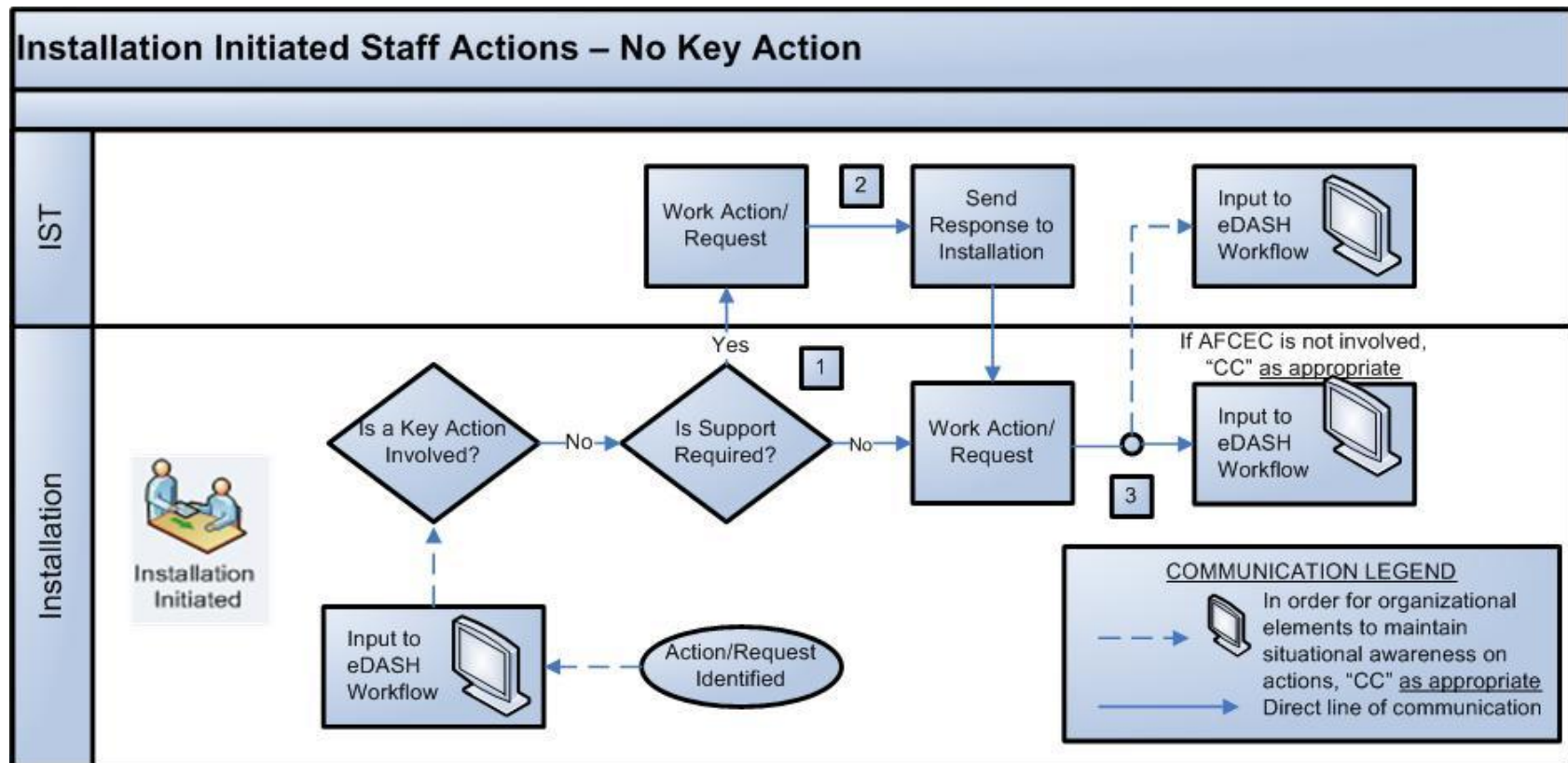


Figure XIII – 4: Installation Initiated Staff Actions – No Key Action

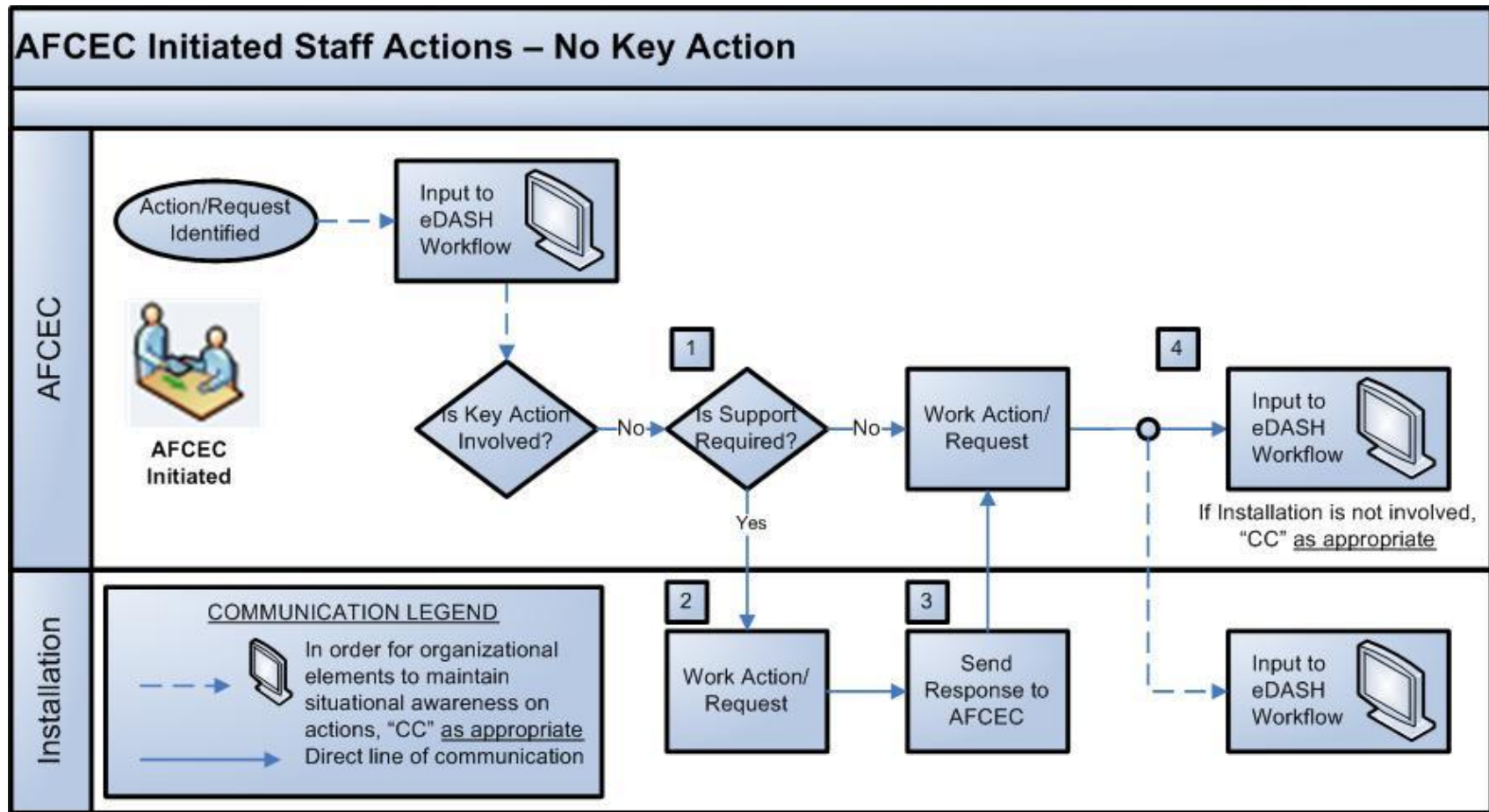


Figure XIII – 5: AFCEC Initiated Staff Actions – No Key Action

APPENDIX XIV – INSTALLATIONS CoE ACCOUNTABILITY PROCESSES

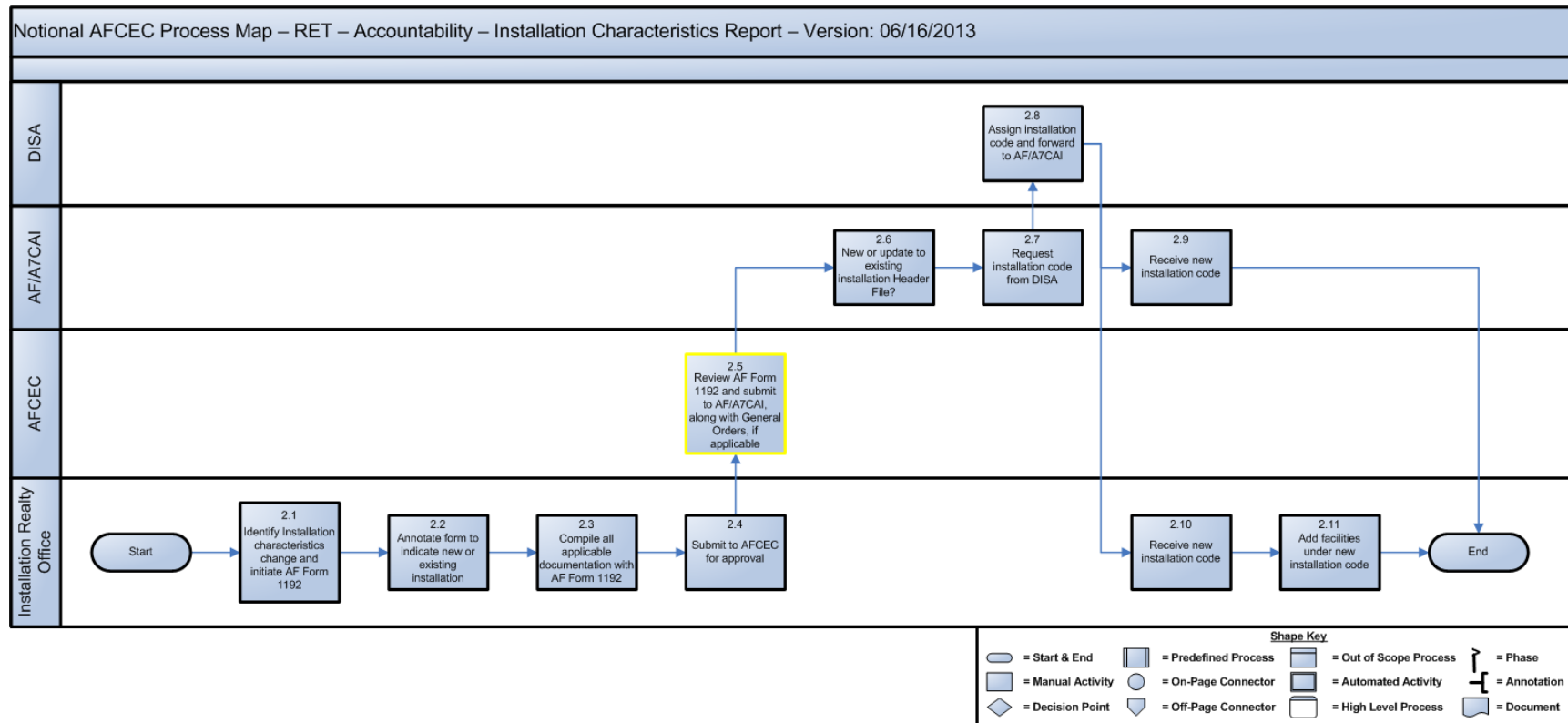


Figure XIV – 1: Notional AFCEC Process Map – RET – Accountability – Installation Characteristics Report

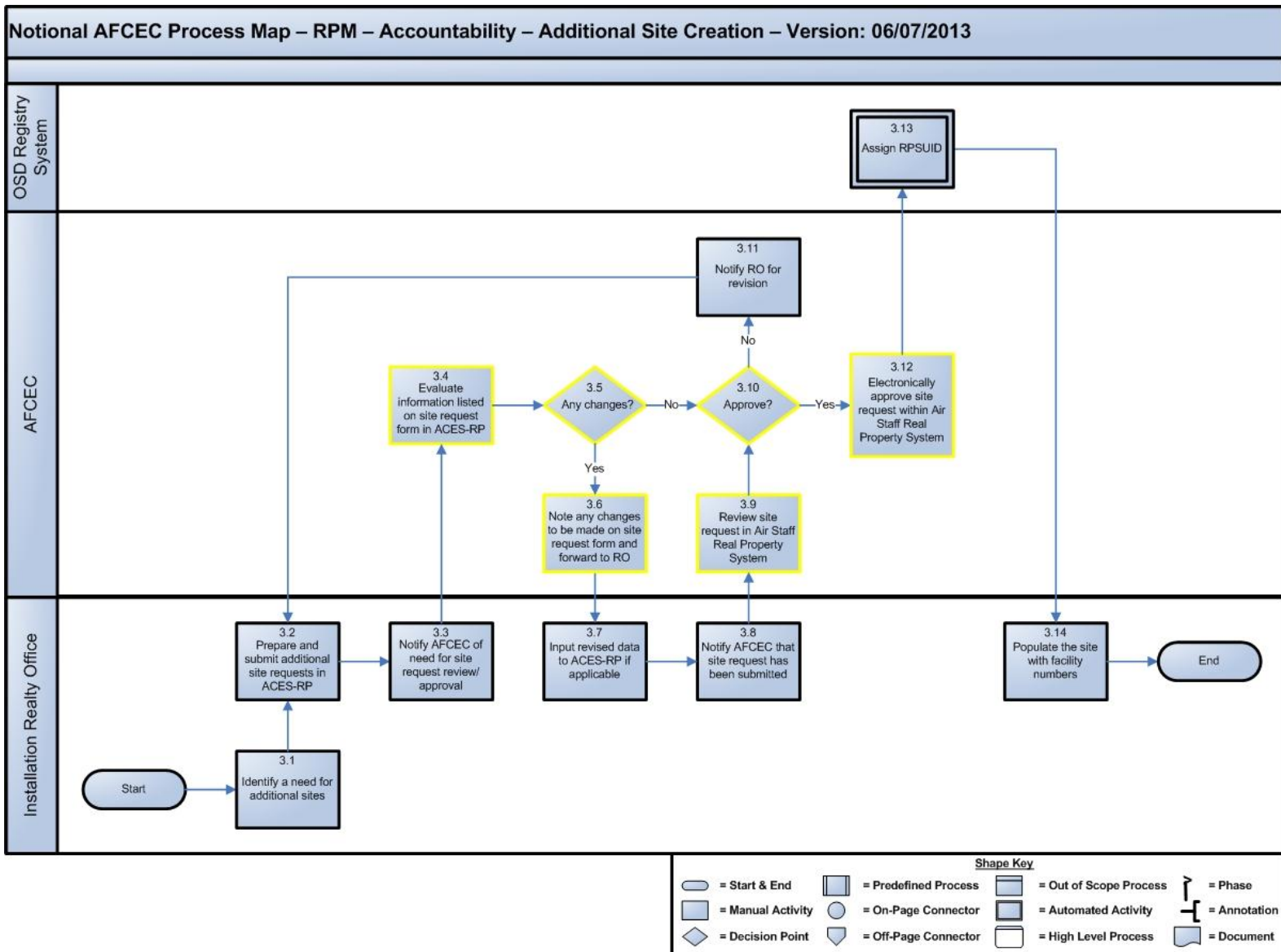


Figure XIV – 2: Notional AFCEC Process Map – RPM – Accountability – Additional Site Creation

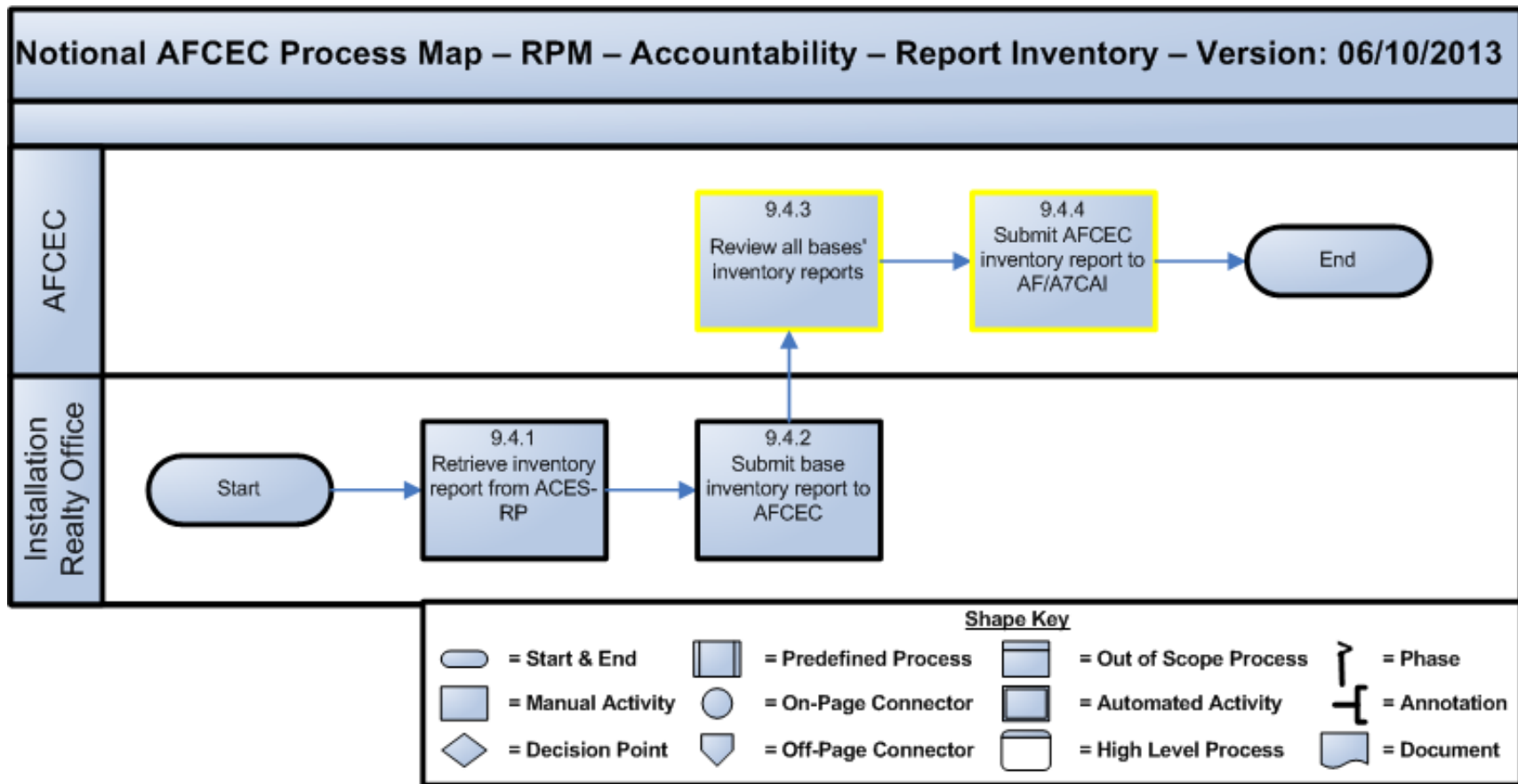


Figure XIV – 3: Notional AFCEC Process Map – RPM – Accountability – Report Inventory

