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**CIVIL ENGINEER ENTERPRISE
GOVERNANCE**

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This pamphlet supports AFPD 32-10, Installations and Facilities. It provides instructions/guidance/procedures on the Civil Engineer governance structure associated with Organizing, Training and Equipping (OT&E), in alignment with the authorities in HAFMD 1-38, Deputy Chief of Staff, Logistics, Engineering and Force Protection, to include the governance structure relationship with HAFMD 1-18, Assistant Secretary of the Air Force (Energy, Installations, and Environment) related authorities. It supports the Organizing, Training and Equipping (OT&E) of Civil Engineer (CE) forces as consistent with AFPD 32-20, Fire Emergency Services, AFPD 32-30, Explosive Ordnance Disposal, AFPD 32-70, Environmental Considerations in Air Force Programs and Activities, AFPD 32-90, Real Property Management, and AFPD 10-25, Emergency Management. This pamphlet applies to the Regular Air Force, United States Space Force (USSF), Air Force Reserve, and Air National Guard. See HAFMD 2-5, Deputy Chief of Space Operations for Operations, Cyber and Nuclear (HAFMD 2-5, SF/COO), for authorities delegated by the SecAF to the Deputy Chief of Space Operations for Operations, Cyber and Nuclear (SF/COO). Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, Records Management and Information Governance Program, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. This pamphlet may not be supplemented. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the DAF Form 847, Recommendation for Change of Publication; route DAF Forms 847 from the field through major command (MAJCOM) publications/forms managers.

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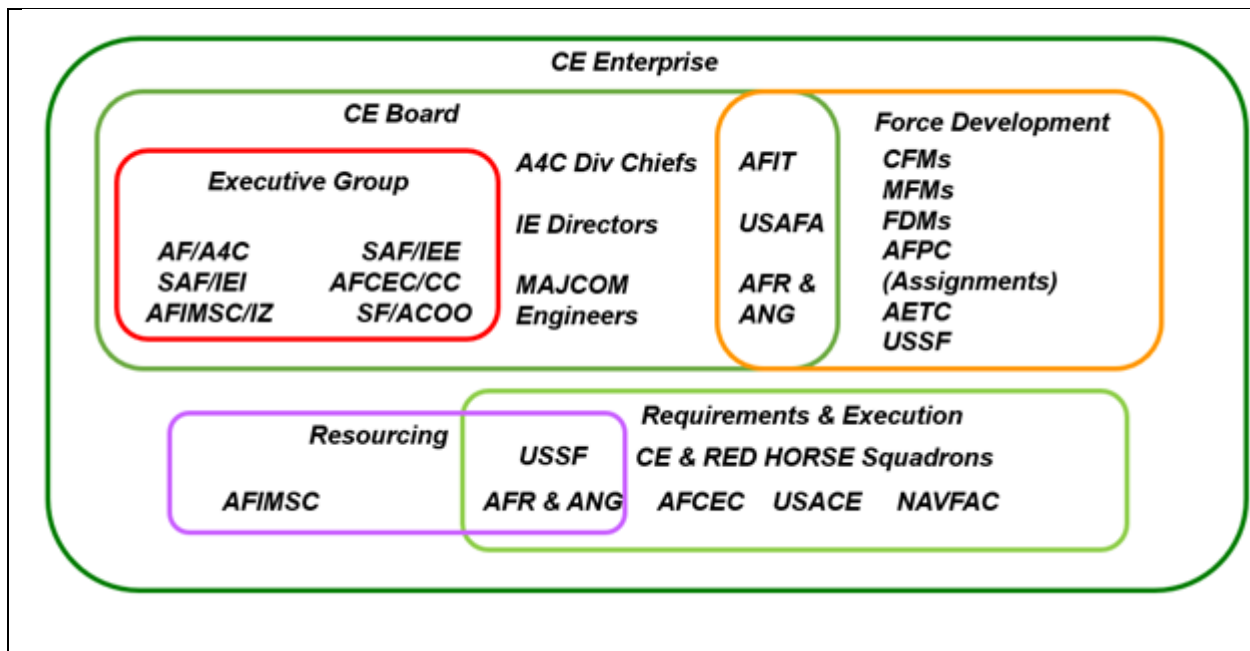
Chapter 1

PROGRAM OVERVIEW AND ORGANIZATION

1.1. Overview. HAFMD 1-38, Deputy Chief of Staff, Logistics, Engineering and Force Protection, Section A2.2.1., gives the Directorate of Civil Engineers (AF/A4C) the role to manage enterprise Civil Engineer governance to guide the development and execution of strategy, relevant policy, implementation guidance, and related oversight. This Department of the Air Force Pamphlet (DAFPAM) provides detailed operating procedures for the structure for CE governance as it relates to the Organization, Training and Equipping (OT&E) of CE Forces. The purpose of CE governance is to codify the process for strategy and policy related decision-making related to the OT&E of CE Forces for the CE enterprise. This DAFPAM provides information on how the governance structure for HAFMD 1-38 authorities interacts with the separate governance structure associated with HAFMD 1-18, and the financial decision-making process that occurs in the Installation and Mission Support (I&MS) execution centered governance structure and through the Air Force Corporate Structure. A primary goal of CE governance is unity of effort to link strategy and policy decisions made as part of CE governance decisions, and funding decisions made through the I&MS execution centered governance structure.

