



Air Force Institute of Technology



The AFIT of Today is the Air Force of Tomorrow.



U.S. AIR FORCE

***Management Analysis
of Civil-Military
Construction in Iraq and
Afghanistan***

Capt Travis Johnson, P.E.



Introduction



The AFIT of Today is the Air Force of Tomorrow.

“Decision cycles for contingency or combat forces are often adversely affected by lengthy budget and approval processes for requirements originating at forward operating locations. It has become clear that rapid identification of requirements should be followed by an equally rapid resourcing and equipping response to yield substantial improvements in our ability to conduct operations.” --General David H. Petraeus, September 2008



Overview



The AFIT of Today is the Air Force of Tomorrow.

- Contingency construction environment
- Unintended consequences
- Process maps
- The way ahead for contingency construction



Contingency Construction



The AFIT of Today is the Air Force of Tomorrow.

- Today's warfighter has many infrastructure needs to be successful. Needs such as
 - Shelter, maintenance and office facilities, security fences, power, water, sewage, refuse collection
- In peace time operations, US Congress approves all capital construction >\$750K. This is a lengthy process (3-5 years for approval to construction)
- In contingency operations – Contingency Construction Authority (CCA) passed in 1982. Grants SECDEF the authority to approve such projects
- However, CCA process not well utilized (\$6.7B vs \$6.7M)



Unintended Consequences



The AFIT of Today is the Air Force of Tomorrow.

- To accomplish the mission, project programmers find alternative ways to fulfill construction requirements. This occurs through service contracts and relocatable buildings.
- Service contracts, such as LOGCAP can be used by leadership to identify a service need and then the contractor is responsible to provide. (i.e. providing meals)
- Relocatable buildings are designed to be readily moved, erected, disassembled, stored, and reused. However, they are intended to fill short term requirements, <3 yrs.



Unintended Consequences



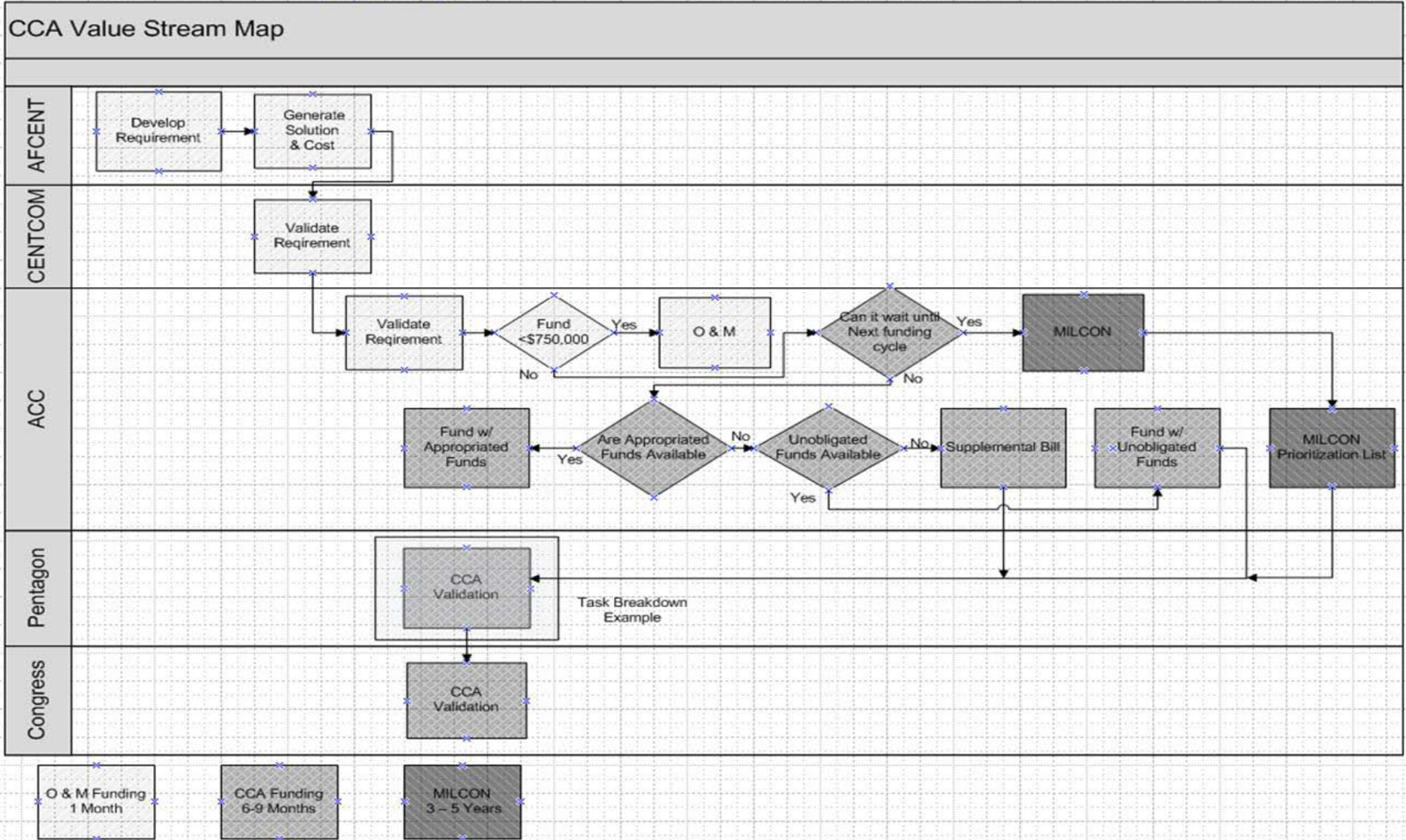
The AFIT of Today is the Air Force of Tomorrow.