P-Plan for Implementation of Enterprise-Wide Civil Engineer Transformation

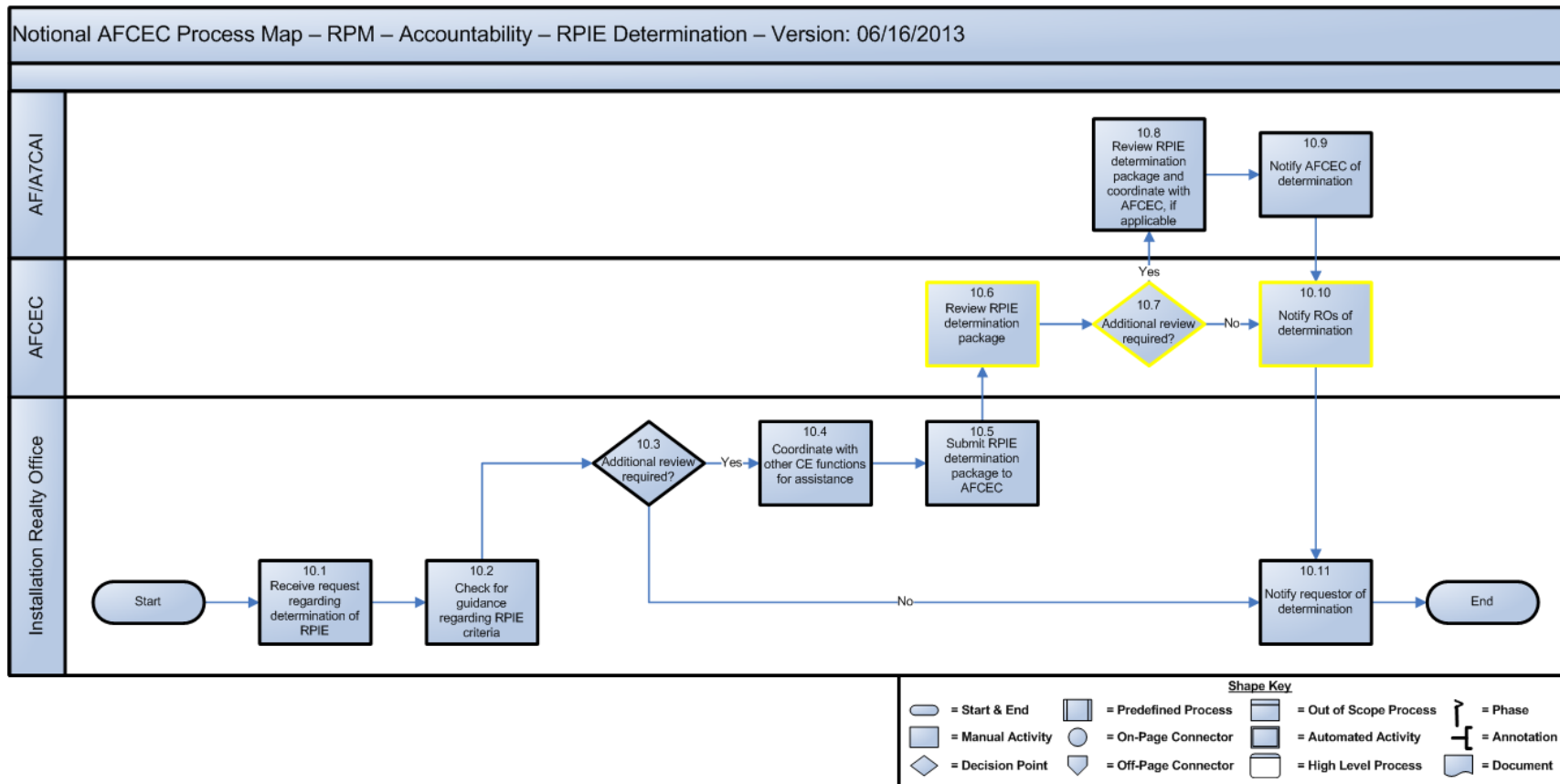


Figure XIV – 4: Notional AFCEC Process Map – RPM – Accountability – RPIE Determination

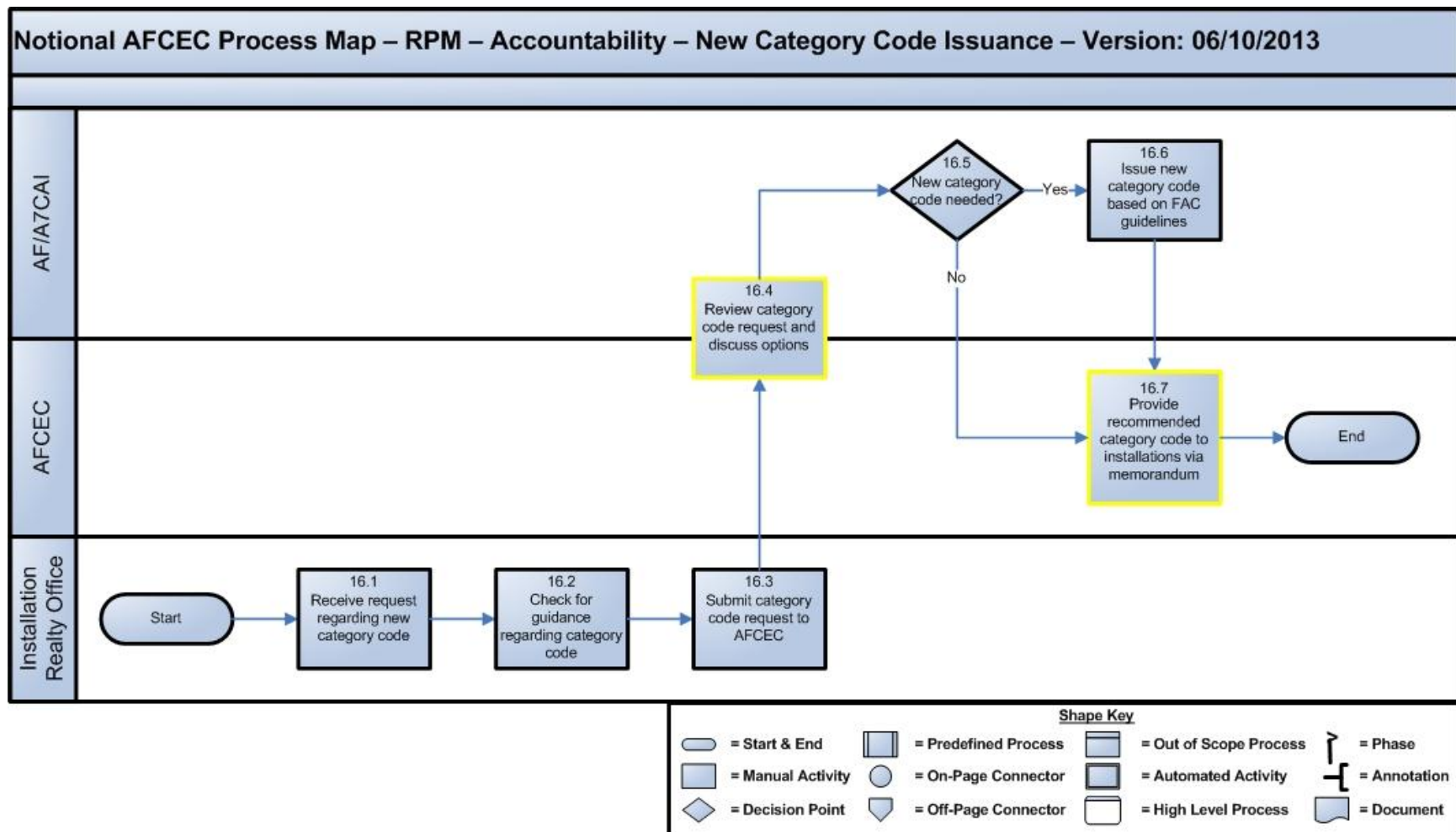


Figure XIV – 5: Notional AFCEC Process Map – RPM – Accountability – New Category Code Issuance