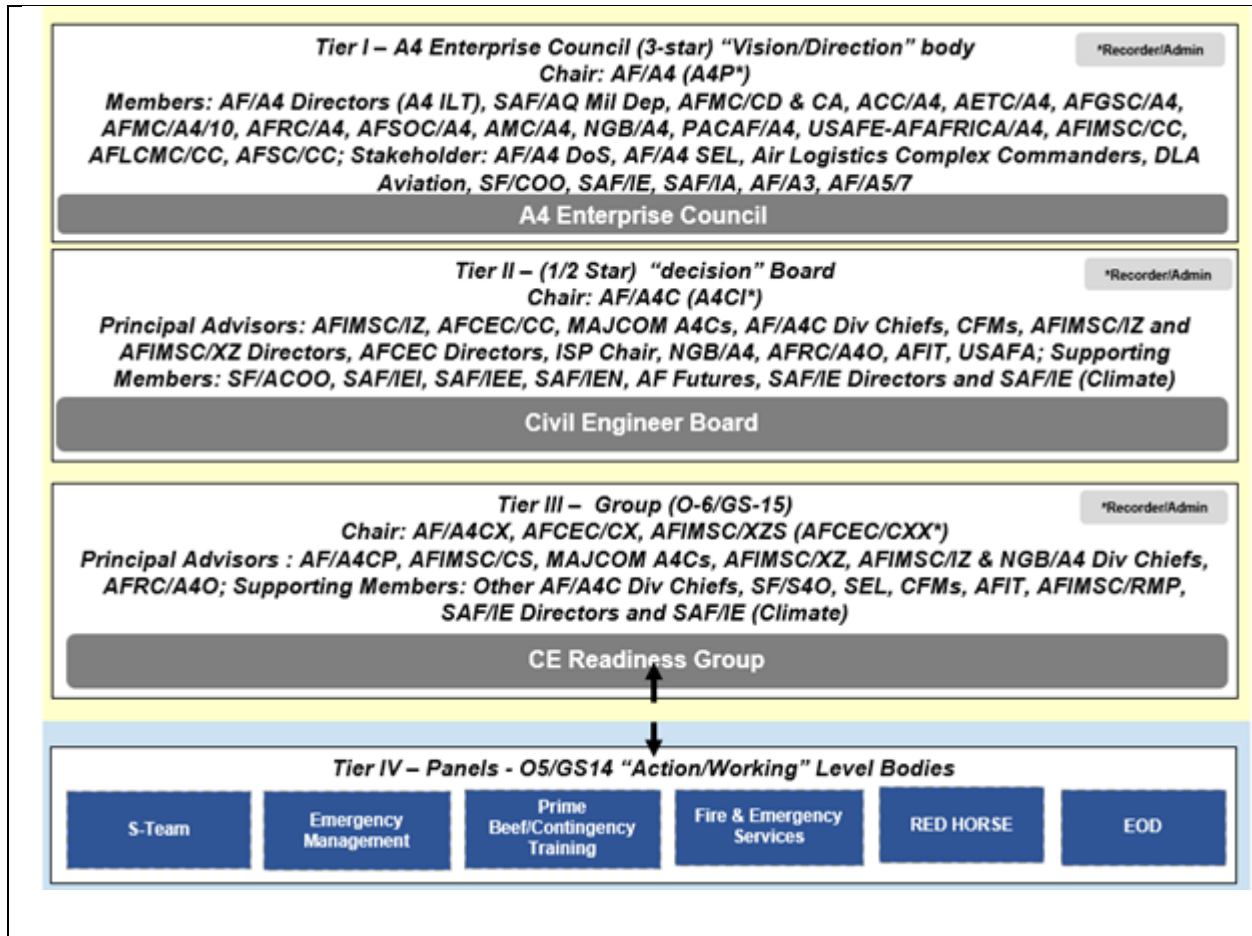
1.1.1. The CE Enterprise. **Figure 1.1.**, HAFMD 1-38 CE Enterprise, illustrates the decision-makers typically involved in CE governance. The diagram is meant to serve as a broad representation of CE enterprise membership roles and does not necessarily capture all roles of individual members.

Figure 1.1. HAFMD 1-38 CE Enterprise.



1.1.2. HAFMD 1-38 CE Governance Structure. The HAFMD 1-38 CE governance structure is comprised of Panels, Groups, a Board, and a Council as shown in **Figure 1.2. Chapter 3** includes details about the structure.

Figure 1.2. HAFMD 1-38 Governance Structure.