- “I kept saying, “CCA.” “CCA.” “CCA.” That was my answer. And it was always, “No.” “No.” “No.” “We can do it this other way.” “We can find a way.” “It’s too hard. It could take too long. Do it this other way.” “O&M.” “We’ve got the money. There’s no reason we can’t do it. People are gonna die... There was a big division between those who – who were trying to get things done, you know, don’t stop the mission, and those who wanted to do it right under the law. I was told, you know, “Marines are gonna die because you are stalling this process (Pluger, Personal Communication, 2010).”



Process Map

The AFIT of Today is the Air Force of Tomorrow.

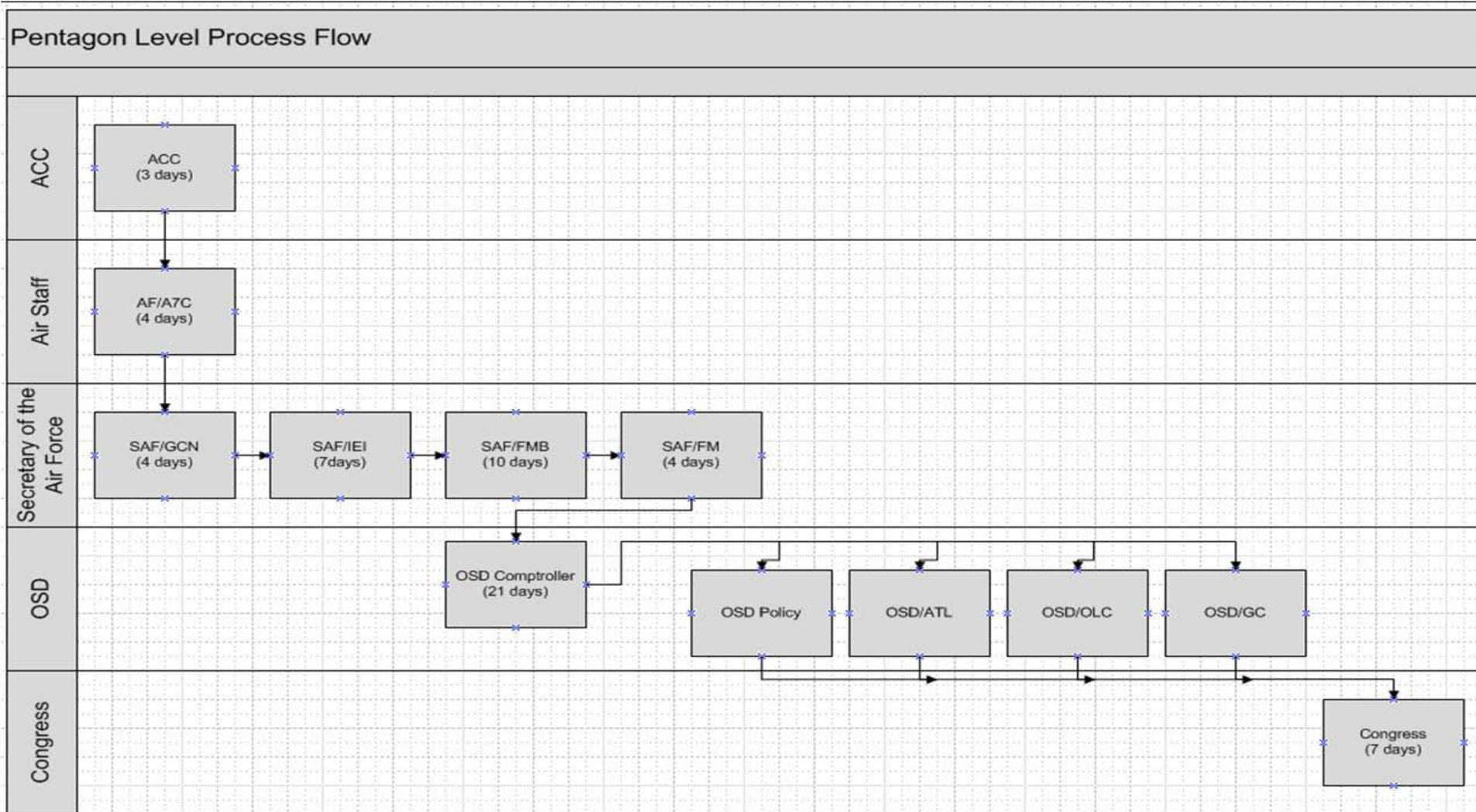




Process Map



The AFIT of Today is the Air Force of Tomorrow.





Way Ahead



The AFIT of Today is the Air Force of Tomorrow.

- Increase the minor construction limit for contingency related projects
- Allow the limit to continue to rise through a yearly adjusted value
- All commanding officers should be well versed in DoD programming rules