APPENDIX XV – INSTALLATIONS CoE REAL PROPERTY TRANSACTION PROCESSES

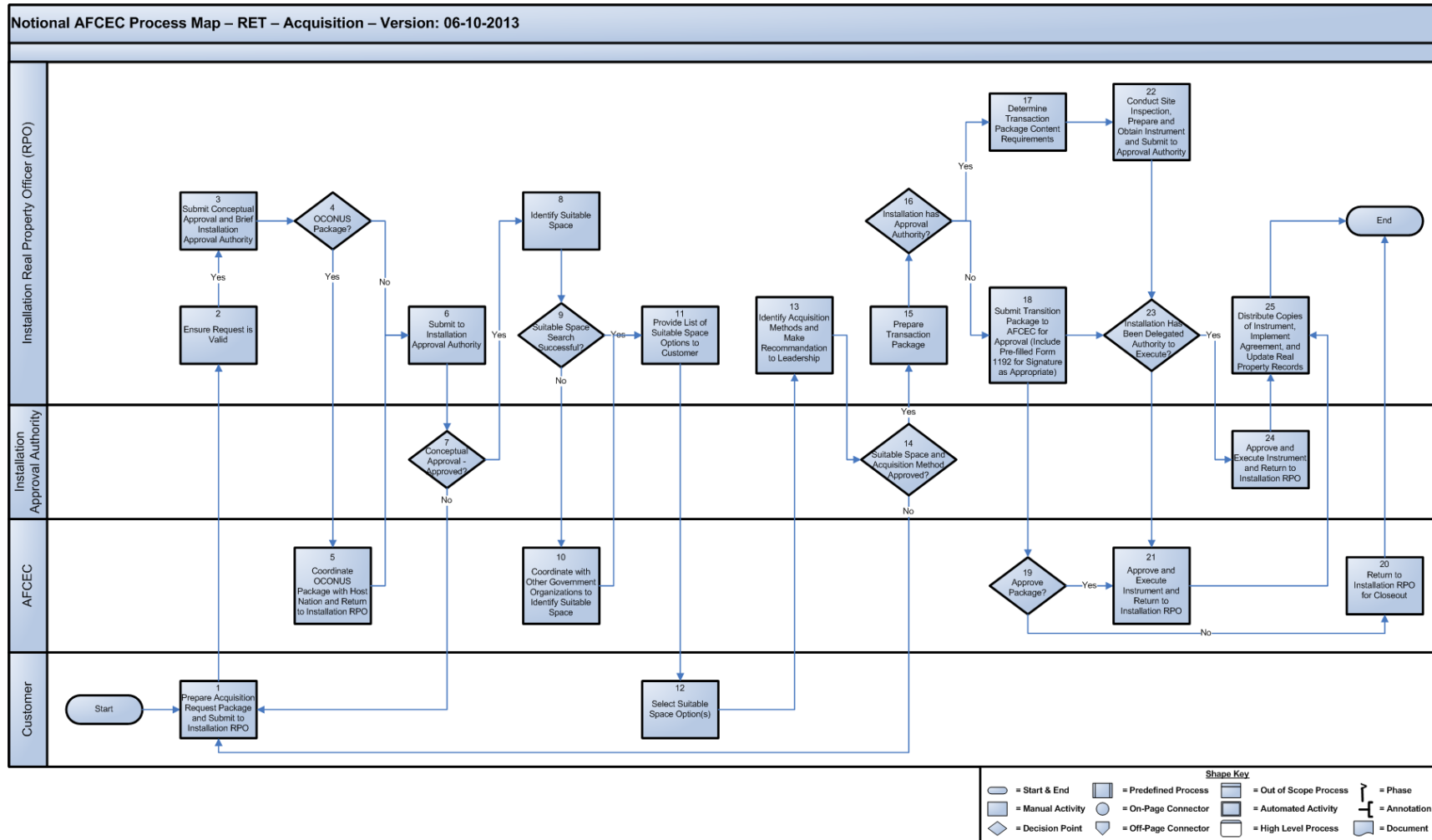


Figure XV – 1: Notional AFCEC Process Map – RET – Acquisition

P-Plan for Implementation of Enterprise-Wide Civil Engineer Transformation

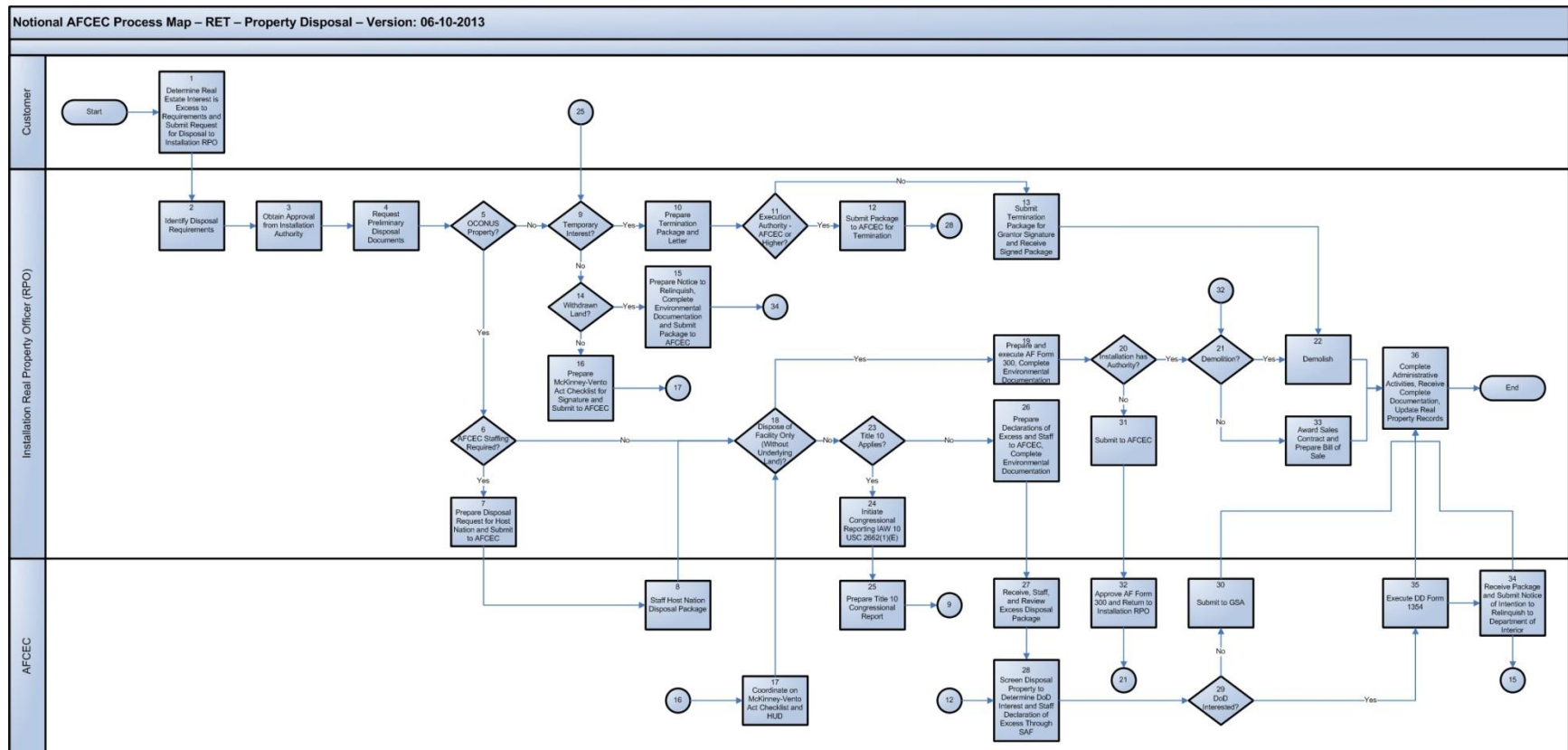


Figure XV – 2: Notional AFCEC Process Map – RET – Property Disposal

P-Plan for Implementation of Enterprise-Wide Civil Engineer Transformation

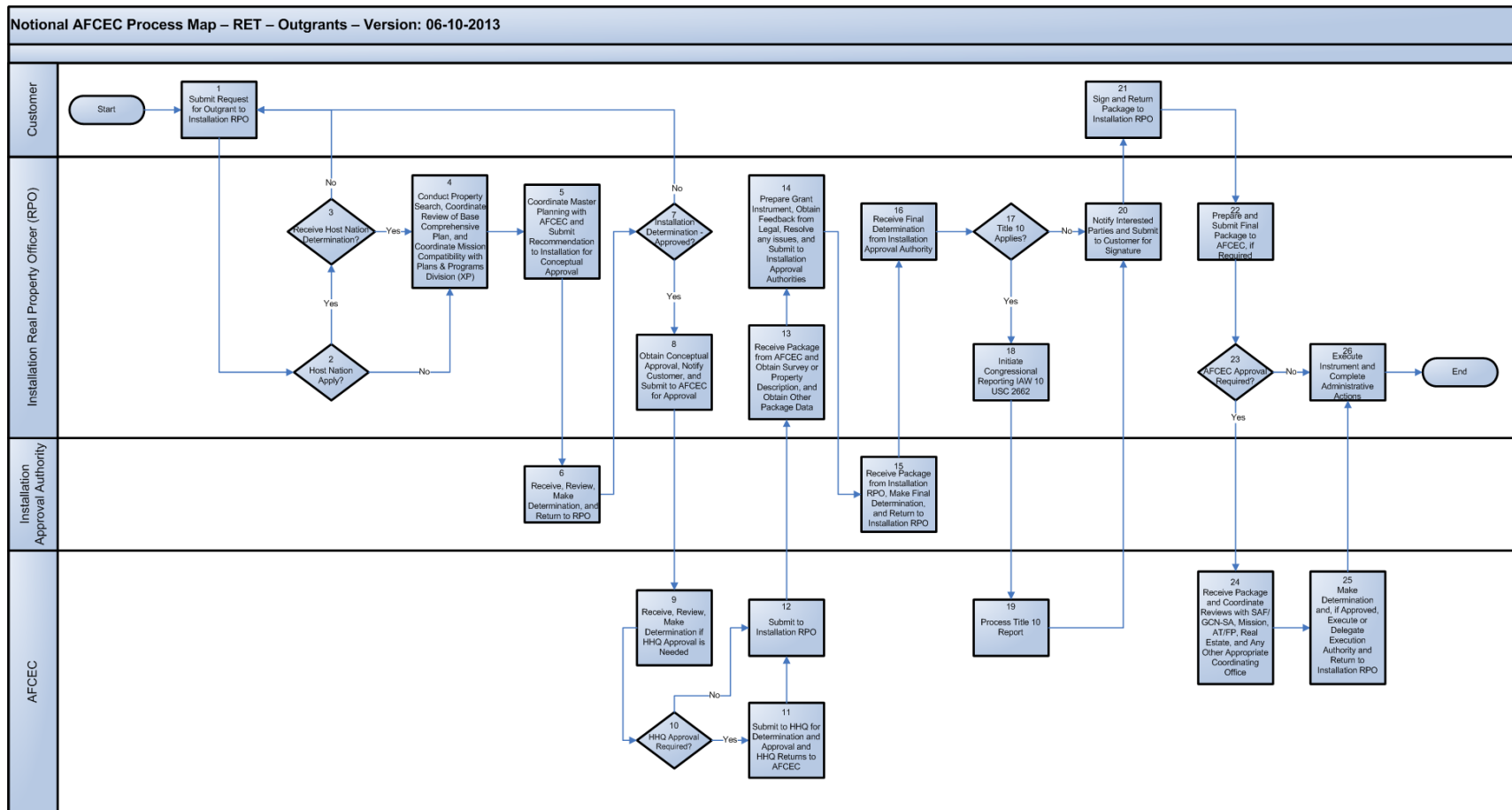


Figure XV – 3: Notional AFCEC Process Map – RET – Outgrants

APPENDIX XVI – INSTALLATIONS CoE REPI OVERVIEW PROCESSES

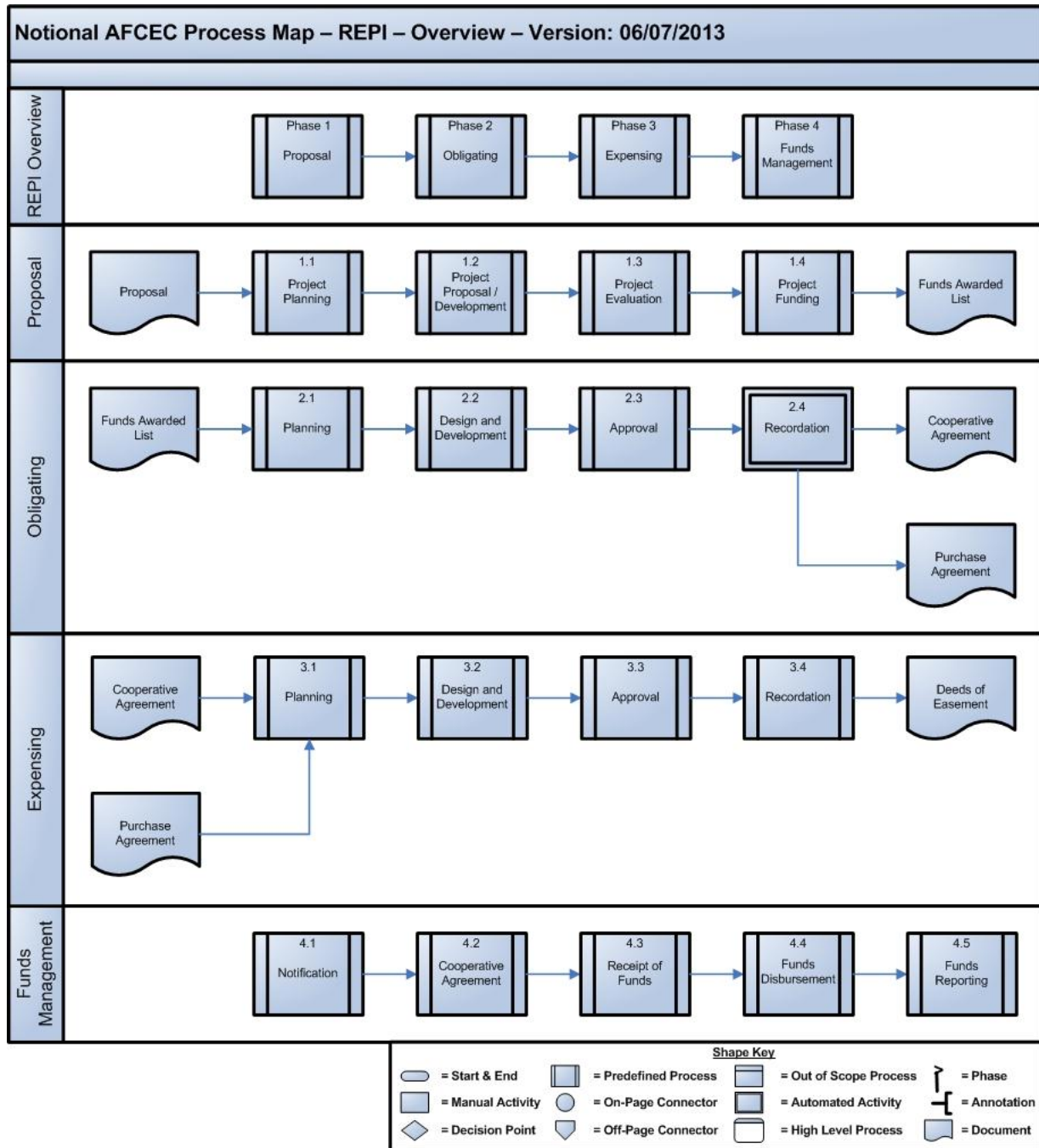


Figure XVI – 1: Notional AFCEC Process Map – REPI – Overview

P-Plan for Implementation of Enterprise-Wide Civil Engineer Transformation

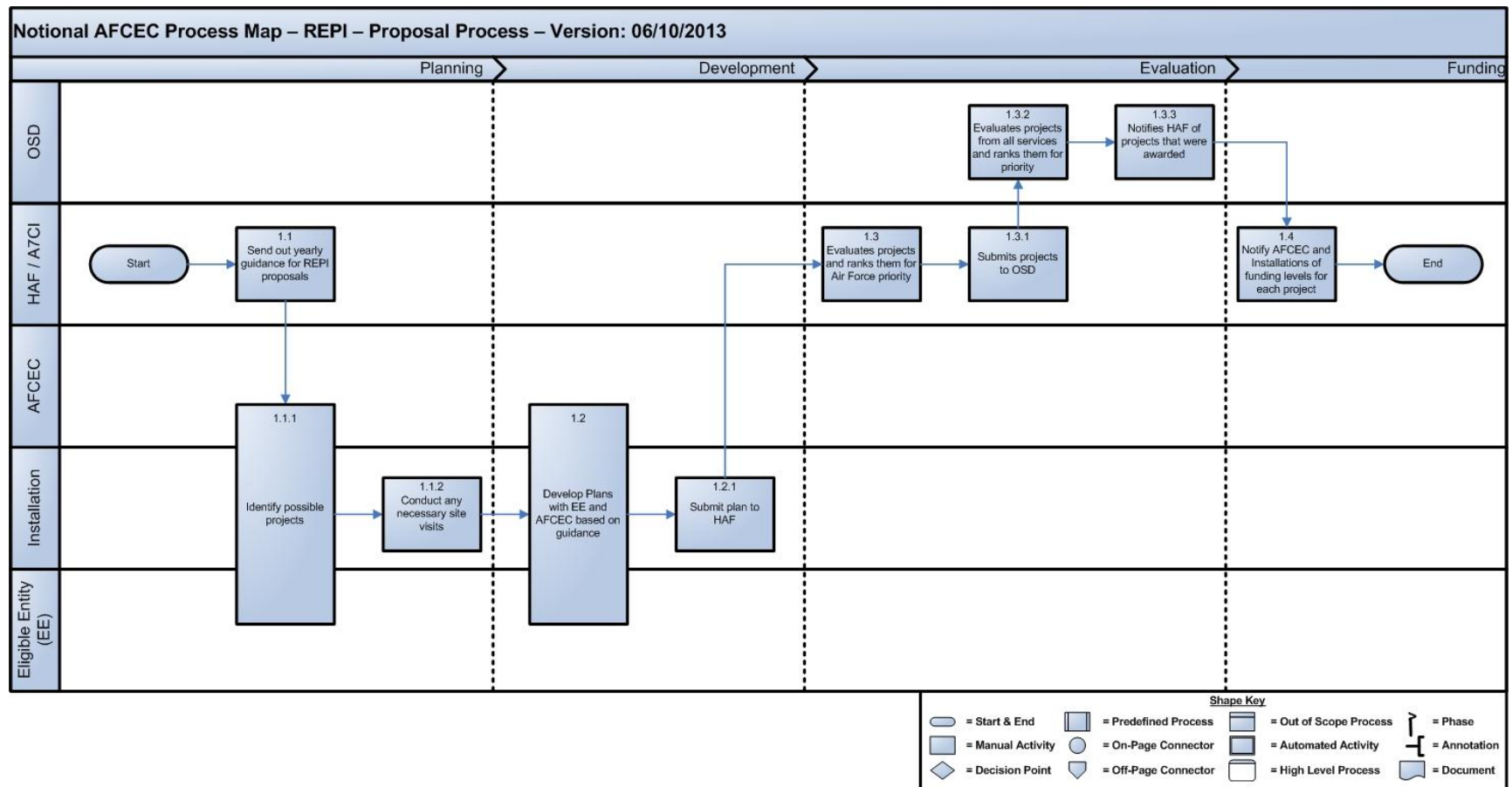


Figure XVI – 2: Notional AFCEC Process Map – REPI – Proposal Process

P-Plan for Implementation of Enterprise-Wide Civil Engineer Transformation

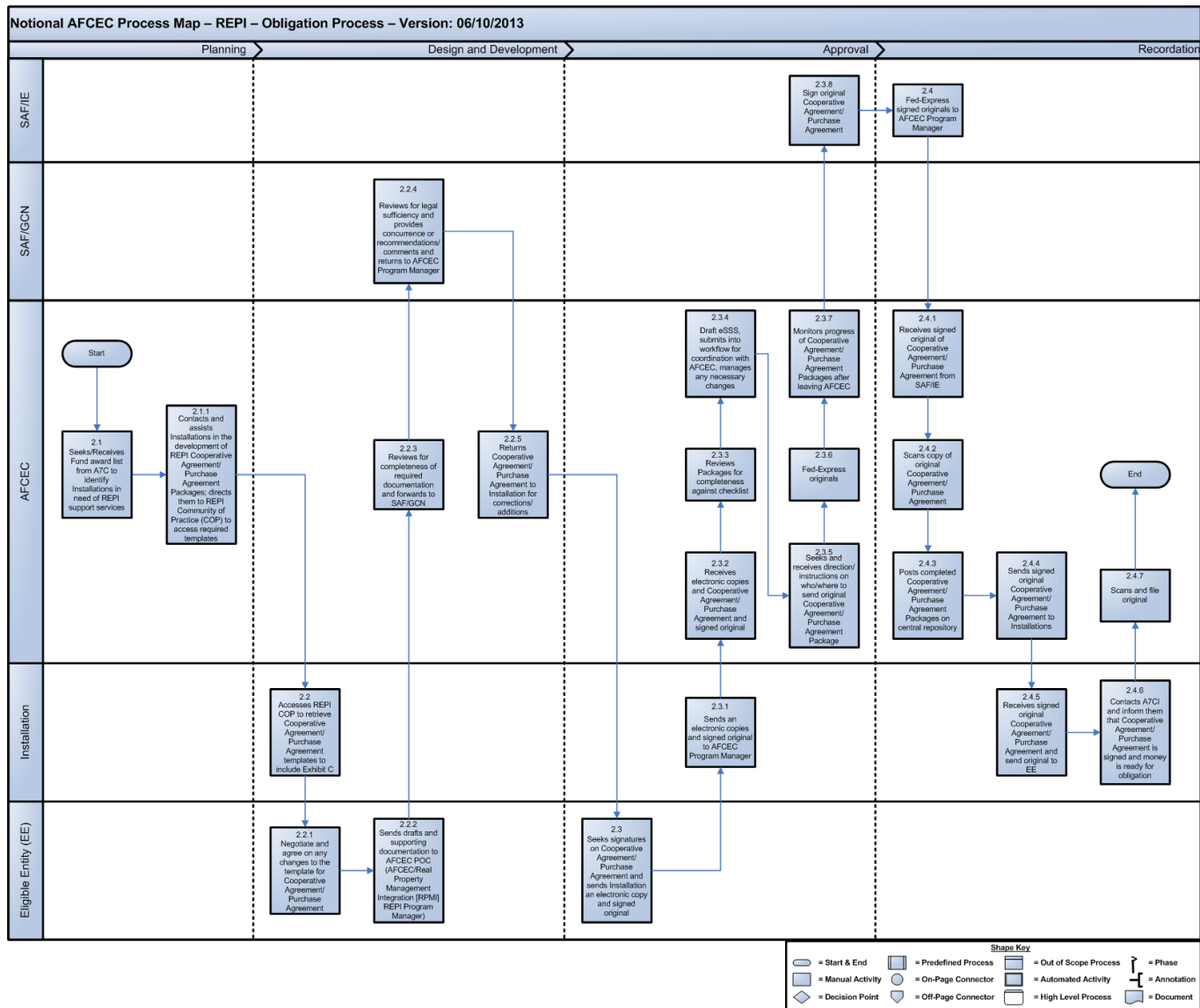


Figure XVI – 3: Notional AFCEC Process Map – REPI – Obligation Process

P-Plan for Implementation of Enterprise-Wide Civil Engineer Transformation

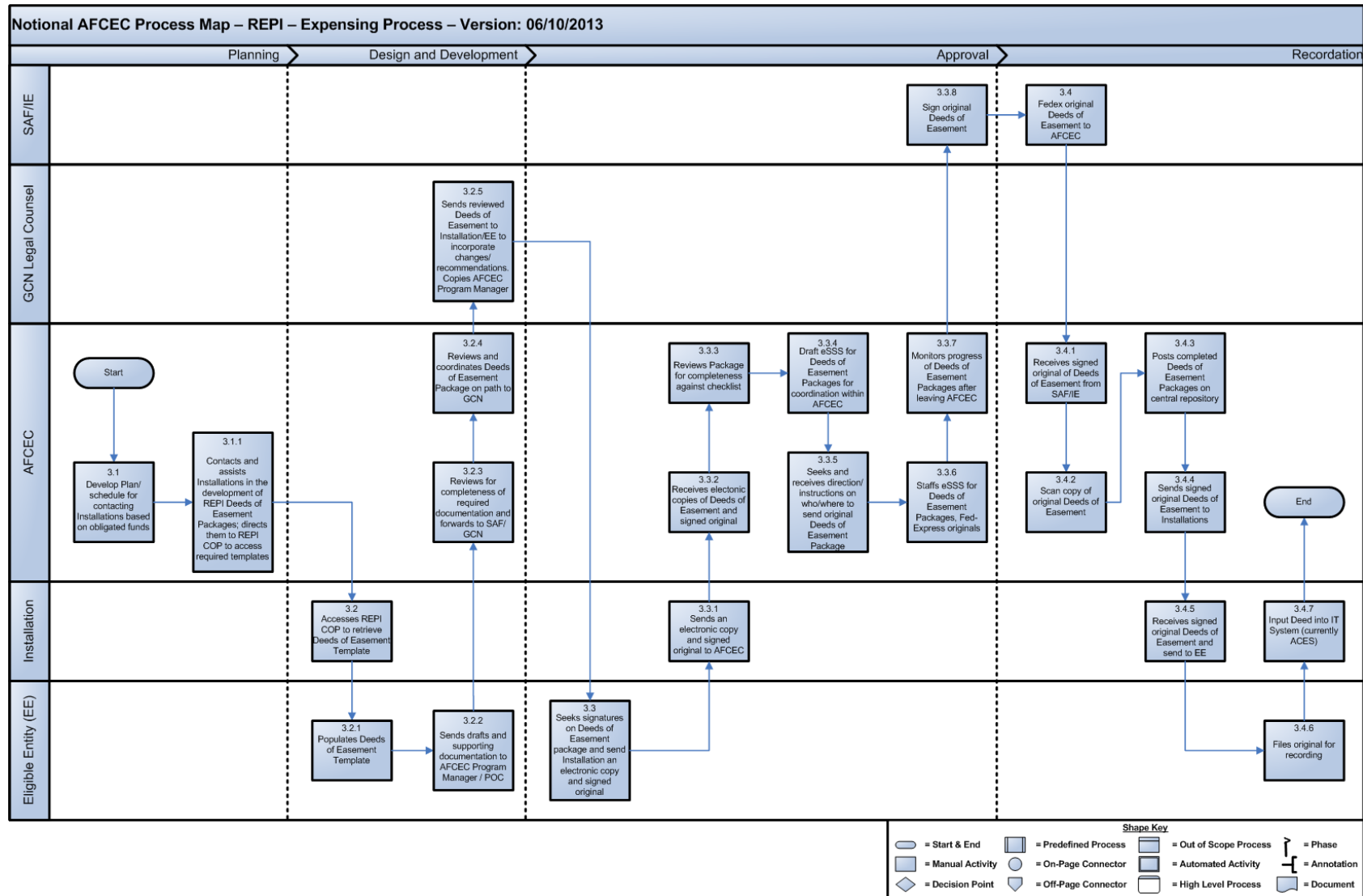


Figure XVI – 4: Notional AFCEC Process Map – REPI – Expensing Process

P-Plan for Implementation of Enterprise-Wide Civil Engineer Transformation

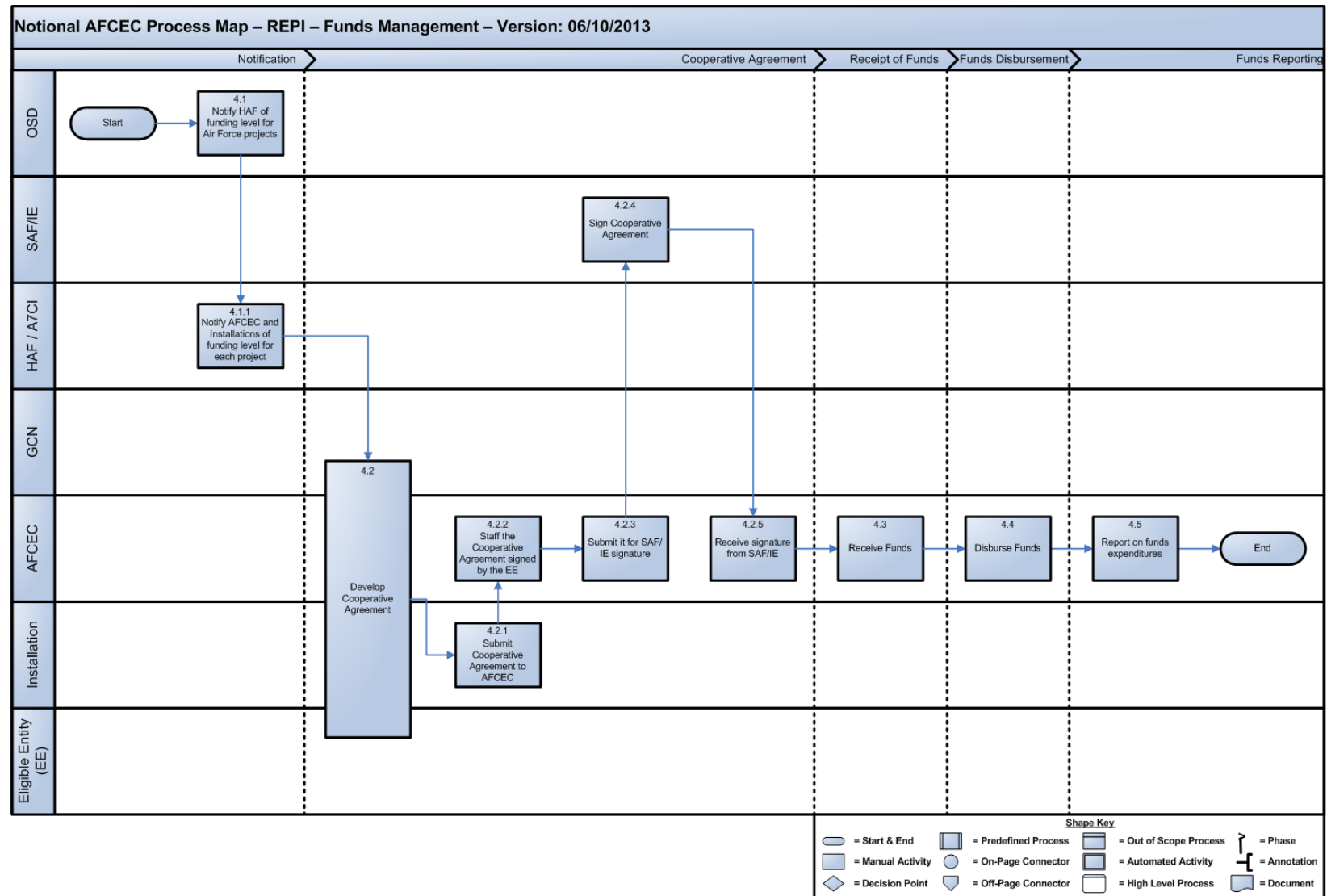
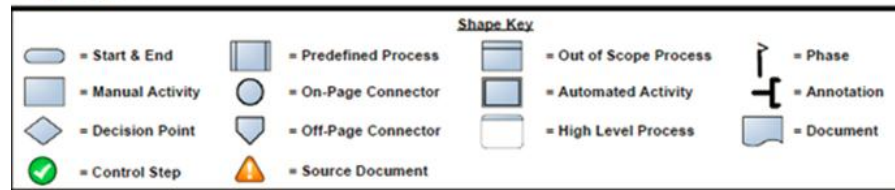