1.1.2.1. Governance Duties. Duties of members of HAFMD 1-38 CE governance forums are detailed below.

1.1.1.1.1. Chair. As the holder of the relevant decision-making authority, the Chair (or Co-Chairs) is (are) the ultimate decision authority for each governance tier. The Chair weighs inputs and opinions of the governance forums’ members and others, as he/she deems appropriate, prior to making a decision. The Chair may assign action items to one or more advisors and/or members. Detailed roles of the Chair are as follows:

1.1.1.1.1.1. Leads the governance forum and makes decisions, as appropriate;

1.1.2.1.1.2. Sets/approves the agenda for the governance forum;

1.1.2.1.1.3. Approves out-of-cycle governance forum meetings, as needed;

1.1.2.1.1.4. Ensures decisions and guidance are aligned to Department of Defense (DOD) and Department of the Air Force (DAF) strategic priorities;

1.1.2.1.1.5. Facilitates issue resolution;

1.1.2.1.1.6. Advocates for governance outputs, decisions, and recommendations at executive leadership forums, as needed;

1.1.2.1.1.7. Delegates functional-specific issues and/or actions to the appropriate

Functional Board when Council oversight is unnecessary;

1.1.2.1.1.8. Approves action items and the offices of primary responsibility (OPR);

1.1.2.1.1.9. Approves corrective action plan (if required) and closure of action items and follow-on actions;

1.1.2.1.1.10. Ensures the relevant action item is reviewed, as needed, and approves proposed changes;

1.1.2.1.1.11. Elicits recommendations and discussion from key stakeholders;

1.1.2.1.1.12. When the Chair is unavailable, they may delegate Chairmanship to the co-chair, or designee.

1.1.2.1.2. Principal Advisors. Principal Advisors are member organizations with equity but not ultimate authority to make a decision. The Principal Advisors:

1.1.2.1.2.1. Represent the interests of their organizations to the governance forum;

1.1.2.1.2.2. Represent the interests of the governance forum to their organizations;

1.1.2.1.2.3. Implement guidance and decisions of the governance forum within their organizations;

1.1.2.1.2.4. Support the governance forum and lower/related forums with appropriate representation;

1.1.2.1.2.5. Sponsor and elevate issues to the next highest governance forum;

1.1.2.1.2.6. Validate data and briefs submitted to the governance forum from their organizations;

1.1.2.1.2.7. Provide input and recommendations for forum agenda topics.

1.1.2.1.3. Supporting Members. Supporting Members are organizations that have limited equity or general interest in a decision presented in a governance forum. Supporting members:

1.1.2.1.3.1. Sponsor and elevate issues to the appropriate governance forum;

1.1.2.1.3.2. Validate data and briefs submitted to the governance forum from their organizations;

1.1.2.1.3.3. Provide briefings and subject matter experts to facilitate governance forum discussions, as assigned;

1.1.2.1.3.4. Validate and report completion of governance forum action items and follow-on actions;

1.1.2.1.3.5. Advise governance forums on options, equity, and concerns related to topics discussed.

1.1.2.1.4. Recorder. The role of the Recorder is detailed in [Chapter 6](#).

1.2. Decision Guidelines. Senior leaders within the CE enterprise want to ensure that as many decisions as possible be delegated to the lowest level of CE governance, the O-5/GS-14 level panel and be passed to higher level of governance only when identified thresholds are met. The below decision guides listed inform Civil Engineers at all levels of governance when a decision would best pass to a higher level of governance.

1.2.1. Panels. Panels are aligned with specific functional areas within the CE enterprise. Members of functional panels within the CE governance structure are empowered to make functional decisions, unless one of the decision guides listed below are in play.

1.2.1.1. Panel members may utilize the Risk Assessment Matrix in Air Force Instruction (AFI) 90-802, Risk Assessment, and the 5-Step Risk Management Process outlined in the publication, to determine a Severity or Probability of Risk associated with a CE governance decision. Panel members are empowered to make decisions at the Low level of risk and may utilize assessment results to inform whether a decision would best pass to a higher level of governance. In general, Groups should make decisions assessed at a Medium level of risk; Boards, decisions at a High level of risk; and Councils, decisions at an Extremely High level of risk. However, Panels may use judgement to determine whether a decision can be made at a lower level of CE governance (see below for further suggestion regarding the level of governance a decision may be made at).

1.2.1.2. Additional detail about the Risk Assessment process is available in Department of the Air Force Pamphlet (DAFPAM) 90-803, Risk Management (RM) Guidelines and Tools. Panel members may also want to consider use of Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities and Policy (DOTMLPF-P) analysis to understand the impacts of a decision.

1.2.2. Groups. The group makes decisions most often within the CE governance structure if:

1.2.2.1. A decision impacts more than one MD 1-38 authority;

1.2.2.2. A decision results in an unprogrammed requirement under HAFMD 1-38 that requires coordination with Air Force Installation and Mission Support Center (AFIMSC) Working Groups (WGs);

1.2.2.3. A decision impacts stakeholders outside the CE community.

1.2.3. Boards. The board makes decisions most often within the CE governance structure if:

1.2.3.1. A decision results in unprogrammed requirement that requires advocacy with Air Force Corporate Structure and/or I&MS execution centered governance structure;

1.2.3.2. A topic of significant Congressional interest;

1.2.3.3. A decision may have Enterprise impact;

1.2.3.4. The DAF is out of compliance with or a non-concur on Office of the Secretary of Defense (OSD) or outside organization guidance.

1.2.4. Councils. The council level makes decisions most often within the CE governance structure if a policy decision would drive broad cultural change.

1.2.5. Broad business rules. General guidelines also exist for all levels of governance as follows:

1.2.5.1. If a tasking is received from a particular level of governance, it is reported back to the assigning level of governance;

1.2.5.2. If an issue is not resolved at a lower level of governance, it can be appealed at the next highest level of governance;

1.2.5.3. Responses to due-outs from external parties are provided by the level of governance at the appropriate level (e.g., Tier 1 responds to Deputy Commander (DCOM) request).

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. The Assistant Secretary of the Air Force for Acquisition, Technology and Logistics (SAF/AQ). The Principal Deputy, Office of the Assistant Secretary of the Air Force for Acquisition, Technology and Logistics (SAF/AQ Principal Dep) serves as a supporting member of the A4 Enterprise Council (EC).

2.2. The Assistant Secretary of the Air Force for International Affairs (SAF/IA). Serves as a stakeholder to the A4 Enterprise Council (EC). See definition for EC stakeholder in [Attachment 1](#).

2.3. The Assistant Secretary of the Air Force for Energy, Installations, and Environment (SAF/IE).

2.3.1. Serves as a stakeholder to the A4 EC (see definition for EC stakeholder in [Attachment 1](#)).

2.3.2. The Deputy Assistant Secretary of the Air Force for Environment, Safety and Infrastructure (SAF/IEE):

2.3.2.1. As needed, participates in and serves as a Supporting Member of the CE Board to provide guidance and direction, advise on metrics, or take other actions designed to ensure programs meet policy direction in accordance with HAFMD 1-18, the needs of the CE Enterprise and the A4 EC vision, priorities, and goals.

2.3.2.2. As needed, provides representatives to serve as Members of the CE Board, CE Readiness Group, and Integrated Strategy Group (ISG) to address questions, provide guidance for Group operations, and determine topics that are best passed to another governance forum.

2.3.3. The Deputy Assistant Secretary of the Air Force for Installations (SAF/IEI):

2.3.3.1. As needed, participates in and serves as a Supporting Member of the CE Board to provide guidance and direction, advise on metrics, or take other actions to ensure programs meet policy direction in accordance with HAFMD 1-18, the needs of the CE Enterprise and the A4 EC vision, priorities, and goals.

2.3.3.2. As needed, provides representatives to serve as Members of the CE Board, CE Readiness Group, and ISG to address questions, provide guidance for Group operations, and advise on topics to be passed to another appropriate governance forum.

2.3.4. The SAF/IE Strategic Climate Integration Office:

2.3.4.1. As needed, participates in and serves as a Supporting Member of the CE Board to provide guidance and direction, advise on metrics, or take other actions designed to ensure programs meet policy direction in accordance with HAFMD 1-18, the needs of the CE Enterprise and the A4 EC vision, priorities, and goals.

2.3.4.2. When appropriate, provides representatives to serve as Supporting Members of the CE Board, CE Readiness Group, and ISG to address questions, provide guidance for

Group operations, and advise on topics to be passed to another appropriate governance body.

2.4. The Deputy Chief of Staff, Operations (AF/A3). Serves as a stakeholder to the A4 EC.

2.5. Deputy Chief of Staff/Logistics, Engineering and Force Protection (AF/A4).

2.5.1. Serves as Chair for the A4 EC, which coordinates and aligns actions across the AF Logistics, Engineering, and Force Protection (A4) Enterprise by establishing strategy, creating unity of effort, and making decisions that affect the OT&E of the Logistics, Engineering and Force Protection enterprise. As detailed in the A4 Enterprise Council (EC) Charter, the Council sets direction, makes decisions, conducts oversight, and advocates in support of A4 Enterprise priorities, as defined in the A4 Basing and Logistics Enterprise Strategy (BLES).

2.5.2. The BLES is available here:

<https://usaf.dps.mil/teams/AFA4PleadershipForum/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2fteams%2fAFA4PleadershipForum%2fShared%20Documents%2f1%2e4%20A4P%20Strategy%20and%20Priorities%2f10%2e%20Basing%20%26%20Logistics%20Enterprise%20Strategy&FolderCTID=0x012000F4B1D1D18C89D043A88CC475FDAADD1>.

2.5.3. In accordance with the A4 EC Charter, the AF EC delegates responsibility for the implementation of the BLES, to include delegation of Priority 4, “Build, Operate, Sustain, Defend & Recover Enduring and Contingency Operating Locations” leadership to the Air Force Materiel Command Executive Director (AFMC/CA) and co-leadership to AF/A4C, and the Director of Security Forces (AF/A4S).

2.5.4. In accordance with the A4 EC Charter, assigns A4 EC action items to one or more A4 EC members and/or stakeholders.

2.5.5. The AF/A4 Director of Staff serves as a stakeholder to the A4 EC. See definition of stakeholder in [Attachment 1](#).

2.5.6. The AF/A4 Senior Enlisted Leader (SEL) serves as a stakeholder to the A4 EC. See definition of stakeholder in [Attachment 1](#).

2.5.7. The Director of Civil Engineers (AF/A4C). The Director of Civil Engineers:

2.5.7.1. Serves as a Member of the A4 EC. See definition of member in [Attachment 1](#).

2.5.7.2. Drives cross-functional implementation of assigned priorities within the A4 Basing and Logistics Enterprise Strategy. Provides quarterly implementation progress updates to AF/A4 on the status of A4 EC priorities.