Figure XVI – 5: Notional AFCEC Process Map – REPI – Funds Management

APPENDIX XVII – CFO PROCESSES

1.0 AFCEC Consolidation P-Plan – CFO Processes (“To Be”) – Map Legend, Acronyms, and Contents

Map Legend



Acronyms

ALO	Accounting Liaison Officer
BA	Budget Analyst
BES	Budget Estimate Submission
CFO	Chief Financial Officer
CRA	Continuing Service Representative
CSR	Customer Service Representative
DCPS	Defense Civilian Pay System
DFAS	Defense Finance and Accounting
FAD	Funding Authorization Document
FMB	Financial Management Board
FMG	Financial Management Group
FOA	Field Operating Agency
GAFS	General Accounting and Finance System
IPL	Integrated Priority List
JBSA	Joint Base San Antonio
LOA	Line of Accounting
OBAN	Operating Budget Account Number
OBAD	Operating Budget Account Document
PEM	Program Element Monitor
POM	Program Objectives Memorandum
PPI	POM Planning Instruction
PRD	Program Requirements Document
SAF	Secretary of the Air Force
FM	Financial Management

Contents

Map Legend, Acronyms, and Content Tab
Tab 1 – CFO – Programming
Tab 2 – FYXX Program Execution (Agency Funds)
Tab 3 – FYXX Program Execution (Program Funds)
Tab 4a - CFO – Program Execution / Funds Control (1 of 3)
Tab 4b - CFO – Program Execution / Funds Control (2 of 3)
Tab 4c - CFO – Program Execution / Funds Control (3 of 3)
Tab 5 – CFO – Civ Pay (Timekeeper/Payroll)
Tab 6 – CFO – Civ Pay (Accounting)
Tab 7 – CFO – Reviews / Monitoring
Tab 8 – CFO – Reporting (External to AFCEC)

Figure XVII – 1: Map Legend, Acronyms, and Contents

P-Plan for Implementation of Enterprise-Wide Civil Engineer Transformation

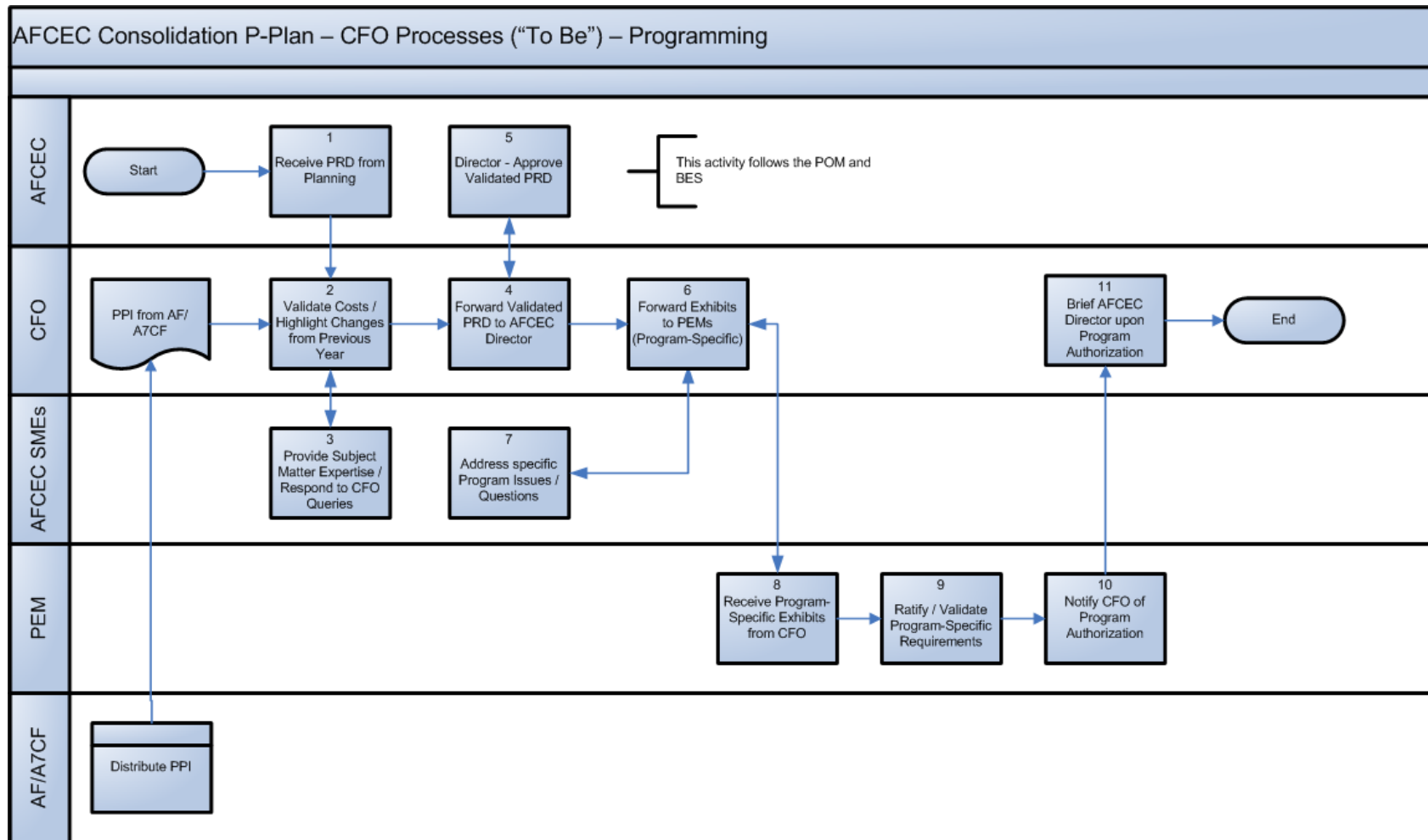


Figure XVII – 2: AFCEC Consolidation P-Plan – CFO Processes (To-Be) - Programming

2.0 Narrative – AFCEC Consolidation – CFO Processes (“To Be”)

2.1. Process 1: Programming

Programming, the development of scope, schedule, and budget of the requirements for agency programs, is second phase of the annual PPBE process. Programming addresses two to six years in the future time period. The inputs to programming are project requirements documents from planning and the outputs are the POM and program authorizations as validated by program element monitors (PEM).

Step 1: Receive program requirements document (PRD) from planning

Role: AFCEC

The AFCEC receives the PRD from planning.

Proceed to Step 2.

Step 2: Validate costs/highlight changes from previous year

Role: CFO

The CFO validates costs and highlights changes from the previous year's PRD.

Proceed to Step 3.

Step 3: Provide subject matter expertise/respond to CFO queries

Role: AFCEC SMEs

Applicable AFCEC SMEs respond to CFO queries to support the PRD validation effort. Interaction is two-way in this step until all queries are closed.

Proceed to Step 4.

Step 4: Forward validated PRD to AFCEC Director

Role: CFO

The CFO forwards the validated PRD to the AFCEC Director for review and approval.

Proceed to Step 5.

Step 5: Approve validated PRD

Role: AFCEC (Director)

The AFCEC Director reviews and approves the validated PRD. Interaction may be two-way in this step if revisions are needed as the AFCEC Director provides feedback or asks questions.

Proceed to Step 6.

Step 6: Forward exhibits to PEMs (program-specific)

Role: CFO

The CFO forwards relevant exhibits to the PEMS for their specific programs.

Proceed to Step 7.

Step 7: Address specific program issues/questions

Role: AFCEC SMEs

AFCEC-level SMEs address program-specific issues/questions arising from coordination between the CFO and PEMS. Interaction is two-way in this step until questions are answered/issues are resolved.

Proceed to Step 8.

Step 8: Receive program-specific exhibits from CFO

Role: PEM

The PEMS receive their program-specific exhibits from the CFO.

Proceed to Step 9.

Step 9: Ratify/validate program-specific requirements

Role: PEM

The PEMS ratify and validate their program-specific requirements, resulting in program authorization.

Proceed to Step 10.

Step 10: Notify CFO of program authorization

Role: PEM

The PEMs notify the CFO of program authorization.

Proceed to Step 11.

Step 11: Brief the AFCEC Director upon program authorization

Role: CFO

The CFO briefs the AFCEC Director upon receiving program authorization from the PEMs.

End of Process.

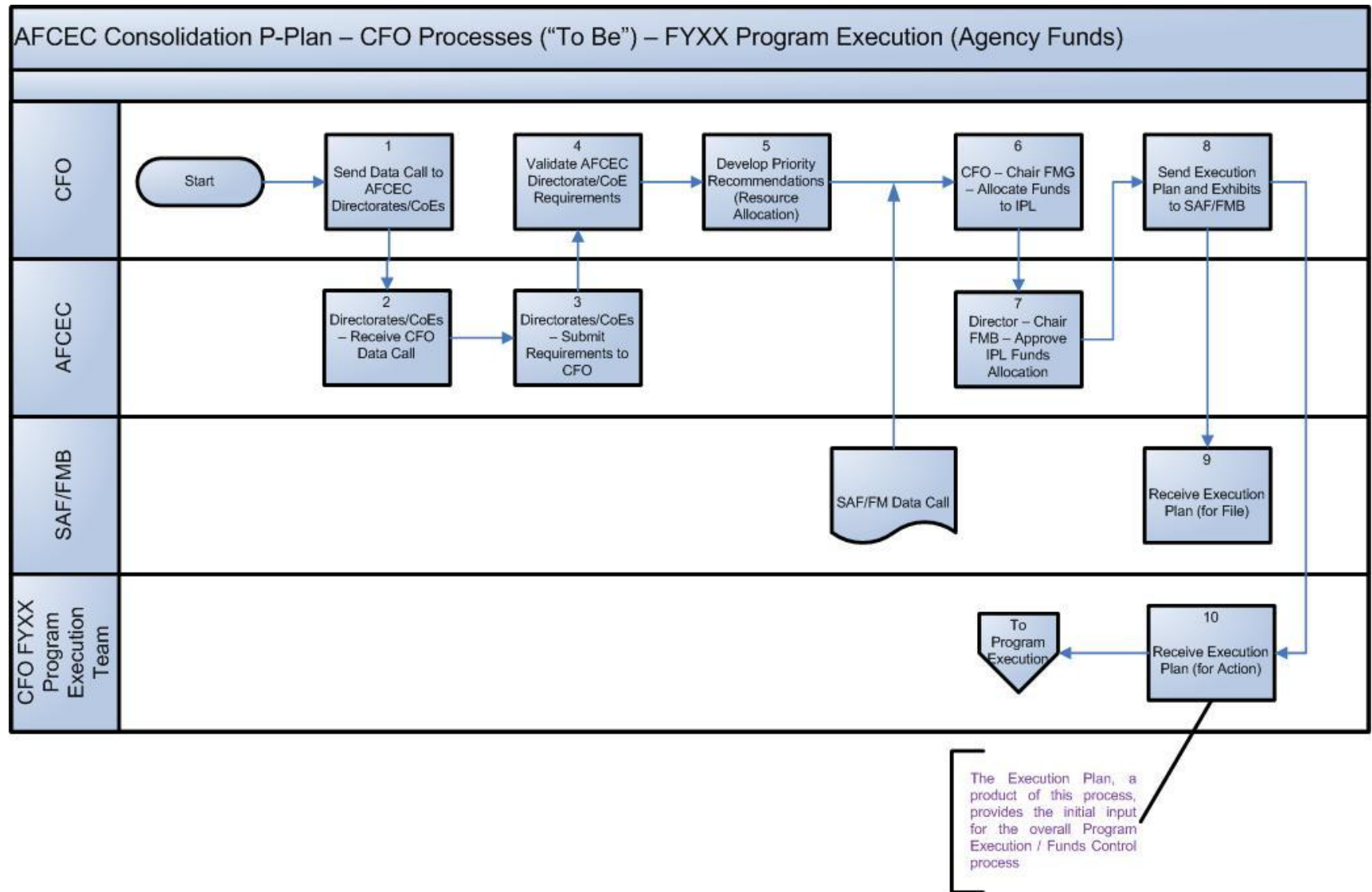


Figure XVII – 3: AFCEC Consolidation P-Plan – CFO Processes (To-Be) – FYXX Program Execution (Agency Funds)

2.2. Process 2: FYXX Program Execution (Agency Funds) (“To-Be”)

Budgeting is the third phase of the PPBE process and addresses a one to two year future time period. The process map addresses budgeting for and allocation of agency (operating) funds only. The outputs for the budgeting process are the agency funds execution (spend) plan and the budget estimate submission (BES) for the next FY approved by the AFCEC Director, AF/A7C, and SAF/FMB.

Step 1: Send data call to AFCEC directorates/CoEs

Role: CFO

The CFO sends out a data call to the AFCEC directorates/CoEs, requesting program information and requirements.

Proceed to Step 2.

Step 2: Receive CFO data call

Role: AFCEC (Directorates/CoEs)

The AFCEC directorates/CoEs receive the CFO data call for action.

Proceed to Step 3.

Step 3: Submit requirements to CFO

Role: AFCEC (Directorates/CoEs)

The AFCEC directorates/CoEs submit their agency information and requirements to the CFO.

Proceed to Step 4.

Step 4: Validate AFCEC directorate/CoE requirements

Role: CFO

The CFO validates agency requirements submitted by the directorates/CoEs.

Proceed to Step 5.

Step 5: Develop priority recommendations (resource allocation)

Role: CFO

The CFO develops priority recommendations in terms of resource allocation across the various agencies.

Proceed to Step 6.

Step 6: CFO – Chair FMG – Allocate funds to IPL

Role: CFO

The CFO chairs a financial management (FM) group with the purpose of reviewing the prioritized recommendations and allocating funds via an IPL. An important input to this step is the SAF/FM data call (sent out by SAF/FMB).

Proceed to Step 7.

Step 7: Director – Chair FMB –Approve IPL funds allocation

Role: AFCEC (Director)

The AFCEC Director reviews and approves the IPL funds allocation, providing this information as input to the execution plan.

Proceed to Step 8.

Step 8: Send execution plan and exhibits to SAF/FMB

Role: CFO

The CFO sends the execution plan and exhibits, such as foreign currency (Exhibit Q), to SAF/FMB, A7C/CFO (for file) and to the CFO FYXX program execution team (for action).

Proceed to Step 9.

Step 9: Receive execution plan (for file)

Role: SAF/FMB

SAF/FMB receives the execution plan from the CFO (for file).

Proceed to Step 10.

Step 10: Receive execution plan (for action)

Role: CFO FYXX Program Execution Team

The CFO FYXX Program Execution Team receives the execution plan (for action). The execution plan, a product of this process, provides the initial input for the overall program execution/funds control process.

Proceed to the Program Execution/Funds Control Process.

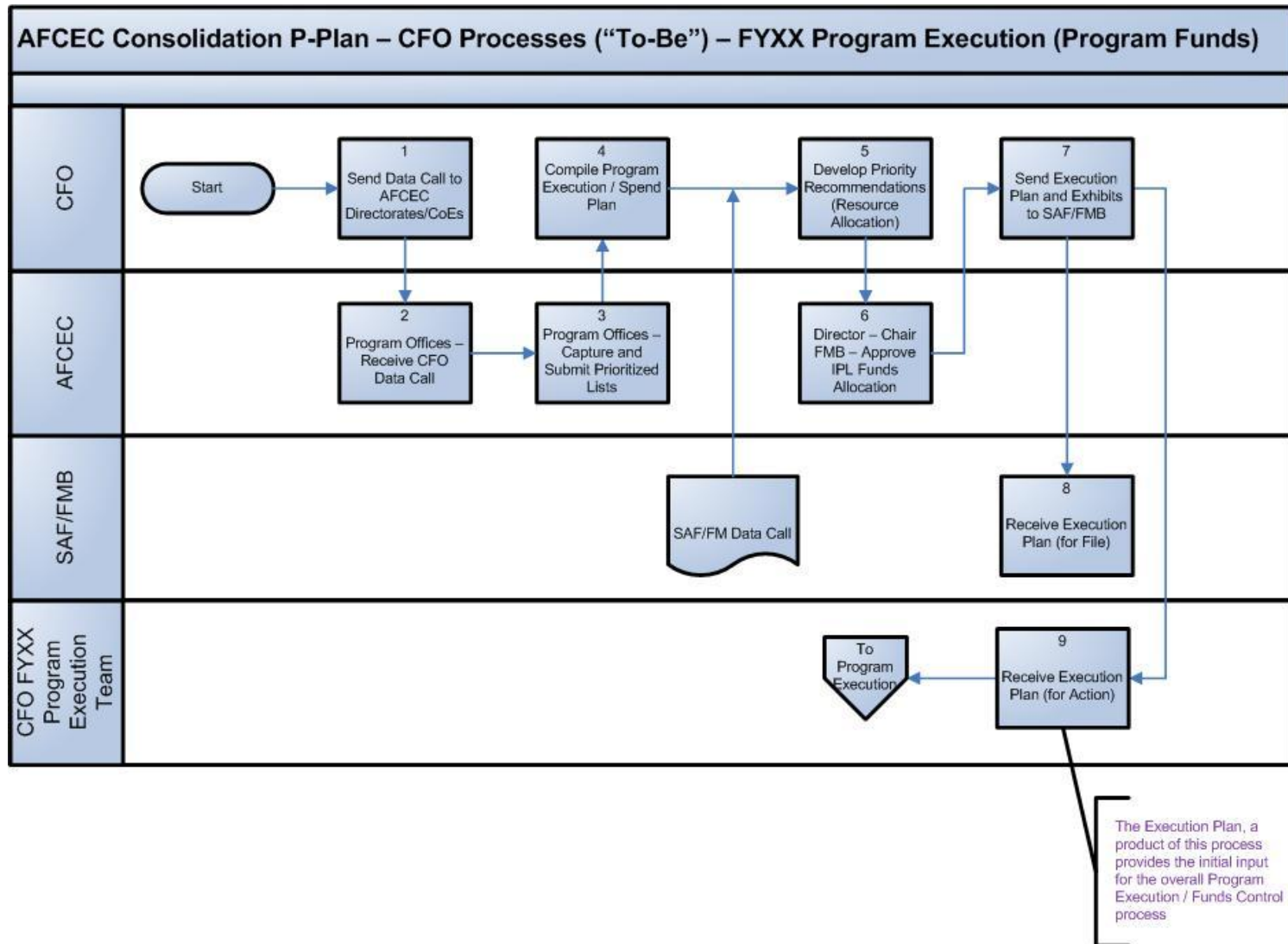


Figure XVII – 4: AFCEC Consolidation P-Plan – CFO Processes (To-Be) – FYXX Program Execution (Program Funds)

2.3. Process 3: FYXX Program Execution (Program Funds) (“To-Be”)

Budgeting is the third phase of the PPBE process and addresses a one to two year future time period. The process map addresses budgeting for and allocation of program funds only (centralized funds: ERA, EQ/compliance, R&M, demolition, and selected sustainment projects or opportunities). The outputs for the budgeting process are the centralized program funds execution (spend) plan and the BES for the next FY approved by the AFCEC Director and SAF/FMB.

Step 1: Send data call to AFCEC directorates/CoEs

Role: CFO

The CFO sends out a data call to the AFCEC directorates/CoEs, requesting program information and requirements.

Proceed to Step 2.

Step 2: Program Offices – Receive CFO data call

Role: AFCEC (Program Offices)

The AFCEC program offices receive the CFO data call for action.

Proceed to Step 3.

Step 3: Program Offices – Capture and submit prioritized lists

Role: AFCEC (Program Offices)

The AFCEC program offices capture and prioritize their requirements and submit to the CFO.

Proceed to Step 4.

Step 4: Compile program execution/spend plan

Role: CFO

The CFO compiles the prioritized requirements submitted by the program offices and provides the information as execution/spend plan inputs to the execution plan.

Proceed to Step 5.

Step 5: Develop priority recommendations (resource allocation)

Role: CFO

The CFO develops priority recommendations in terms of resource allocation across the various programs with the purpose allocating funds via an IPL. An important input to this step is the SAF/FM data call (sent out by SAF/FMB).

Proceed to Step 6.

Step 6: Director – Chair FMB –Approve IPL funds allocation

Role: AFCEC (Director)

The AFCEC Director reviews and approves the IPL funds allocation, providing this information as input to the execution plan.

Proceed to Step 7.

Step 7: Send execution plan and exhibits to SAF/FMB

Role: CFO

The CFO sends the execution plan and exhibits, such as foreign currency (exhibit Q), to SAF/FMB (for file) and to the CFO FYXX Program Execution Team (for action).

Proceed to Step 8.

Step 8: Receive execution plan (for file)

Role: SAF/FMB

SAF/FMB receives the execution plan from the CFO (for file).

Proceed to Step 9.

Step 9: Receive execution plan (for action)

Role: CFO FYXX Program Execution Team

The CFO FYXX Program Execution Team receives the execution plan (for action). The execution plan, a product of this process, provides the initial input for the overall program execution/funds control process.

Proceed to the Program Execution/Funds Control Process.

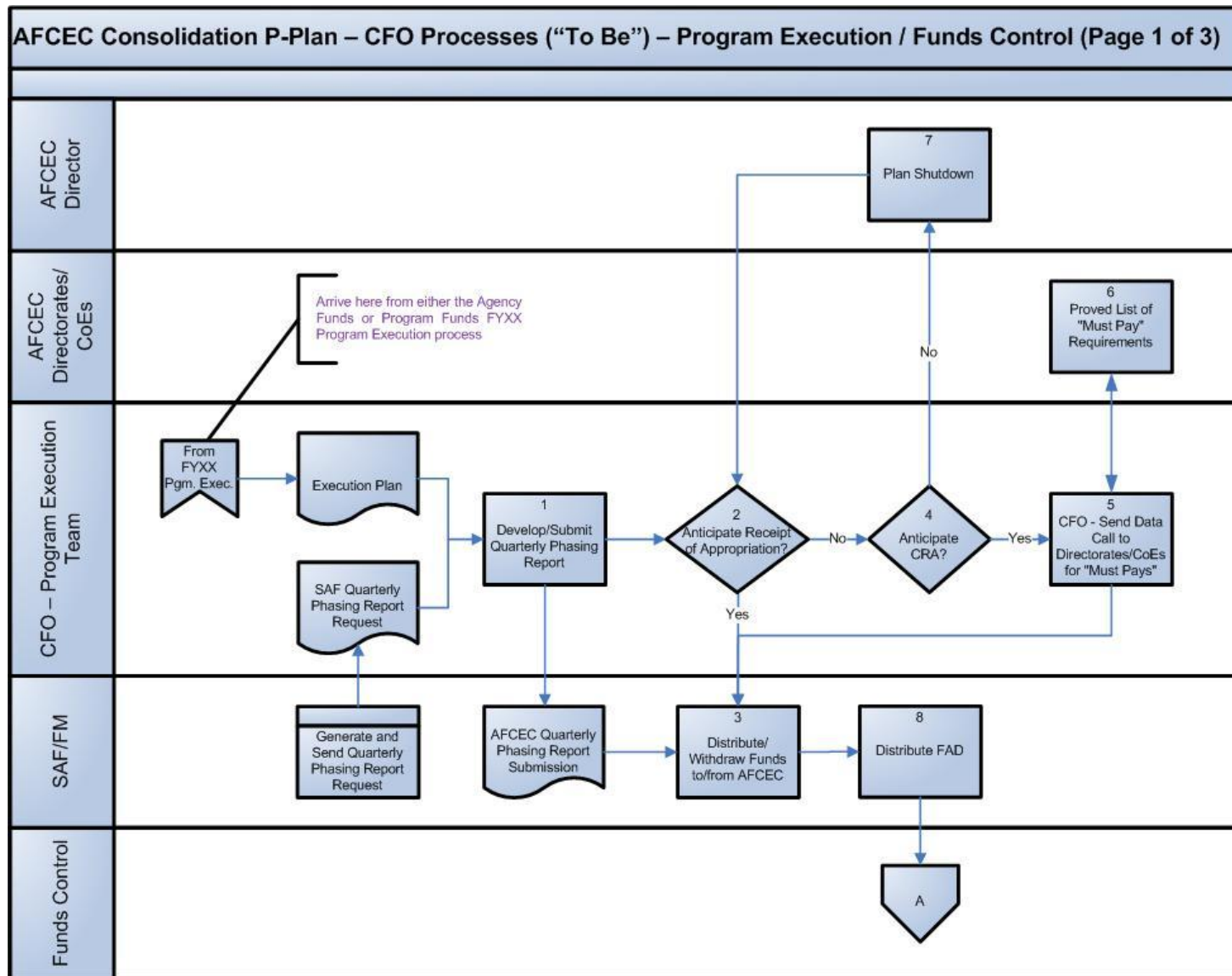


Figure XVII – 5: AFCEC Consolidation P-Plan – CFO Processes (To-Be) –Program Execution/Funds Control (1/3)

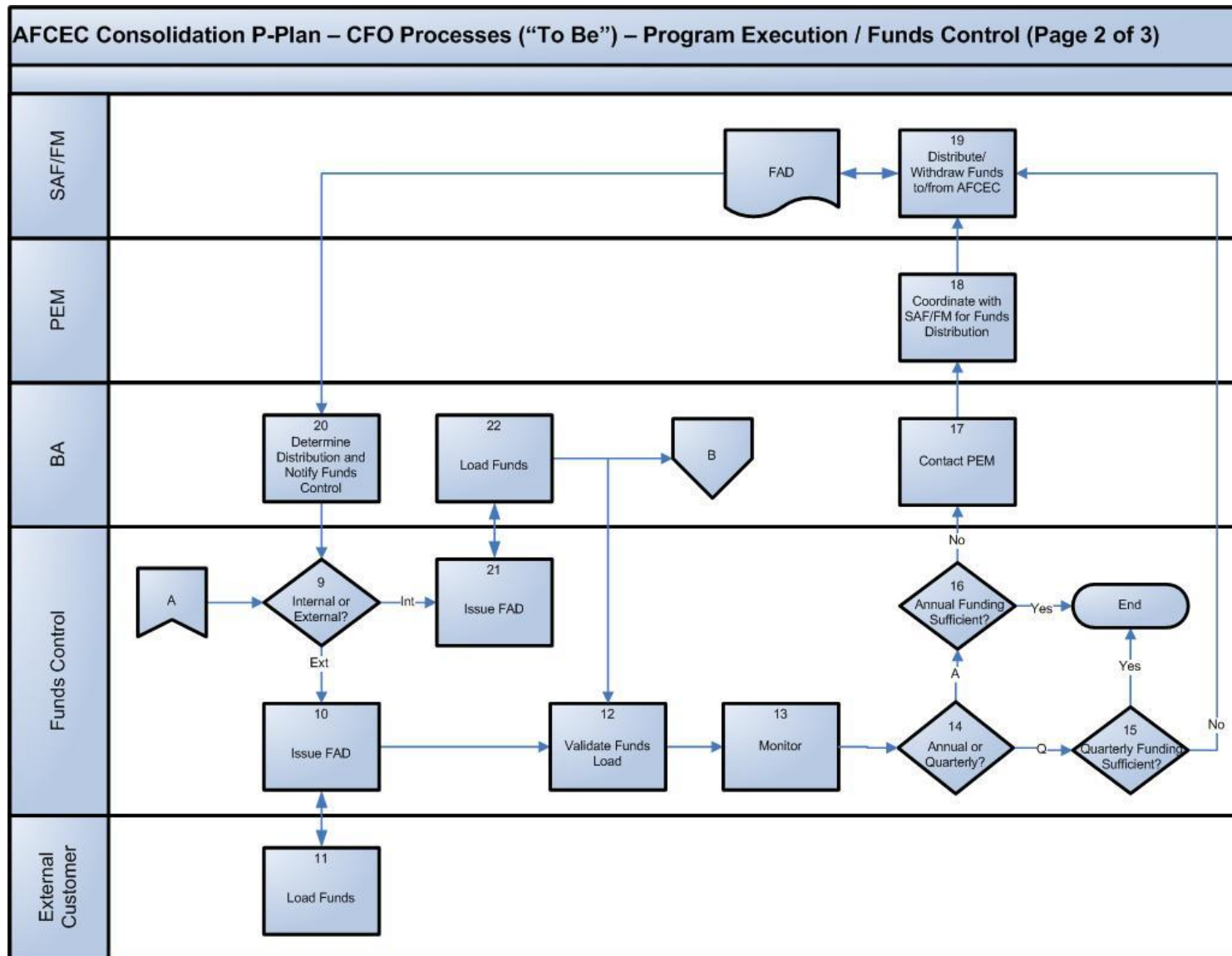


Figure XVII – 6: AFCEC Consolidation P-Plan – CFO Processes (To-Be) –Program Execution/Funds Control (2/3)

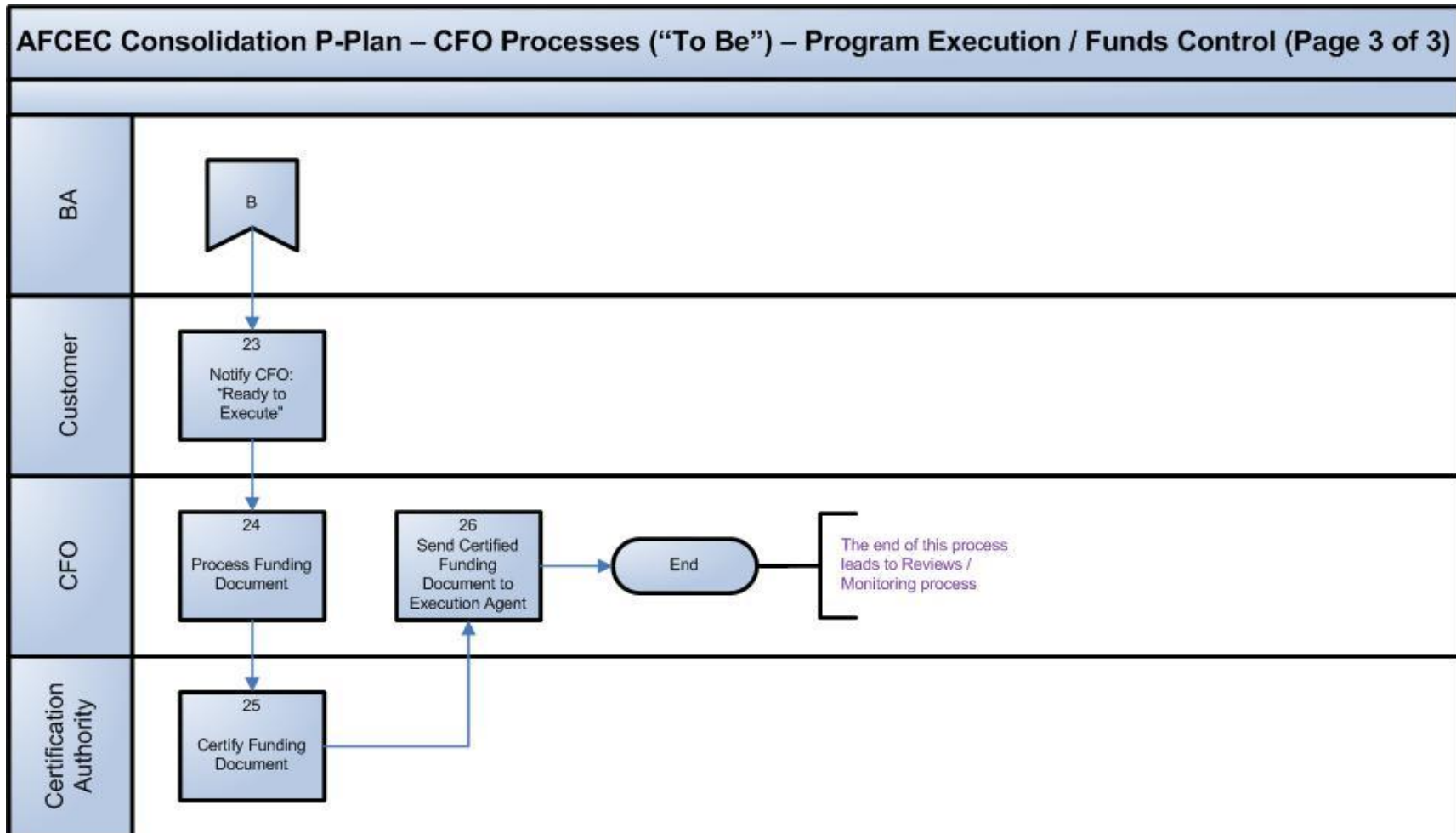


Figure XVII – 7: AFCEC Consolidation P-Plan – CFO Processes (To-Be) –Program Execution/Funds Control (3/3)

2.4. Process 4: Program Execution/Funds Control

Program execution is the fourth and final phase of the PPBE process and occurs during the current FY when funds are reallocated, based on availability of appropriations, and actually distributed and executed. Funds control monitors and manages the resource allocation, funding authorization documents (FAD), and funds loading into FM systems of both agency and program funds on a quarterly basis and annual basis.

Step 1: Develop/submit quarterly phasing report

Role: CFO – Program Execution Team

This step begins with inputs from the execution plan and the SAF quarterly phasing report request. The CFO Program Execution Team develops and submits the quarterly phasing report to SAF/FM.

Proceed to Decision Step 2.

Decision Step 2: Anticipate receipt of appropriation?

Role: CFO – Program Execution Team

The CFO Program Execution Team determines if the AFCEC can anticipate receipt of requested appropriations.

If the CFO Program Execution Team does anticipate receipt of the appropriation, they will receive the appropriation from SAF/FM via FAD. If the CFO Program Execution Team does not anticipate receipt of the appropriation, they determine if they can expect Congress to pass CRA.

If 'Y,' proceed to Step 3.

If 'N,' proceed to Decision Step 4.

Step 3: Distribute/withdraw funds to/from AFCEC

Role: SAF/FM

SAF/FM distributes funds to the AFCEC or withdraws them from the AFCEC, based on the AFCEC quarterly phasing report submission.

Proceed to Step 8.

Decision Step 4: Anticipate CRA?

Role: CFO

If the answer to Step 2 is 'N', the CFO Program Execution Team determines if Congress is expected to pass CRA. Failure to receive requested appropriations or CRA will drive shutdown of operations until operating appropriations are available.

If 'Y,' proceed to Step 5.

If 'N,' proceed to Step 7.

Step 5: Send data call to directorates/CoEs for “must pays”

Role: CFO

The CFO sends out a data call requesting “must pay” information. The “must pay” information provides input for the SAF/FM FAD.

Proceed to Step 6.

Step 6: Provide list of “must pay” requirements

Role: AFCEC Directorates/CoEs

The AFCEC directorates/CoEs provide their lists of “must pay” requirements to the Program Execution Team.

Proceed to Step 4.

Step 7: Plan shutdown

Role: AFCEC Director

The AFCEC Director implements plans to shut down operations until appropriations are available.

Proceed to Decision Step 2.

Step 8: Distribute FAD

Role: SAF/FM

SAF/FM distributes the FAD, providing authorization under either regular appropriations or CRA.

Proceed to Decision Step 9.

Decision Step 9: Internal or External?

Role: Funds Control

Funds control whether the SAF/FM funds distribution they are working is internal or external and proceeds accordingly.

If 'Int,' proceed to Step 21.

If 'Ext,' proceed to Step 10.

Step 10: Issue FAD

Role: Funds Control

Funds control issues FAD for external funding.

Proceed to Step 11.

Step 11: Load funds

Role: Funds Control

Funds control loads the external funds. Interaction on this step may be two-way until loading of funds is complete and any open issues are resolved.

Proceed to Step 12.

Step 12: Validate funds load

Role: Funds Control

Funds control validates the funds load.

Proceed to Step 13.

Step 13: Monitor

Role: Funds Control

Funds control monitors to ensure program execution proceeds as planned.

Proceed to Decision Step 14.

Decision Step 14: Annual or quarterly?

Role: Funds Control

Funds control determines if funding is annual or quarterly and proceeds accordingly.

If 'A,' proceed to Decision Step 16.

If 'Q,' proceed to Decision Step 15.

Decision Step 15: Quarterly funding sufficient?

Role: Funds Control

In the case of quarterly funding, funds control determines if the funding is sufficient to meet requirements and proceeds accordingly. If the funding is sufficient, the process ends. If the funding is not sufficient, funds control requests additional funding from SAF/FM (update to FAD).

If 'Y,' end of process.

If 'N,' proceed to Step 19.

Decision Step 16: Annual funding sufficient?

Role: Funds Control

In the case of annual funding, funds control determines if the funding is sufficient to meet requirements and proceeds accordingly. If the funding is sufficient, the process ends. If annual funding is not sufficient, the BA contacts the PEM and works through the PEM to coordinate with SAF/FM for additional funds distribution.

If 'Y,' end of process.

If 'N,' proceed to Step 17.

Step 17: Contact PEM

Role: BA

If annual funding is not sufficient, the BA contacts the PEM and works through the PEM to coordinate with SAF/FM for additional funds distribution.

Proceed to Step 18.

Step 18: Coordinate with SAF/FM for funds distribution

Role: PEM

In the case of insufficient annual funding, upon being contacted by the BA on behalf of funds control, the PEM coordinates with SAF/FM to resolve the insufficiency.

Proceed to Step 19.

Step 19: Distribute/withdraw funds to/from AFCEC

Role: PEM

As a result of the interaction between the PEM and SAF/FM, SAF/FM provides additional funding (as appropriate) via issuance of an updated FAD.

Proceed to Step 20.

Step 20: Determine distribution and notify funds control

Role: BA

Upon receipt of the updated FAD, the BA determines the distribution and notifies funds control.

Proceed to Step 21.

Step 21: Issue FAD

Role: Funds Control

Funds control issues FAD for internal funding.

Proceed to Step 22.

Step 22: Load funds

Role: BA

Funds control loads the internal funds. Interaction on this step may be two-way until loading of funds is complete and any open issues are resolved.

Proceed to Step 23.

Step 23: Notify CFO: Ready to execute

Role: Customer

The customer notifies the CFO when they are ready to execute their funds.

Proceed to Step 24.

Step 24: Process funding document

Role: CFO

The CFO processes the funding document and sends it to the certification authority.

Proceed to Step 25.

Step 25: Certify funding document

Role: Certification Authority

The certification authority certifies the funding document and returns it to the CFO.

Proceed to Step 26.

Step 26: Send certified funding document to execution agent

Role: CFO

The CFO sends the certified funding document to the appropriate execution agent. Completion of this step leads to the reviews/monitoring process.

End of Process.