2.5.7.3. Serves as Chair of the CE Board. Roles of the chair are detailed in [Chapter 1](#).

2.5.7.4. Provides supplementary functional oversight and direction to BLES initiatives through implementation of the CE Board. The CE Board sets strategy, gives direction, and provides oversight to the Air Force CE functional community.

2.5.7.5. Provides representatives, subject matter experts, and/or administrative support to the CE Readiness Group, ISG, and Panels as required.

2.5.7.6. In accordance with the A4 EC Charter, serves as a member of the A4 Integration Leadership Team (ILT), which exists to drive horizontal collaboration across A4 functional communities.

2.5.7.7. A4C Division Chiefs serve as Principal Advisors to the CE Board. A4C Division representatives serve as Supporting Members of the CE Readiness Group unless otherwise described below.

2.5.7.8. A4C Career Field Managers (CFMs) serve as Principal Advisors to the CE Board.

2.5.7.9. The Integration Division (AF/A4CI) serves as the Recorder for the CE Board, with duties identified in [Chapter 6](#).

2.5.7.10. The Readiness Division (AF/A4CX) serves as Co-chair for the CE Readiness Group and performs Panel roles as detailed in [Chapter 3](#).

2.5.7.11. The Strategy and Plans Division (AF/A4CP) serves as Chair and Recorder for the ISG and as a Principal Advisor to the CE Readiness Group and performs Panel roles as detailed in [Chapter 3](#).

2.5.7.12. The A4C Senior Enlisted Leader (SEL) serves as a Supporting Member of the CE Readiness Group.

2.5.7.13. The A4C CFMs serve as Supporting Members of the CE Readiness Group and ISG.

2.5.8. The Director of Resource Integration (AF/A4P):

2.5.8.1. Holds roles related to the A4 EC assigned in the A4 EC Charter, to include serving as a member of the A4 EC and chair of the ILT (see [Attachment 1](#) for definitions).

2.5.8.2. The A4P Installation Support Panel Chair serves as a Principal Advisor to the CE Board.

2.5.8.3. The A4P Installation Support Panel Chair serves as a Supporting Member to the CE Readiness Group.

2.6. Deputy Chief of Staff, Air Force Futures (AF/A5/7).

2.6.1. In accordance with the A4 EC Charter, serves as a stakeholder to the A4 EC. See definition of stakeholder in [Attachment 1](#).

2.6.2. A5/7 serves as an advisor to the CE Board.

2.7. Deputy Chief of Space Operations for Operations, Cyber and Nuclear (SF/COO (S3/4/6/7/10)). SF/COO's roles and responsibilities are outlined in HAFMD 2-5. SF/COO, and their relationship with AF/A4 is further refined in Standard Operating Procedures. SF/COO:

2.7.1. Participates as a stakeholder in the A4 EC. See definition of stakeholder in [Attachment 1](#).

2.7.2. Chief, Mission Sustainment (SF/S4O).

2.7.2.1. Serves as a Supporting Member to the CE Board.

2.7.2.2. Chief, Space Force Mission Sustainment (SF/S4OI) serves as a Supporting Member to the CE Readiness Group and ISG.

2.7.2.3. Provides representatives, subject matter experts, and/or administrative support to panels as required.

2.8. The Director of the Air National Guard (ANG) (NGB/CF). NGB/CF receives the delegated facilities authorities from the Chief of the National Guard Bureau and from SAF/IEI, and re-delegates these authorities to the Director, Logistics Engineering, and Force Protection (NGB/A4).

2.8.1. NGB/A4:

2.8.1.1. Serves as member of the A4 EC. See [Attachment 1](#) for member definition.

2.8.1.2. Serves as a Principal Advisor to the CE Board (or provides a designated organizational representative at the Deputy or Associate Director level that is authorized to speak, negotiate, and/or make decisions on behalf of the NGB/A4) to provide expert functional recommendations and to ensure that CE operational execution plans are in accordance with policy and in line with CE strategic direction while ensuring proposed investment plans align with mission requirements, corporate goals, executive orders, and legislative requirements.

2.8.1.3. Designates an organizational representative at the Associate Engineer or Division Chief level to serve as a Principal Advisor of the CE Readiness Group and the ISG to address questions, provide guidance for Working Group operations, and direct topics to be passed to another appropriate governance forum.

2.8.1.4. Provides representatives, subject matter experts, and/or administrative support to panels as required.

2.9. The Commander of the Air Force Reserve Command (AFRC/CC). The Commander of the Air Force Reserve (AF/RE) is also dual hatted as the Commander of the Air Force Reserve Command (AFRC/CC). When appropriate, AF/RE receives certain delegated facilities authorities and may further delegate these authorities to the Director, Logistics, Engineering and Force Protection (AFRC/A4).

2.9.1. The Director of Logistics, Engineering, and Force Protection, Air Force Reserve Command (AFRC/A4):

2.9.2. Serves as member of the A4 EC. See [Attachment 1](#) for member definition.

2.9.3. Serves as a Principal Advisor to the CE Board (or provides a designated organizational representative at Division Chief level (A4C – CE Division or A4O – CE Readiness Division, or both) authorized to speak, negotiate, and/or make decisions on behalf of the AFRC/A4) to provide expert functional recommendations and to ensure that CE operational execution plans are in accordance with policy and in line with CE strategic direction while ensuring proposed investment plans align with mission requirements, corporate goals, executive orders, and legislative requirements.

2.9.4. Designates an organizational representative at the Division Chief level (A4O – CE Readiness Division) to serve as a Principal Advisor of the CE Readiness Group and ISG to address questions, provide guidance for Working Group Operations, and direct topics to be passed to another appropriate governance body.

2.9.5. Provides representatives, subject matter experts, and/or administrative support to panels as required.

2.10. Regular Air Force Major Commands (MAJCOMs) and Direct Reporting Units (DRUs).

2.10.1. The Deputy Commander or Executive Director, Air Force Materiel Command (AFMC/CD, CA); Director of Logistics, Civil Engineering, and Force Protection, and Nuclear Integration, Air Force Materiel Command (AFMC/A4/10), and the Directors of Logistics, Engineering, and Force Protection from Air Combat Command (ACC/A4); Air Education and Training Command (AETC/A4); Air Force Global Strike Command (AFGSC/A4); Air Force Special Operations Command (AFSOC/A4); Air Mobility Command (AMC/A4); Headquarters Pacific Air Forces (PACAF/A4); and Headquarters U.S. Air Forces in Europe-Air Forces Africa (USAFE-AFAFRICA/A4) serve as members of the A4 EC. See definition of member in [Attachment 1](#). Assigns MAJCOM Civil Engineers to act as representatives at the O-6/GS-15 level to serve as Principal Advisors to the CE Board, ISG and CE Readiness Group.

2.10.2. The Director of Logistics, Civil Engineering, and Force Protection, United States Air Force Academy (USAFA/A4) and Air Force District of Washington (AFDW/A4) assign MAJCOM Civil Engineers to act as representatives at the O-6/GS-15 level to serve as Principal Advisors to the CE Board, ISG and CE Readiness Group.

2.11. CE Force Development Institutions. CE Force Development Institutions include the Air Force Academy Department of Civil and Environmental Engineering (USAFA/DFCE) and the Air Force Institute of Technology Civil Engineer School.

2.11.1. USAFA/DFCE provides representatives who serve as a Principal Advisor to the CE Board, ISG, and CE Readiness Group.

2.11.2. The Dean, Air Force Institute of Technology Civil Engineer School is a Principal Advisor to the CE Board, ISG and CE Readiness Group.

2.12. Commander, Air Force Materiel Command (AFMC/CC).

2.12.1. AFMC, through the Air Installation and Mission Support Center Commander (AFIMSC/CC), participates in CE governance, to include serving as a member of the A4 EC.

2.12.1.1. The Director, Installation Support Directorate (AFIMSC/IZ):

2.12.1.1.1. Serves as a Principal Advisor to the CE Board (or provides a designated organizational representative at the Senior Executive Service or Flag Officer level that is authorized to speak, negotiate, and/or make decisions on behalf of the AFIMSC/CC) to provide expert functional recommendations and to ensure that CE operational execution plans are in accordance with policy and in line with CE strategic direction while ensuring proposed investment plans align with mission requirements, corporate goals, executive orders, and legislative requirements.

2.12.1.1.2. Designates an organizational representative to serve as a Principal Advisor of the CE Readiness Group to address questions, provide guidance for Working Group operations, and direct topics to be passed to another appropriate governance forum. Provides representatives, subject matter experts, and/or administrative support to functional Panels as required.

2.12.1.1.3. AFIMSC Enterprise Managers: AFIMSC Enterprise Managers (EMs) attend the CE Readiness Group and ISG forums to understand HAF and CE strategy and policy priorities and help integrate and manage risk across portfolios by advocating for CE requirements under the purview of those groups through the I&MS execution centered governance structure, while balancing other enterprise priorities. EMs as AFIMSC EM Working Group (EMWG) leaders, proactively engage with HAF counterparts as necessary to ensure EMWG recommendations and efforts are fully transparent across AFIMSC and HAF. EMs include the appropriate Headquarters staff in EMWGs as needed to develop the deliverables and supporting materials to advocate for CE priorities to present at the AFIMSC Board and Council for deliberation and/or approval. For additional details on the AFIMSC execution centered governance structure, and on the role of AFIMSC Working Groups, see AFIMSC Headquarters Operating Instruction 16-501, Headquarters AFIMSC Corporate Structure, available here:

https://usaf.dps.mil/sites/13942/cs/ds/TemplatesDocuments/AFIMSC%20Operat ing%20Instruction%2016-501_Signed.pdf.

2.12.1.2. The Director, Expeditionary Support and Innovation Directorate (AFIMSC/XZ) serves as a Principal Advisor to the CE Board to provide expert functional recommendations and to ensure that CE operational execution plans are in accordance with policy and in line with CE strategic direction while ensuring proposed investment plans align with mission requirements, corporate goals, executive orders, and legislative requirements.