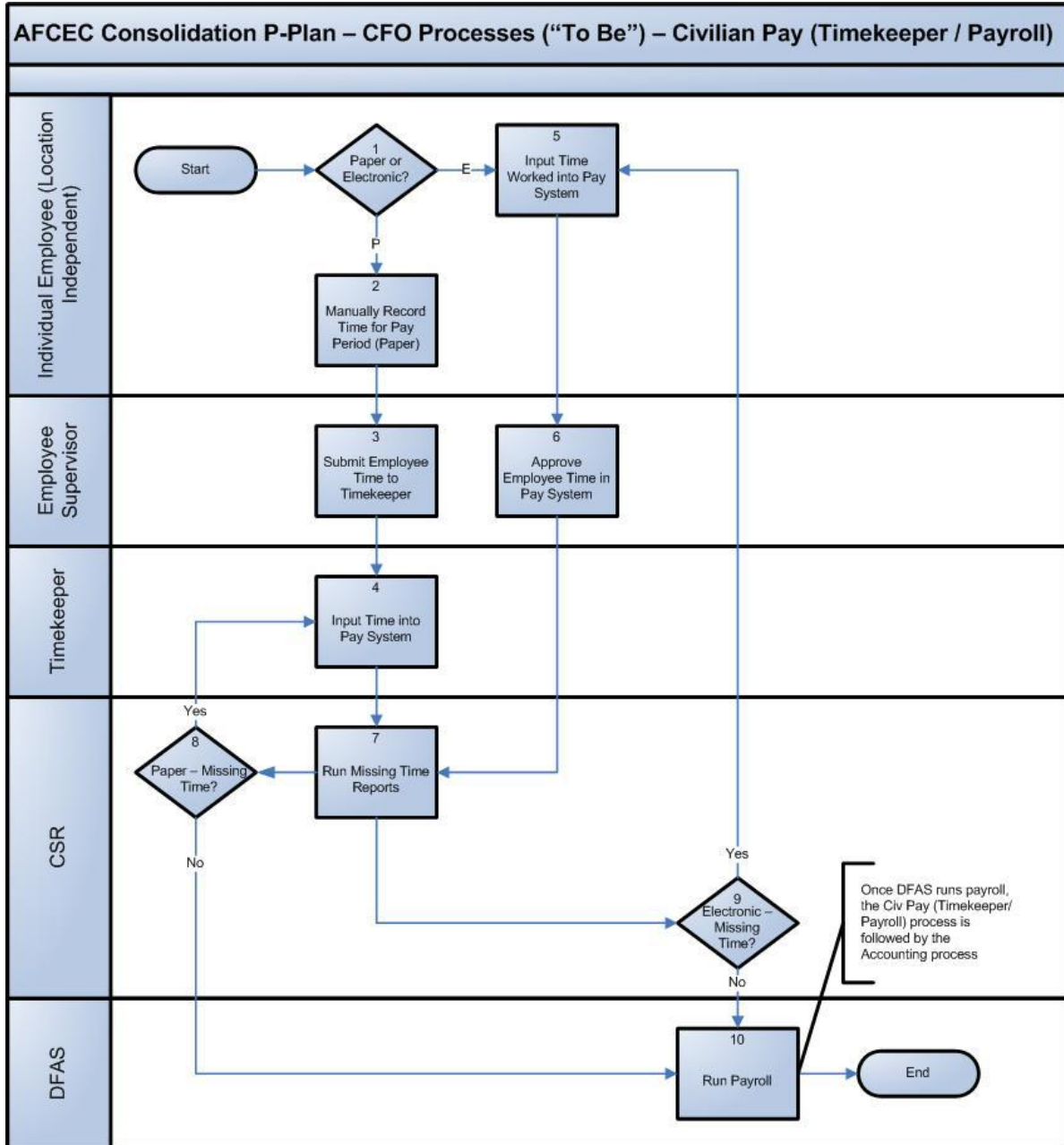


Figure XVII – 8: AFCEC Consolidation P-Plan – CFO Processes (To-Be) – Civilian Pay (Timekeeper/Payroll)

2.5. Process 5: Civilian Pay (Timekeeper/Payroll) (“To-Be”)

Civilian pay is mapped as process for executing specific agency funds. It is included in the process mapping since transition of civilians from three FOAs into AFCEC requires significant coordination with external stakeholders. Timekeeping/payroll outlines the process for ensuring civilian staff receives pay on time and in the correct amount.

Decision Step 1: Paper or electronic?

Role: Individual Employee (Location Independent)

The individual employee determines what method of time entry (paper or electronic) is used at their base and proceeds accordingly.

If 'P,' proceed to Step 2.

If 'E,' proceed to Step 5.

Step 2: Manually record time for pay period

Role: Individual Employee (Location Independent)

The individual employee manually records time for the pay period using prescribed manual timekeeping procedures (paper) for their base.

Proceed to Step 3.

Step 3: Submit employee time to timekeeper

Role: Employee Supervisor

The employee supervisor submits the employee time inputs to the timekeeper.

Proceed to Step 4.

Step 4: Input time into pay system

Role: Timekeeper

The timekeeper inputs the time submitted by the employee supervisor into the pay system.

Proceed to Step 7.

Step 5: Input time worked into pay system

Role: Individual Employee (Location Independent)

The employee inputs their time worked for the pay period directly into the pay system.

Proceed to Step 6.

Step 6: Approve employee time in pay system

Role: Employee Supervisor

The employee supervisor reviews the employee time entries in the pay system.

Proceed to Step 7.

Step 7: Run missing time reports

Role: CSR

The customer service representative (CSR) runs missing time reports.

Proceed to Decision Step 8 (Paper) or Decision Step 9 (Electronic).

Decision Step 8: Paper – missing T=time?

Role: CSR

The CSR reviews the manually recorded time entries (paper) and determines if there is missing time. If there is missing time, the CSR sends the time sheets back to the timekeeper for correction and re-entry. If there is no missing time, Defense Finance and Accounting Services System (DFAS) can run payroll.

If 'Y,' proceed to Step 4.

If 'N,' proceed to Step 10.

Decision Step 9: Electronic – missing time?

Role: CSR

The CSR reviews the electronically-recorded time entries in the pay system and determines if there is missing time. If there is missing time, the CSR notifies the employee advises them to correct their time entry. If there is no missing time, DFAS can run payroll.

Proceed to Step 10.

Step 10: Run Payroll

Role: DFAS

After all time entries are accurately recorded in the pay system, the DFAS runs payroll. Completion of this process leads to the civilian pay (accounting) process.

End of Process.

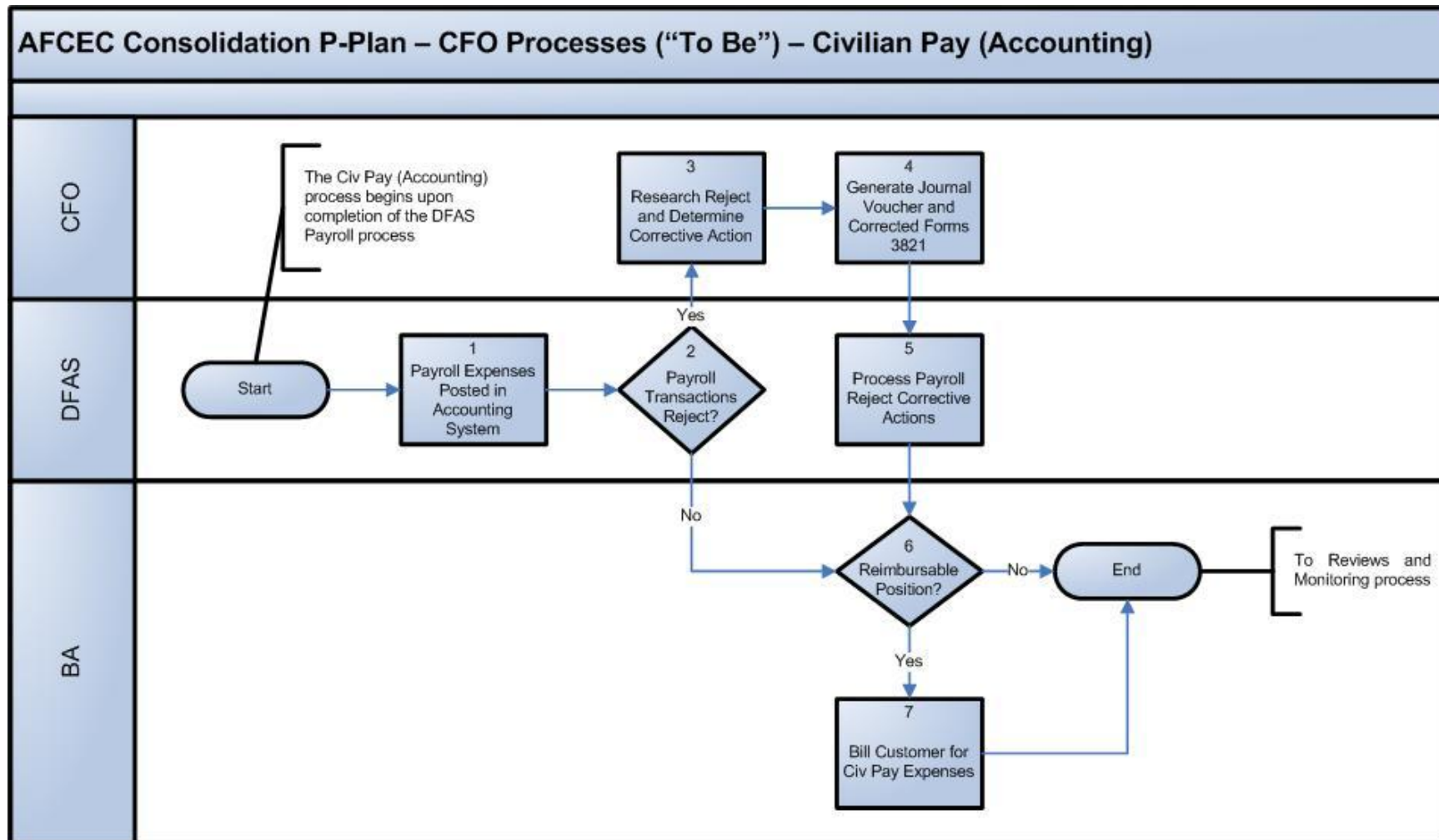


Figure XVII – 9: AFCEC Consolidation P-Plan – CFO Processes (To-Be) – Civilian Pay (Accounting)

2.6. Process 6: Civilian Pay (Accounting) (“To-Be”)

Civilian pay is mapped as a process for executing specific agency funds. It is included in the process mapping since transition of civilians from three FOAs into AFCEC requires significant coordination with external stakeholders. Accounting outlines the process for ensuring the correct appropriation is charged and managing payroll rejects and reimbursables.

Step 1: Payroll expenses posted in accounting system

Role: CFO

This step begins upon completion of the DFAS payroll process. Once DFAS has run payroll, the payroll expenses are posted in the accounting system.

Proceed to Decision Step 2.

Decision Step 2: Payroll transactions reject?

Role: DFAS

DFAS determines if the pay system rejects any payroll transactions and proceeds accordingly.

If 'Y,' proceed to Step 3.

If 'N,' proceed to Decision Step 6.

Step 3: Research reject and determine corrective action

Role: CFO

The CFO researches the cause of the reject and determines the appropriate corrective action to resolve the issue.

Proceed to Step 4.

Step 4: Generate journal voucher and corrected forms 3821

Role: CFO

After researching the reject and determining the corrective action, the CFO generates a journal voucher and corrected forms 3821.

Proceed to Step 5.

Step 5: Process payroll reject corrective actions

Role: DFAS

DFAS processes corrective actions on payroll transactions rejects.

Proceed to Decision Step 6.

Decision Step 6: Reimbursable position?

Role: BA

The BA determines if the funded position is reimbursable or not and proceeds accordingly. If the funded position is not reimbursable, completion of this step ends the process and leads to the reviews/monitoring process.

If 'Y,' proceed to Step 7.

If 'N,' end of process.

Step 7: Bill customer for civilian pay expenses

Role: BA

The BA bills the customer for reimbursable civilian pay expenses. Completion of this step ends the process and leads to the reviews/monitoring process.

End of Process.

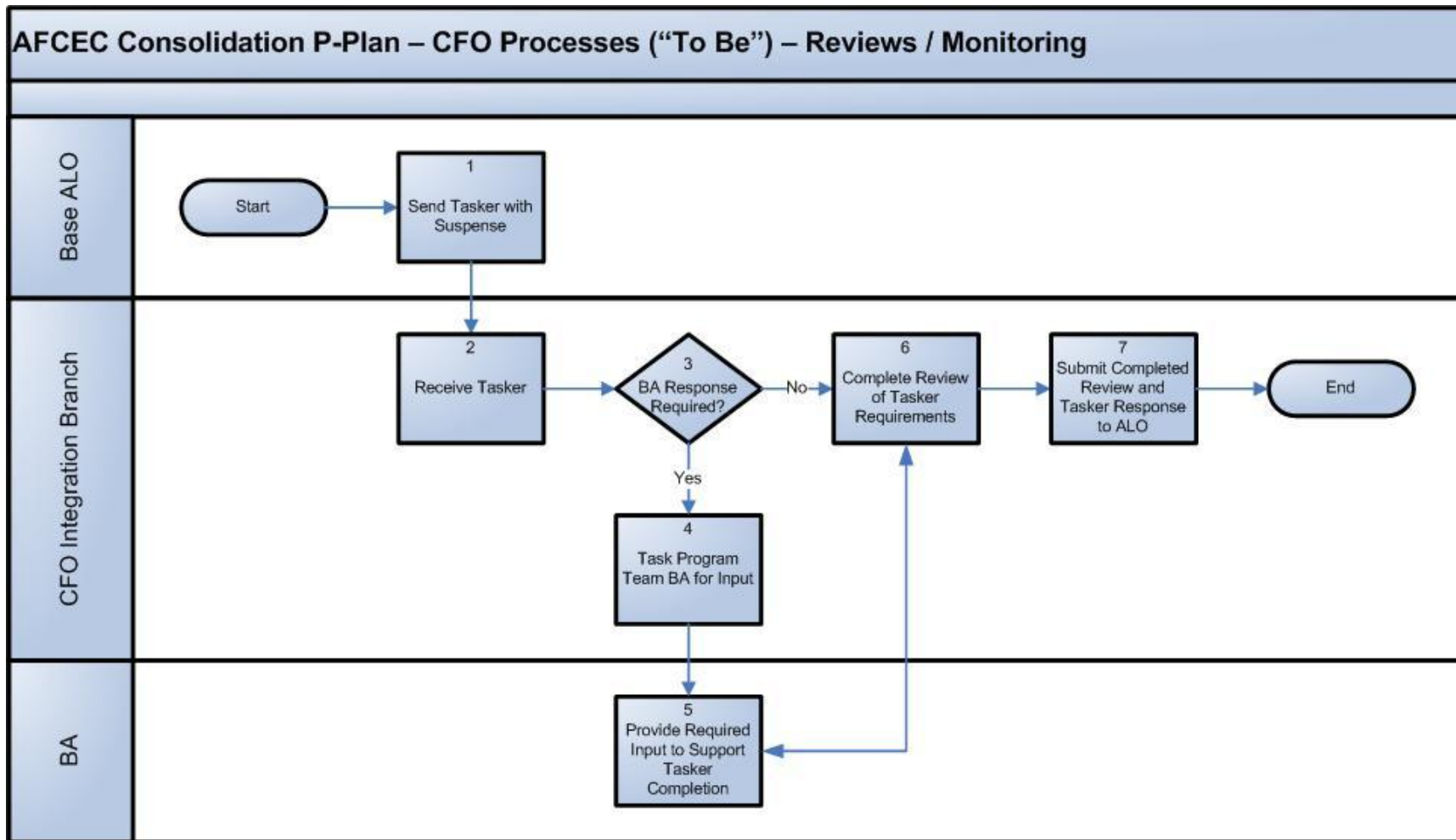


Figure XVII – 10: AFCEC Consolidation P-Plan – CFO Processes (To-Be) – Reviews/Monitoring

2.7. Process 7: Reviews/Monitoring (“To-Be”)

This is the process for CFO to coordinate with appropriate budget analysts and manage review and monitoring taskers submitted by external sources, generally the installation level accounting liaison officers (ALO) for tri-annual reviews of open document listings (ODL), miscellaneous obligation reimbursement documents (MORD), obligations, commitments, and missing invoice receipts or invoices not scheduled for payment (TQ 79) regarding funds distributed by the AFCEC.

Step 1: Send tasker with suspense

Role: Base ALO

The base ALO sends out a tasker with a suspense date, requesting review input.

Proceed to Step 2.

Step 2: Receive tasker

Role: CFO Integration Branch

The CFO Integration Branch receives the tasker, reviews its requirements, and begins evaluating how to respond.

Proceed to Decision Step 3.

Decision Step 3: BA response required?

Role: CFO Integration Branch

Based on review of tasker requirements, the CFO Integration Branch determines if a BA program-specific response is required to respond to the tasker and proceeds accordingly.

If 'Y,' proceed to Step 4.

If 'N,' proceed to Step 6.

Step 4: Task program team for BA input

Role: CFO Integration Branch

If the tasker requires a BA program-specific response, the CFO Integration Branch tasks the appropriate program team BA to provide input.

Proceed to Step 5.

Step 5: Provide required input to support tasker completion

Role: BA

The BA provides any necessary program expertise or other required input to support completion of the tasker.

Proceed to Step 6.

Step 6: Complete review of tasker requirements

Role: CFO Integration Branch

The CFO Integration Branch completes its review of the tasker requirements and prepares the tasker response. If the tasker response is not program-specific, interaction between the CFO Integration Branch and BA may be two-way as BA support may still be required to support the tasker response.

Proceed to Step 7.

Step 7: Submit completed review and tasker response to ALO

Role: CFO Integration Branch

The CFO Integration Branch submits the completed review and tasker response to the ALO.

End of Process.

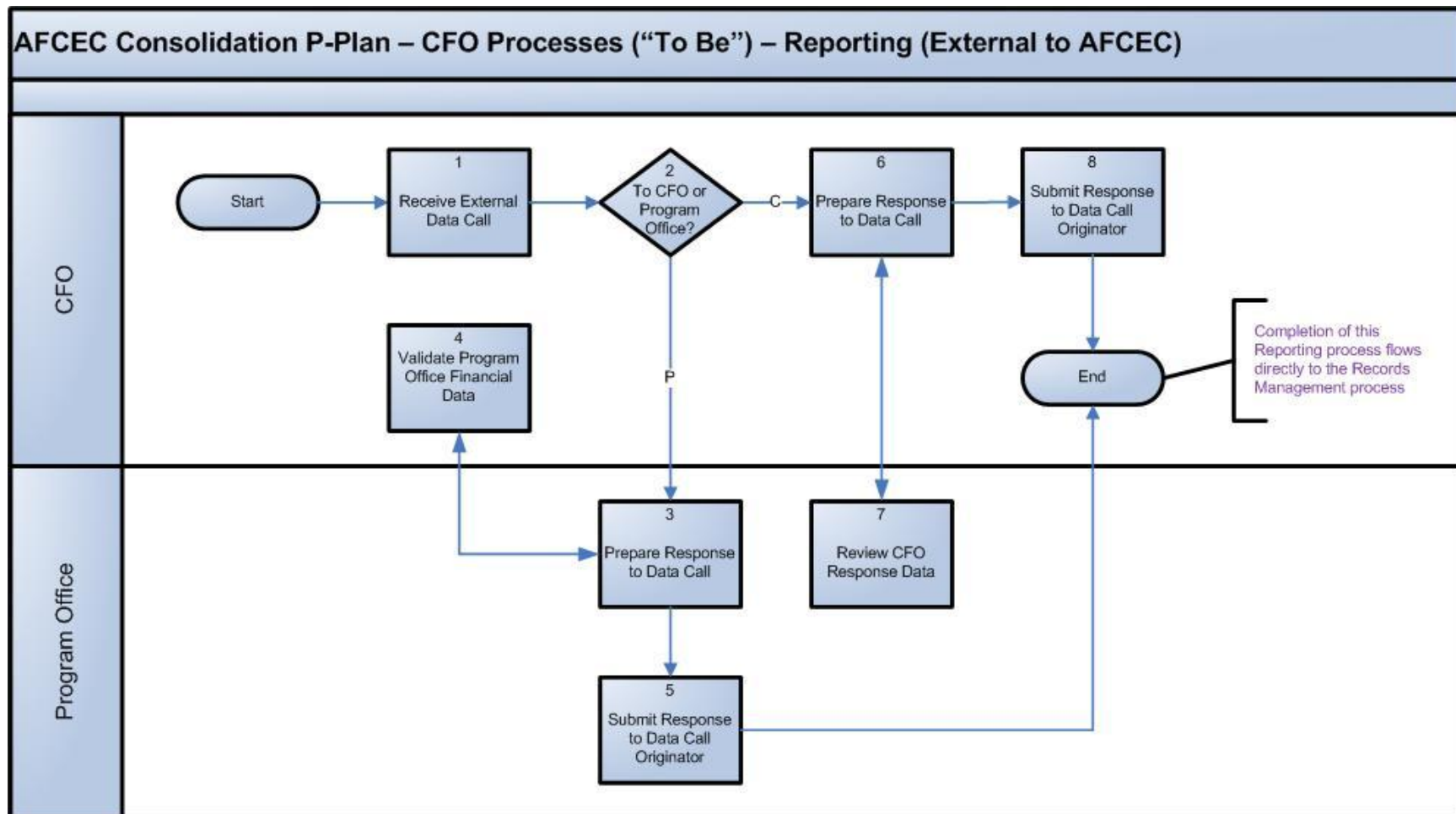


Figure XVII – 11: AFCEC Consolidation P-Plan – CFO Processes (To-Be) – Reporting (External to AFCEC)

2.8. Process 8: Reporting (External to AFCEC) (“To-Be”)

This is the process for CFO to coordinate with appropriate program office and manage periodic and ad hoc reporting requirements submitted by external sources regarding funds distributed and/or executed by the AFCEC. The process is very similar to that for reviews and monitoring.

Step 1: Receive external data call

Role: CFO

The CFO receives a data call originating from outside the AFCEC (external).

Proceed to Decision Step 2.

Decision Step 2: To CFO or program office?

Role: CFO

The CFO determines whether to respond to the data call directly or forward it to the appropriate program office for response and proceeds accordingly.

If 'P,' proceed to Step 3.

If 'C,' proceed to Step 6.

Step 3: Prepare response to data call

Role: Program Office

The assigned program office prepares the response to the data call.

Proceed to Step 4.

Step 4: Validate program office financial data

Role: CFO

The CFO validates the financial data in the program office's response to the data call. Interaction between the CFO and the program office may be two-way until coordination on the data call response is complete.

Proceed to Step 5.

Step 5: Submit response to data call originator

Role: Program Office

After the CFO has validated the program office response, the program office submits the response to the data call originator. This action ends the process. Completion of the reporting process flows directly to the records management process.

End of Process.

Step 6: Prepare response to data call

Role: CFO

If the CFO did not assign the tasker response to a program office, the CFO prepares the response internally.

Proceed to Step 7.

Step 7: Review CFO response data

Role: Program Office

The CFO will coordinate with program offices to provide review of the CFO's data call response data, as applicable. This interaction may be two way until coordination on the data call response is complete.

Proceed to Step 8.

Step 8: Submit response to data call originator

Role: CFO

The CFO submits the response to the data call originator. This action ends the process. Completion of the reporting process flows directly to the records management process.

End of Process.

APPENDIX XVIII – ACRONYMS

A&AS	Advisory and Assistance Services
A&E	Architectural and Engineering
A&TN	Airfield and Transportation Networks
A4/7	Air Force Deputy Chief of Staff for Logistics, Installations, and Mission Support
A7N	Engineering Division
AAFES	Army and Air Force Exchange Service
AAS	Aircraft Arresting System
ABIDES	Automatic Budget Interactive Data Environment System
ABSS	Automated Business Services System
ACAM	Air Conformity Applicability Model
ACASS	Architect-Engineer Contract Administration Support System
ACAT	Acquisition Category
ACC	Air Combat Command
ACES	Automated Civil Engineer System
ACES-PM	Automated Civil Engineer System-Project Management
ACES-RP	Automated Civil Engineer System-Real Property
ACO	Administrative Contracting Officer
ACR	Authorization Charge Request
ACS	Agile Combat Support
AD	Active Duty
ADA	Anti-Deficiency Act
ADLS	Advanced Distributed Learning Service
ADP	Area Development Plans
ADPE	Automatic Data Processing Equipment
ADPE CE	Automated Data Processing Equipment Custodians
ADR	Airfield Damage Repair
AEF	Air and Space Expeditionary Force.
AENRB	ATF Arson and Explosives National Repository Branch
AETC	Air Education and Training Command
AF COLS	Air Force Common Output Level Standards

AF/A7C	Air Force Office of the Civil Engineer
AF/A7CEN	Air Force Energy Branch
AF/A7CEV	Air Force Environmental Branch
AF/A7CI	Air Force Installations Division
AF/A7COH	Air Force Housing Operations Branch
AF/A7CR	Air Force Civil Engineer Chief Financial Office
AF AMP	Air Force Activity Management Plan
AFB	Air Force Base
AFCAMP	Air Force Comprehensive Asset Management Plan
AFCAP	Air Force Contract Augmentation Program
AFCEC	Air Force Civil Engineer Center
AFCEC/CF	AFCEC Facility Engineering Center of Excellence
AFCEC/CNA	AFCEC Performance Measurement and Analysis Division
AFCEC/CNE	AFCEC Program Execution Division
AFCEE	Air Force Center for Engineering and the Environment
AFCENT	Air Forces Central
AFCERT	Air Force Computer Emergency Response Team
AFCESA	Air Force Civil Engineer Support Agency
AFCS	Air Force Corporate Structure
AFDW	Air Force District of Washington
AFEIDCS	Air Force Environmental Internet Data Call System
AFEM	Air Force Emergency Management
AFERS	Air Force Energy Reporting System
AFFOR	Air Force Forces
AFGSC	Air Force Global Strike Command
AFI	Air Force Instruction
AFIA	Air Force Inspection Agency
AFICA	Air Force Installation Contracting Activity
AFIMS	Air Force Incident Management System
AFIT	Air Force Institute of Technology
AFLOA	Air Force Legal Operations Agency
AFLOA/JACE	Air Force Legal Operations Agency, Environmental Law and Litigation Division

AFM	Automated Funds Management
AFMA	Air Force Manpower Agency
AFMAN	Air Force Manual
AFMC	Air Force Materiel Command
AFMD	Air Force Mission Directive
AFPACES	Air Force Portfolio and Asset Control and Evaluation System
AFPC	Air Force Personnel Center
AFPC/DPD	Air Force Personnel Center Director for Personnel Force Development
AFPC/SV	Air Force Personnel Center Services
AFPD	Air Force Policy Directive
AFPIMS	American Forces Public Information Management System
AFRC	Air Force Reserve Command
AFRICOM	United States Africa Command
AFRL	Air Force Research Laboratory
AFROC	Air Force Requirements Oversight Council
AFRPA	Air Force Real Property Agency
AFSFC	Air Force Security Forces Center
AFSOC	Air Force Special Operations Command
AFSPC	Air Force Space Command
AFSSI	Air Force Systems Security Instruction
AFTR	Air Force Training Record
AHRN	Automated Housing Referral Network
AICUZ	Air Installation Compatible Use Zone
AIS	Automated Information Systems
ALMAJCOM	All MAJCOMs
ALO	Accounting Liaison Office
AMC	Air Mobility Command
AMP	Activity Management Plan
AMRS	Advanced Meter Reading System
ANG	Air National Guard
ANSR	Accessible kNowledge for Sustainable Resources
AO	Area of Operations

AOA	Analysis of Alternatives
AOCI	Airfield Operations Certification Inspection
AOR	Area of Responsibility
AORI	Airfield Obstruction Reduction Initiative
APE	Airfield Pavement Evaluation
APIMS	Air Program Installation Management System
APOM	Amended Program Objective Memorandum
APPG	Annual Planning and Programming Guidance
AQ	Air Quality
ARC	Air Reserve Component
ARPA	Archaeological Resource Protection Act
ART	AEF Reporting Tool
AS	Allowance Standards
ASIC	Air and Space Interoperability Council
ASV	Annual Site Visit
AT	Anti-Terrorism
AT/FP	Anti-Terrorism and Force Protection
ATA	Authority to Advertise
ATAwd	Authority to Award
ATF	Bureau of Alcohol, Tobacco, Firearms, and Explosives
AV	Audio Visual
B&N	Built and Natural
BA	Budget Activity
BAH	Basic Allowance for Housing
BAMP	Base Activity Management Plan
BAR	Business Area Representative
BASH	Bird/Wildlife Aircraft Strike Hazard
BCA	Business Case Analysis
BCAMP	Base Comprehensive Asset Management Plan
BCE	Base Civil Engineer
BDC	Bomb Data Center
BEAR	Base Expeditionary Airfield Resources
BEC	BRAC Environmental Coordinator

BES	Budget Estimate Submission
BIM	Building Information Modeling
BLCC	Building Life Cycle Cost
BLFT	Base Level Flight Tasks
BLM	Bureau of Land Management
BMC	Base Maintenance Contract
BMMP	Business Management Modernization Program
BMP	Basewide Monitoring Program
BMT	BRAC Management Tool
BO	Biological Opinion
BPA	Blanket Purchase Agreement
BPAC	Budget Program Activity Codes
BPM	BRAC Program Management Division
BRAC	Base Realignment and Closure
BRRP	Basing Requirements Review Process
C&A	Certification and Accreditation
CA	Construction Agent
CAA	Clean Air Act
CAC	Common Access Card
CAD	Computer Aided Design
CAIB	Community Action Information Board
CAMP	Comprehensive Asset Management Plan
CATEX	Categorical Exclusion
CB	Chemical Biological
CBDP	Chemical and Biological Defense Program
CBR	Communication Business Rules
CBRN	Chemical, Biological, Radiological, and Nuclear
CBRND	Chemical, Biological, Radiological, and Nuclear Defense
CBRNE	Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives
CBT	Computer-Based Training
CC	Commander
CCA	Contingency Construction Authority

CCASS	Construction Contractor Appraisal Support System
CCB	Construction Criteria Base
CCD	Customer Concept Document
CCDR	Combatant Commander
CCIP	Commanders' Inspection Program
CCM	Command Chief Master Sergeant
CCR	Central Contractor Registration
CDC	Career Development Course
CDD	Capability Development Documents
CE	Civil Engineer
CEB	Mission Support Division
CECP	Civil Engineer Career Program
CEG	Civil Engineer Groups
CEK	Contract Support Division
CEM	Chief Enlisted Managers
CEMAS	Civil Engineer Materiel Acquisition System
CEMAT	Civil Engineer Management Assistance Team
CEMIRT	Civil Engineer Maintenance, Inspection, and Repair Team
CEN	Engineering Flight
CENP	Portfolio Optimization Element
CEO	Operations Flight
CEOF	Facility Systems Element
CEQ	Council on Environmental Quality
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CERL	Construction Engineering Research Laboratory
CES	Civil Engineer Squadron
CET	Civil Engineer Transformation
CET-A	Civil Engineer Transformation–Accelerated
CEX	Readiness and Emergency Management Flight
CFETP	Career Field Education and Training Plan
CFLI	Core Function Lead Integrator
CFM	Career Field Manager

CFO	Chief Financial Office
CFR	Code of Federal Regulations
CGO	Company Grade Officer
CI	Compliance Inspections
CIO	Chief Information Office
CIP	Capital Improvements Plan
CLEP	Conservation Law Enforcement Program
CME	Contract Manpower Equivalent
CMO	Chief Management Officer
CMSgt	Chief Master Sergeant
CO	Contracting Officer
COA	Course of Action
CoBRA	Combat Battlefield Ready Airman
COCOM	Combatant Command
CoE	Center of Excellence
COM	Change of Occupancy Maintenance
COMAFFOR	Commander of Air Force Forces
COMPACAF	Pacific Air Forces Commander
COMPUSEC	Computer Security
COMSEC	Communications Security
CONOPs	Concept of Operations
CONPLAN	Contingency Plan
CONS	Contracting Squadron
CONUS	Continental United States
CoP	Community of Practice
COR	Contracting Officer's Representative
COTR	Contracting Officer's Technical Representative
COTS	Commercial Off-The Shelf
CP	Cathodic Protection
CPG	Career Progression Group
CPTS	Installation Comptroller Squadron
CR	Cultural Resources
CR&R	Capital Repair and Replacement

CRA	Continuing Resolution Authority
CRF	Change Request Form
CRIS	Commander's Resource Integration System
CRM	Crew Resource Manager
CSA	Computer System Administrator
CSAF	Chief of Staff of the Air Force
CSP	Command Sponsorship Program
CSR	Customer Service Representative
CSS	Computer Systems Squadron
CST	Combat Skills Training
CUI	Consolidated Unit Inspections
CV	Vice Commander
CWA	Clean Water Act
CWDE	Chemical Warfare Defense Equipment
CWE	Current Working Estimate
CY	Current Year
CZMA	Coastal Zone Management Act
D&C	Design and Construction
DA	Design Agent
DA/CA	Design Agent/Construction Agent
DAG	Defense Acquisition Guidebook
DAWIA	Defense Acquisition Workforce Improvement Act
DCAA	Defense Contract Audit Agency
DCIP	Defense Critical Infrastructure Program
DCIPS	Defense Civilian Payroll System
DCO	Defense Connect Online
DCPDS	Defense Civilian Personnel Data System
DCS	Digital Control System
DeCA	Defense Commissary Agency
DEIS	Draft Environmental Impact Statement
DEP	Defense Environmental Program
DEP ARC	Defense Environmental Program Annual Report to Congress
Det	Detachment

DFAS	Defense Finance and Accounting Services System
DFF	Dormitory Focus Funds
DFT	Deployment for Training
DI	Design Instruction
DIRLAUTH	Direct Liaison Authorized
DLA	Defense Logistics Agency
DLA-E	Defense Logistics Agency - Energy
DM	Design Manager
DM/CM	Design Management/Construction Management
DMP	Dormitory Master Plan
DOC	Design Operational Capability
DOD	Department of Defense
DoDEA	Department of Defense Education Activity
DoDI	Department of Defense Instruction
DoE	Department of Energy
DOPAA	Description of Proposed Action and Alternatives
DPD	Director for Personnel Force Development
DPGI	Doctrine, Policy, Guidance, and Instructions
DPI	Director of Portfolio Integration
DRA	Defense Reporting Activity
DRMO	Defense Reutilization and Marketing Office
DRRS	Defense Readiness Reporting System
DRU	Direct Reporting Units
DS	Director of Staff
DTIC	Defense Technical Information Center
DTS	Defense Travel System
DV	Distinguished Visitor
EA	Enforcement Action
EAID	Equipment Authorization Inventory Data
EAP	Environmental Action Plan
EASI	Enforcement Actions, Spills, and Inspections
EBS	Environmental Baseline Survey
EC	Equipment Custodian

EC&E	Extraordinary Costs and Expenditures
ECAMP	Environmental Compliance Assessment and Management Program
ECIP	Energy Conservation Investment Program
ECO	Energy Conservation Opportunity
ECoE	Environmental Center of Excellence
ECS	Expeditionary Combat Support
EDA	Electronic Document Access
EE	Eligible Entity
EEIC	Element of Expense Code
EESOH-MIS	Enterprise Environmental Safety and Occupational Health Management Information System
EESPG	Expeditionary and Emergency Services Program Group
EET	Environmental Education and Training
EFR	Electronic File Room
EFT	Electronic Funds Transfer
EIAP	Environmental Impact Analysis Process
EIS	Environmental Impact Statement
EISA	Energy Independence Security Act
EM	Emergency Management
EMAP	Emergency Management Accreditation Program
EMCS	Energy Management Controls Systems
EMP	Environmental Management Plan
EMR	Environmental Management Review
EMS	Environmental Management System
EMSEC	Emissions Security
EOD	Explosive Ordnance Disposal
EODIMS	EOD Information Management System
EOY	End of Year
EPA	Environmental Protection Agency
EPCRA	Emergency Planning and Community Right-to-Know Act
EPF	Environmental Planning Function
EPG	Environmental Program Group

EQ	Environmental Quality
ER	Environmental Restoration
ERA	Environmental Restoration Account
ERC	EIAP Report Card
ERP	Environmental Restoration Program
ESA	Endangered Species Act
ESCA	Environmental Services Cooperative Agreements
ESD	Enterprise Service Desk
ESG	Enterprise Sourcing Group
ESL	Equipment and Supplies Listing
ESCO	Energy Service Companies
ESOH	Environmental Safety and Occupational Health
ESOHCAMP	Environmental Safety and Occupational Health Compliance Assessment and Management Program
ESP	Emergency and Special Program
ESPC	Energy Savings Performance Contract
ESS	Enterprise Sourcing Squadron
eSSS	electronic Staff Summary Sheet
ESTCP	Environmental Security Technology Certification Program
ETL	Engineering Technical Letter
EUL	Enhanced Use Lease
EXORD	Executive Orders
FAA	Federal Aviation Agency
FAC	Functional Account Code
FAD	Funding Authorization Document
FAM	Functional Area Manager
FAR	Federal Acquisition Regulation
FB	Facilities Board
FBI	Federal Bureau of Investigation
FBWG	Facilities Board Working Group
FCA	Fund City Authorization
FCC	Furniture Commodity Council
FCI	Facility Condition Index

FDM	Force Development Managers
FEIS	Final Environmental Impact Statement
FEMA	Federal Emergency Management Agency
FEMP	Federal Energy Management Program
FENCE	Facility Engineering Center of Excellence
FES	Fire Emergency Services
FGS	Final Governing Standards
FHACT	Family Housing Analysis Checkbook Tool
FHMP	Family Housing Master Plan
FIAR	Financial Improvement and Audit Readiness
FISMA	Federal Information Security Management Act
FM	Financial Management
FMA	Financial Management Analysis
FMB	Financial Management Board
FMG	Financial Management Group
FMO	Furnishings Management Office
FMS	Foreign Military Sales
FO	Financial Operations
FOA	Field Operating Agency
FOB	Found on Base
FOC	Final Operating Capability
FOIA	Freedom of Information Act
FOL	Forward Operating Locations
FONPA	Finding of No Practicable Alternative
FONSI	Finding of No Significant Impact
FP	Force Protection
FSA	Functional Systems Administrators
FSO	Financial Service Office
FSS	Force Support Squadrons
FTE	Full Time Equivalent
FUNCPLAN	Functional Plan
FWG	Financial Working Group
FY	Fiscal Year

FYDP	Future Years Defense Program
GAO	Government Accounting Office
GBS	Global Base Support
GDL	Government Direct Loan
GEITA	Global Engineering, Integration, and Technical Assistance
GFE	Government Furnished Equipment
GFI	Government Furnished Information
GFM	Global Force Management
GHG	Greenhouse Gas
GIO	Geo Integration Office
GIS	Geospatial Information Systems
GO	General Officer
GOH	General Officer Homes
GOHMP	General Officer Homes Master Plan
GOTS	Government Off-The-Shelf
GPC	Government Purchase Card
GSA	General Services Administration
GSCE	Government Should-Cost Estimate
GTC	Government Travel Card
HAF	Headquarters Air Force
HAF/A7C	Headquarters Air Force Civil Engineer
HAF MD	Headquarters Air Force Mission Directive
HAP	Homeowners Assistance Program
HazMat	Hazardous Material
HazWaste	Hazardous Waste
HAZWOPER	Hazardous Waste Operations and Emergency Response
HCP	Housing Community Profile
HERC	Housing Education Review Committee
HHQ	Higher Headquarters
HMMP	Hazardous Materials Management Process
HMO	Housing Management Office
HP	Housing Privatization
HPSB	High Performance and Sustainable Buildings

HQ	Headquarters
HQ USAF	Headquarters United States Air Force
HR	Human Resources
HRMA	Housing Requirements and Market Analysis
HRO	Highest Ranked Offeror
HST	Home Station Training
HTSA	Host Tenant Support Agreement
HUD	Housing and Urban Development
HVA	High Value Asset
HVAC	Heating, Ventilating, Air Conditioning
HWAS	Hazardous Waste Accumulation Site
I2B	Installations Integration Board
IA	Information Assurance
IAAP	Information Assurance Awareness Program
IAMD	Integrated Air and Missile Defense
IAP	Initial Accumulation Point
IAW	In Accordance With
ICD	Initial Capabilities Documents
ICE	Installations Center of Excellence
ICEMAP	Installation Complex Encroachment Management Action Plan
ICRMP	Integrated Cultural Resource Management Plan
ICS	Industrial Control System
IDA	Initial Denial Authority
IDIQ	Indefinite Delivery, Indefinite Quality
IDP	Installation Development Plan
IDS	Integrated Delivery System
IEC	Installations Executive Council
IED	Improvised Explosive Device
IEM	Installation Emergency Management
IEMP	Installation Emergency Management Plan
IG	Inspector General
IGE	Independent Government Estimate
IGEMS	Inspector General Evaluation Management System