2.12.1.2.1. Designates an organizational representative at the O-6/GS-15 level to serve as a Co-Chair of the CE Readiness Group to address questions, provide guidance for Group operations, and direct topics to be passed to another appropriate governance body.

2.12.1.2.2. Provides representatives, subject matter experts, and/or administrative support to functional Panels as required.

2.12.1.3. The Director, Resource Management Directorate (AFIMSC/RM):

2.12.1.3.1. Designates an organizational representative at the Division Chief level to serve as a Supporting Member of the CE Readiness Group to address questions, provide guidance for Working Group operations, and direct topics to be passed to another appropriate governance forum.

2.12.1.3.2. Provides representatives, subject matter experts, and/or administrative support to functional Panels as required.

2.12.1.4. AFIMSC Detachments: Are represented by AFIMSC/IZ in the CE Board and CE Readiness Group.

2.12.2. AFIMSC through Air Force Civil Engineer Center Commander (AFCEC/CC).

2.12.2.1. Serves as a Principal Advisor to the CE Board (or provides a designated organizational representative at the Senior Executive Service or Flag Officer level that is authorized to speak, negotiate, and/or make decisions on behalf of the AFCEC/CC) to provide expert functional recommendations and to ensure that CE operational execution

plans are in accordance with policy and in line with CE strategic direction while ensuring proposed investment plans align with mission requirements, corporate goals, executive orders, and legislative requirements.

2.12.2.2. Designates organizational representatives at the O-6/GS-15 level to serve as a Supporting Member of the CE Readiness Group to address questions, provide guidance for Working Group operations, and direct topics to be passed to another appropriate governance body.

2.12.2.3. Provides representatives, subject matter experts, and/or administrative support to functional Panels as required.

2.12.2.4. AFIMSC through AFCEC's Business Information Systems & Requirements Directorate (AFCEC/CB) serves as a Principal Advisor on the ISG.

2.12.2.5. AFIMSC through AFCEC's Planning and Integration Directorate (AFCEC/CP) serves as a Principal Advisor on the ISG.

2.12.2.6. AFIMSC through AFCEC's Readiness Directorate (AFCEC/CX) serves as a Co-chair of the CE Readiness Group and Recorder for the Group.

2.12.3. AFIMSC through the Air Force Life Cycle Management Center (AFLCMC/CC), and the Air Force Nuclear Weapons Center Commander (AFNWC/CC) serve as members of the A4 EC.

2.12.4. The Air Force Sustainment Center Commander (AFSC/CC) serves as a member of the A4 EC.

Chapter 3

HAFMD 1-38 CE GOVERNANCE STRUCTURE

3.1. HAFMD 1-38 CE Governance Structure. The HAFMD 1-38 CE governance structure is shown in [Figure 1.2](#). Strategy and policy related decisions involving authorities outlined in HAFMD 1-38 are made within the below governance forums. Additional detail about the governance forums can be found in [Attachment 2](#). [Attachment 3](#) tracks authorities and their alignment with HAFMD 1-38 and HAFMD 1-18 governance structures.

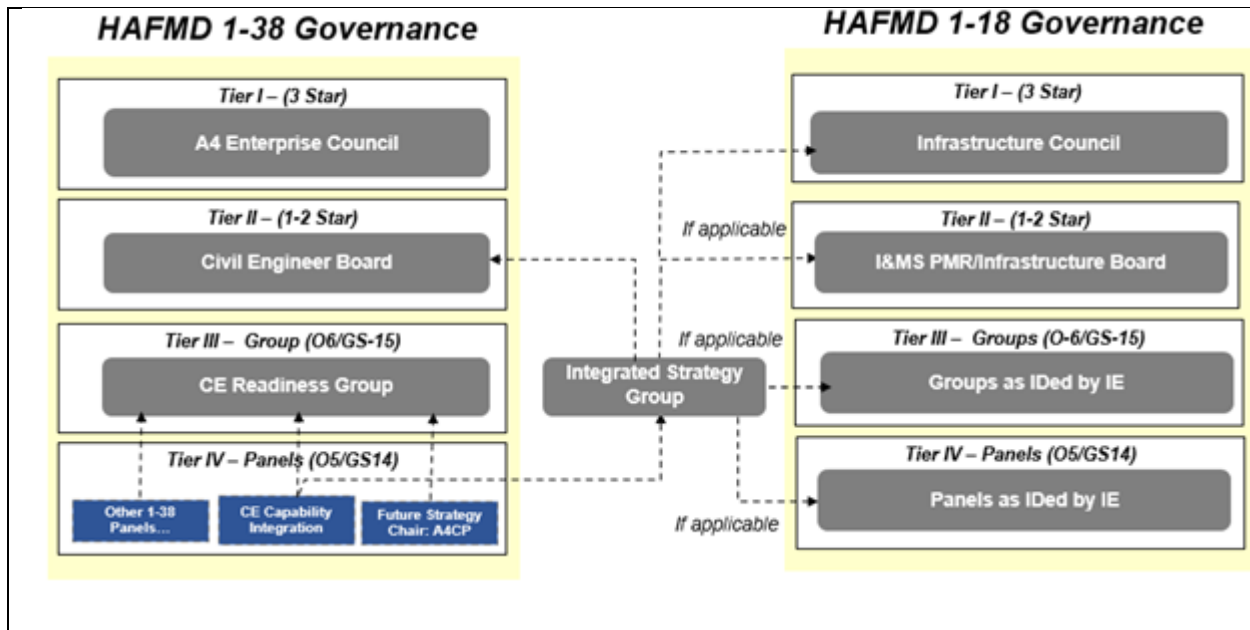
3.1.1. A4 Enterprise Council (EC). The Air Force A4 EC is the General Officer/Senior Executive Service (GO/SES) level governing forum which coordinates and aligns actions across the AF Logistics, Engineering, and Force Protection (A4) Enterprise and serves as the Tier I, 3-Star decision-making forum for HAFMD 1-38. [Chapter 1](#) details when a decision is best made at the Council level.