IGI&S	Installation Geospatial Information and Services
IGS	Installations Governance Structure
IHMP	Installation HazMat Management Program
IICEP	Interagency and Intergovernmental Coordination for Environmental Planning
IIT	Integrated Information Tool
IMA	Individual Mobilization Augmentee
IMCOM	Installation Management Command
INRMP	Integrated Natural Resources Management Plan
IOC	Initial Operating Capability
IPL	Integrated Priority List
IPMIS	Integrated Pest Management Information System
IPT	Integrated Process Team
IQS	Incident Qualification System
IRP	Installation Restoration Program
ISC	Installation Support Center
ISIS	Interactive Sound Information System
ISO	International Standards Organization
ISP	Installation Support Panel
ISSA	Inter-Service Support Agreement
ISSO	Information Systems Security Officers
IST	Installation Support Team
ISWM	Integrated Solid Waste Management
IT	Information Technology
ITDR	Information Technology Data Repository
IWIMS	Interim Work Information Management System
IWP	In-Service Work Plan
JA	Judge Advocate
JB COLS	Joint Base Common Output Level Standards
JB SA	Joint Base San Antonio
JCDIS	Joint Capabilities Integration Development System
JCTD	Joint Capability Technology Demonstration
JEODVIPPSA	Joint Explosive Ordnance Disposal Very Important Persons

	Protection Support Activity
JEPES	Joint Engineer Planning and Execution System
JFACC	Joint Force Air Component Commander
JFTR	Joint Federal Travel Regulations
JMAAP	Joint Mission Assurance Assessment Program
JOPEs	Joint Operations Planning and Execution Systems
JTF-SFA	Joint Task Force - Support Forces Antarctica
JTR	Joint Travel Regulations
JUON	Joint Urgent Operational Need
KPI	Key Performance Indicator
LAN	Local Area Network
LEED	Lead in Energy and Environmental Design
LEPC	Local Emergency Planning Committee
LOA	Line of Accounting
LOGDET	Logistics Detail
LoS	Levels of Service
LOV	List of Values
LP	Liquefied Petroleum
LQA	Living Quarter Allowance
LRA	Local Redevelopment Authority
LRMP	Long Range Maintenance Plan
M&R	Maintenance and Repair
M&V	Measurement and Verification
MAAS	Mobile Aircraft Arresting System
MACC	Multiple Award Construction Contracts
MAJCOM	Major Command
MAMP	MAJCOM Activity Management Plan
MANFOR	Manpower Force Packaging System
MAOS	Minimum Aircraft Operating Surface
MAP	Maintenance Action Plan
MAS	Maintenance Action Sheet
MCAMP	MAJCOM Comprehensive Asset Management Plan
MCS	Minimum Configuration Standards

MDI	Mission Dependency Index
ME	Media Expert
MEET	Mission Essential Equipment Training
MEFPAK	Manpower Equipment Force Package
MEO	Most Efficient Organization
MEP	Maintenance Execution Plan
METL	Mission Essential Task List
MFH	Military Family Housing
MFM	MAJCOM Functional Managers
MHPI	Military Housing Privatization Initiative
MHQ	Management Headquarters
MICP	Manager's Internal Control Program
MICT	Management Internal Control Toolset
MIHA	Moving-In Housing Allowance
MILCON	Military Construction
MIPR	Military Interdepartmental Purchase Request
MISCAP	Mission Capability
MMPA	Marine Mammal Protection Act
MMRP	Military Munitions Response Program
MOA	Memorandum of Agreement
MOCAS	Mechanization of Contract Administration Services
MOD	Memorandum of Decision
MORD	Miscellaneous Obligation Reimbursement Document
MOU	Memorandum of Understanding
MPA	Military Personnel Appropriation
MPES	Manpower Programming and Execution System
MRC	Management Review Committee
MSEL	Master Scenario Events List
MSG	Mission Support Group
MSPG	Mission Support Planning Group
MTAB	Military Technical Acceptance Board
MTS	Manpower, Temporary Duty, and Supplies
MTTP	Multi-Service Tactics, Techniques, and Procedures

NAF	Non-Appropriated Fund
NAGPRA	Native American Graves and Repatriation Act
NASA	National Aeronautics and Space Administration
NATO	North Atlantic Treaty Organization
NAVEODTECHDIV	Naval EOD Technical Division
NAVFAC	Naval Facilities Engineering Command
NBC	Nuclear, Biological and Chemical
NCA	National Command Authority
NCC	Network Control Center
NEPA	National Environmental Policy Act
NFPA	National Fire Protection Association
NGB	National Guard Bureau
NHPA	National Historic Preservation Act
NI	Natural Infrastructure
NIA	Natural Infrastructure Assessment
NIM	Natural Infrastructure Management
NIMS	National Incident Management System
NIPRNet	Non-Classified Internet Protocol Router Network
NOI	Notice of Intent
NORTHCOM	Northern Command
NOV	Notice of Violation
NR	Natural Resources
NRC	National Response Center
NRF	National Response Framework
NRHP	National Register of Historic Places
NRM	Natural Resources Management
NRP	Natural Resources Program
NSIP	NATO Security Investment Program
NTP	Notice to Proceed
O&M	Operations and Maintenance
OAC	Operating Agency Code
OARS	Obligation Adjustment Reporting System
OBAN	Operating Budget Account Number

OBRC	Operating Budget Review Committee
OCO	Overseas Contingency Operation
OCONUS	Outside the Continental United States
OCR	Organizational Change Request
OCS	Operational Contracting Support
ODL	Open Document Listing
ODS	Ozone Depleting Substances
OE	Operations Engineering
OET	Other Eligible Tenants
OGE	Office of Government Ethics
OHA	Overseas Housing Allowance
OI	Operating Instruction
OIL	Observations, Innovations, and Lessons
OL	Operating Location
OM	Operational Model
OMB	Office of Management & Budget
OPLAN	Operational Plan
OPM	Office of Personnel Management
OPR	Office of Primary Responsibility
OPREP	Operations Report
OPS	Operating Properly and Successfully
OPSEC	Operation Security
ORA	Operational Range Assessment
ORI	Operational Readiness Inspection
OSC	Office Symbol Code
OSD	Office of the Secretary of Defense
OSHA	Occupational Safety and Health Administration
OSI	Office of Special Investigations
OSP	Computer Systems Support
OT&E	Operational Test and Evaluation
P&I	Planning and Integration
P2	Pollution and Prevention
PA	Public Affairs

PACAF	Pacific Air Forces
PACOM	Pacific Command
PAD	Program Action Directive
PAR	Payment Application Review
PAS	Personnel Accounting System
PAT	Planning Assistance Team
PBD	Program Budget Decision
PBR	Performance-Based Remediation
PCI	Pavement Condition Index
PCM	Post-Closing Management
PCS	Permanent Change of Station
PD	Position Description
PDA	Personal Digital Assistant
PDLA	Partial Dislocation Allowance
PDRl	Project Definition Rating Index
PE	Program Element
PEC	Program Element Code
PECl	Productivity Enhancement Capital Program
PEM	Program Element Monitor
PEP	Program Evaluation Plan
PESHE	Programmatic Environment, Safety, and Occupational Health Evaluation
PfM	Portfolio Management
PFMR	Project Fund Manager Records
PHD	Product Hazard Data
PHMA	Professional Housing Management Association
PHO	Privatized Housing Operations
PIF	Performance Incentive Fee
PLC	Program Logic Control
PM	Preventive Maintenance
PMG	Procedural Guidance Message
PMI	Preventive Maintenance Inspection
PMO	Program Management Office

PMP	Pest Management Professional
PMR	Program Management Review
PMT	Performance Measurement Target
PO	Project Owner
POC	Point of Contact
POM	Program Objective Memorandum
PPA	Power Purchase Agreement
PPBE	Planning, Programming, Budgeting, and Execution
PPD	Presidential Policy Directive
PPE	Personal Protective Equipment
PPI	POM Planning Instruction
P-Plan	Programming Plan
PR	Purchase Request
PRD	Program Requirements Development
PREIAP	Planning Requirements for the Environmental Impact Analysis Process
Prime BEEF	Prime Base Engineer Emergency Force
PSA	Port San Antonio
PTE	Potential to Emit
PWS	Performance Work Statement
QA	Quality Assurance
QA/QC	Quality Assurance/Quality Control
QAE	Quality Assurance Evaluator
QAPP	Quality Assurance Project Plan
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QD	Quantity Distance
QDR	Quadrennial Defense Review
QIC	Quarters Improvement Committee
QIP	Quarters Improvement Plan
QPL	Qualified Product List
QRP	Qualified Recycling Program
R&A	Requirements and Acquisition

R&EM	Readiness & Emergency Management
R&M	Restoration and Modernization
R&O	Requirements and Optimization
RA	Resource Advisor
RAC	Rapid Action Change
RADAS	Rapid Airfield Damage Assessment
RC	Responsibility Code
RCM	Resident Construction Manager
RCO	Rapid Capabilities Office
RCRA	Resource Conservation and Recovery Act
RD&A	Research, Development, and Acquisition
RD2	Requirements Definition Documents
RDD	Requirements Development Documents
RDT&E	Research, Development, Test, and Evaluation
RE	Renewable Energy
RE&NI	Real Estate and Natural Infrastructure
REC	Record of Environmental Consideration
REM	Resource Efficiency Manager
REO	Regional Environmental Office
REPD	Renewable Energy Program Development
REPI	Readiness and Environmental Protection Initiative
RET	Real Estate Transaction
RFC	Request for Capabilities
RFF	Request for Forces
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Qualifications
RI	Readiness Inspection
RIC	Radioisotope Committee
RMD	Resource Management Decision
RMP	Resource Management Plan
RMUS	Range and Munitions Use Subcommittee
ROC	Readiness Operations Center

ROD	Records of Decision
ROE	Rules of Engagement
ROI	Return on Investment
ROS	Report of Survey
RP	Real Property
RPA	Requests for Personnel Action
RPI	Real Property Inventory
RPIB	Real Property Integration Branch
RPIE	Real Property Installed Equipment
RPIM	Real Property Information Model
RPM	Real Property Management
RPMC	Real Property Maintenance by Contract
RPMI	Real Property Management Integration
RPO	Real Property Office
RPP	Rental Partnership Program
RPSV	Real Property Support Visit
RRB	Resource Review Board
RSL	Remaining Service Life
RSP	Readiness Spares Program
RST	Regional Support Team
RTA	Ready to Advertise
SA	Systems Administration
SAAR	System Authorization Access Request
SABER	Simplified Acquisition of Base Engineer Requirements
SAC	Self-Assessment Checklist
SAF	Office of the Secretary of the Air Force
SAF/FM	Office of the Assistant Secretary of the Air Force Financial Management and Comptroller
SAF/FMB	Office of the Deputy Assistant Secretary for Budget
SAF/FMBIC	Office of the Deputy Assistant Secretary of the Air Force for Budget, Military Construction Division
SAF/GCN	The Department of the Air Force General Council, Installations, Energy and Environment Law
SAF/IE	Office of the Assistant Secretary of the Air Force Installations,

	Environment, and Logistics
SAF/IEE	Office of the Deputy Assistant Secretary of the Air Force Environment, Safety, and Occupational Health
SAF/IEI	Office of the Deputy Assistant Secretary of the Air Force Installations
SAF/IEN	Office of the Deputy Assistant Secretary of the Air Force Energy
SAF/IG	Office of the Secretary of the Air Force, Inspector General
SAF/IGI	Office of the Secretary of the Air Force, Inspector General, Inspections Directorate
SAF/PA	Office of the Deputy Assistant Secretary Office of Public Affairs
SAFO	Secretary of the Air Force Order
SAG	Specific Action Guide
SAM	Sampling Analysis and Monitoring
SATAF	Site Activation Task Force
SAU	Strategic Asset Utilization
SAV	Staff Assistance Visit
SB-ESG	Strategic Basing - Executive Steering Group
SCADA	Supervisor Control and Data Acquisition
SCP	Special Command Position
SCWG	Strategic Communications Working Group
SDS	Storage and Disposal Squadron
SECAF	Secretary of the Air Force
SECDEF	Secretary of Defense
SEP	Systems Engineering Process
SERC	State Emergency Response Commission
SERDP	Strategic Environmental Research and Development Program
SES	Senior Executive Service
SF	Standard Form
S-File	Space-File
SHPO	State Historic Preservation Office
SIA	Sustainable Infrastructure Assessments
SID/CID	Structural Interior Design/Comprehensive Interior Design
SII	Special Interest Item
SIP	State Implementation Plan

SIPRNet	Secure Internet Protocol Router Network
SIR	Significant Incident Report
SIRIS	Spill Incident Report Internet System
SJA	Staff Judge Advocate
SME	Subject Matter Expert
SMS	Sustainment Management System
SMSgt	Senior Master Sergeant
SNCO	Senior Non-Commissioned Officer
SOF	Special Operations Forces
SOHMS	Safety and Occupational Health Management Systems
SON	Statement of Need
SOP	Standard Operating Procedure
SOR	Statement of Requirements
SORTS	Status of Resources and Training System
SOW	Statement of Work
SSA	Source Selection Authority
SSEB	Source Selection Evaluation Board
SST	Source Selection Team
STS	Specialty Training Standard
SWM	Solid Waste Management
T/TSNS	Test/Training Space Need Statement
TACR	Table of Allowance Change Requests
TCNO	Time Compliance Network Orders
TDY	Temporary Duty
THPO	Tribal Historic Preservation Officer
TLA	Temporary Lodging Allowances
TMT	Task Management Tool
TO	Technical Order
TOA	Total Obligation Authority
TPFDD	Time-Phased Force and Deployment Data
TRQI	Training Requester Quota Identification
TSD	Treatment, Storage, or Disposal
TWCF	Transportation Working Capital Fund

UCC	Unit Control Center
UDM	Unit Deployment Manager
UEC	Unit Environmental Coordinator
UESC	Utility Energy Service Contract
UFC	Unified Facilities Criteria
UH	Unaccompanied Housing
UMACS	Utilities Management Automation and Control Systems
UMD	Unit Manning Document
UNCOQ	Unaccompanied Non-Commissioned Officer Quarters
UON	Urgent Operational Needs
UONS	Urgent Operational Needs Statement
UOQ	Unaccompanied Officer's Quarters
UP	Utilities Privatization
URMT	Unit Rates Management Team
USACE	United States Army Corps of Engineers
USAF	United States Air Force
USAFE	United States Air Forces in Europe
USC	United States Code
UTC	Unit Type Code
VB	Value-Based Transaction
VCSAF	Vice Chief of Staff of the Air Force
VI	Visual Information
VLC	Virtual Learning Center
Vol	Volume
VTAC	Vehicle Transportation Acquisition Council
VTC	Video Teleconferencing
WAWF	Wide Area Workflow
WCF	Working Capital Funds
WEMSG	Wing Energy Management Steering Group
WestPac	Western Pacific
WG	Wing
WMD	Weapons of Mass Destruction
WMP	War and Mobilization Plan

P-Plan for Implementation of Enterprise-Wide Civil Engineer Transformation

WREC	Western Region Execution Center
WRM	War Readiness Material
WRPF	Wartime Resupply Planning Factors
WRRB	Work Request Review Board
WRRP	Work Request Review Panel
WRT	With Respect To
WTS	Wartime Task Standard

APPENDIX XIX – GLOSSARY

Term	Definition
Asset	Anything having monetary value. A DOD asset is any item of economic value owned by a DOD Component or held in a fiduciary capacity under the control of a DOD Component. The item may be physical in nature (tangible) or a DOD Component may have a right to control the item (intangible). The value of a DOD asset is expressed in terms of its acquisition cost and control of the asset by particular DOD component must be the result of a past transaction or event.
Asset Management	<p>In the context of the USAF's (CE's) approach, has the same meaning as 'activity management'. Use of systematic and integrated processes to manage natural and built assets and their associated performance, risk, and expenditures over their life cycles to support missions and organizational goals</p> <ul style="list-style-type: none"> • Periodic – Necessary to ensure the reliability or to sustain the design life of an asset; • Predictive – Condition monitoring tasks used to predict failure; and • Preventive – Maintenance that can be initiated without routine or continuous checking (e.g., using information contained in maintenance manuals or manufacturers recommendations) and is not condition based.
Activity	A particular service (or group of services) that an organization provides. A specific action or process undertaken by a government to convert resources to products or services (outputs).
Activity Management	The use of systematic and integrated practices to manage natural and built assets and their associated performance, risk, and expenditures over their lifecycles to prescribed LoS, and to support the missions and organizational goals.

Term	Definition
Activity Management Plan (AMP)	<p>Sometimes referred to as asset management plan. The CE AMP process supports midterm investment planning by guiding the development of requirements and opportunities needed across the FYDP+2 to achieve required program objectives.</p> <p>A plan developed for an activity that uses multi-disciplinary management techniques (including financial, engineering, planning, programming, environmental, IT, risk management, and administration) over the lifecycles of the assets (when built assets are involved) and applies them, in the most cost effective manner, to achieve specified customer LoS.</p> <p>AMPs are a means of implementing the facilities management framework recommended by the United States National Research Council, which is:</p> <ul style="list-style-type: none"> • Adopt the mindset of an owner of facilities; • Adopt behaviors that integrate facilities-related decisions into strategic planning processes to support the organization's overall missions; • Use a life-cycle management approach to operate efficiently, reliably, and cost effectively; • Measure performance to support continuous improvement of facilities asset management processes. <p>AMP deals with key functional areas and serves as a tool to guide day-to-day activities.</p>
AMP Working Group	<p>The group that has responsibility for regularly reviewing and maintaining the AMP for a particular activity, and for ensuring that the activity is managed in a properly planned and integrated way, with an emphasis on asset lifecycle planning and efficient and effective delivery of the service in a sustainable way.</p>
Comprehensive Asset Management Plan (CAMP)	<p>Integration of base facility needs for all activities into one all-encompassing plan, the BCAMP; budget year execution plan.</p> <p>Focuses on integrating and managing requirements and issues across the five activities across the base, MAJCOM, and HAF. One CAMP exists for each base, MAJCOM, and HAF organizational level as follows:</p> <ul style="list-style-type: none"> • BCAMP for the integrated, holistic management of all five activities at each base; • MCAMP for the integrated, holistic management of all five activities at each MAJCOM; and • AFCAMP for the integrated, holistic management of all five activities at the Air Staff.

Term	Definition
Air Force Activity Management Plan (AF AMP)	Program requirements, POM development.
Air Force Comprehensive Asset Management Plan (AFCAMP)	Projects or opportunities for budget execution, Air Force Priorities, IPL.
Demolition	The removal of a facility (or portion of a facility) unrelated to any O&M-funded unspecified minor military construction project or maintenance or repair project is not considered to be a special class of real property sustainment work.
Environmental Planning Function (EPF)	Interdisciplinary staff, at any level of command, responsible for EIAP.
Portfolio Management	<p>Management of the total stock of facilities in an integrated, coordinated, and structured manner, having regard to all of the identified needs of the organization in order to be able to provide the required LoS in the most effective, efficient, and sustainable manner.</p> <p>Portfolio management considers the economic, environmental, social, and risk impacts of decisions, and on the facilities portfolio as a whole, rather than on a 'facility-by-facility' or 'need-by-need' basis.</p>
Proponent	Individual or organization advocating a proposed action.
Restoration and Modernization	Modernization, along with restoration, improves facilities. Restoration and modernization do not include recurring sustainment tasks or certain environmental measures which are funded elsewhere. Other tasks associated with facilities operation (such as custodial services, grounds services, waste disposal, and the provision of central utilities) are also not included.
Sustainment	Includes annual maintenance and scheduled repair activities to maintain the inventory of real property assets through its expected service life. Includes regularly scheduled adjustments and inspections, preventive maintenance tasks, and emergency response and service calls for minor repairs. Also includes major repairs or replacement of facility components (usually accomplished by contract) that are expected to occur periodically throughout the life cycle of facilities. This work includes regular roof replacement, refinishing of wall surfaces, repairing and replacement of heating and cooling systems, replacing tile and carpeting and similar types of work.