3.1.2. CE Board. The CE Board serves as the Tier II forum for the HAFMD 1-38 CE governance structure. Policy and strategy decisions regarding the OT&E of CE Forces can be made here when input from senior leaders at the 1-2 Star level is required. The CE Board serves as a forum where GO/SES level leaders are made aware of emerging CE issues and requirements needing coordination or advocacy with related governance structures, such as, but not limited to, the A4 EC, the AFIMSC I&MS execution centered governance structure, the Air Force Corporate Structure, etc. [Chapter 1](#) details when a decision is best made at the Board level.

3.1.3. CE Readiness Group. The CE Readiness Group is the primary Tier III O-6/GS-15 level forum in the HAFMD 1-38 CE governance structure. The Group focuses on issues to include operations, training, manpower, modernization of capabilities within functional lanes, deployment, equipment, capability gaps and new capabilities development, and employment concepts. It also encompasses the review, development, coordination, validation, justification, prioritization, and staffing of functional requirements relating to manpower, education and training, equipment, and occupational health and safety. The group also focuses on Strategy related to the OT&E of CE Forces. [Chapter 1](#) details when a decision is best made at the Group level.

3.1.4. The Integrated Strategy Group (ISG). The ISG, see [Figure 3.1](#), previously known as the Enterprise Strategy Working Group (ESWG) is an O-6/GS-15 level body that serves as a cross-organizational forum that fosters collaboration across the CE Enterprise, to promote innovation, information sharing, and advancement of enterprise-level strategic efforts related to the equipping of installations. The ISG serves as a location for O-6/GS-15 level communication on topics and issues in the CE enterprise. It also addresses subject matter associated where both MD 1-38 and MD 1-18 have interest and elevate issues to the CE Board or the Infrastructure Board.

Figure 3.1. The Integrated Strategy Group Relation to MD 1-38 and MD 1-18.



3.1.5. Functional Panels and Authorities. Functional Panels are Tier IV O-5/GS-14 cross-organizational governance forums or teams with unity of effort to execute assigned missions/tasks and to foster collaboration across the CE Enterprise for specific functional areas. [Chapter 1](#) details when decisions are best made at the Panel level.

3.1.5.1. Approved Panels. The panels listed below have been approved to report to the CE Readiness Group. The CE Board approves by majority vote the standup of additional panels falling under the HAFMD 1-38 CE governance structure. HAFMD 1-38 panels may stand up and operate functional sub-panels. Chairs may maintain additional detail about panels and subordinate sub-panels in the HAFMD 1-38 CE governance structure non-directive publication (e.g., Playbook, Charter). Details about each Panel are in [Attachment 2](#).

3.1.5.1.1. Explosives Ordnance Disposal (EOD) Panel. The EOD Panel is subordinate to and reports to the CE Readiness Group.

3.1.5.1.2. Fire and Emergency Services (F&ES) Panel. The F&ES Panel is subordinate to and reports to the CE Readiness Group.

3.1.5.1.3. Emergency Management Panel. The Emergency Management Panel is subordinate to and reports to the CE Readiness Group.

3.1.5.1.4. Prime Base Engineer Emergency Force (BEEF) and Contingency Training Panel. The Prime BEEF and Contingency Training panel is subordinate to and reports to the CE Readiness Group.

3.1.5.1.5. Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer (RED HORSE) Panel. The RED HORSE Panel is subordinate to and reports to the CE Readiness Group.

3.1.5.1.6. Staff Augmentation Team (S-Team) Panel. The S-Team Panel is subordinate to and reports to the CE Readiness Group.

3.1.6. Relationship to Other Governance Structures.

3.1.6.1. Chemical and Biological Defense Program (CBDP) Governance. AF/A4 works closely with the staff of the Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration and the Office of the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) to address concerns related to chemical and biological defense. The CE Readiness Group is the primary HAFMD 1-38 CE forum to coordinate the CE position with the office of the Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration as the operations lead for Combating Weapons of Mass Destruction (CWMD) defense, the DOD CBDP, and the CBDP Management Council, managed by USD(A&S). Details about the roles of the AF/A4 can be found in AFPD 10-26, Countering Weapons of Mass Destruction. AF/A4CX represents the interests of AF/A4 in the Countering Weapons of Mass Destruction Working Group and Modernization Working Group. AF/A4C coordinates Chemical, Biological, Radiological, Nuclear (CBRN) requirements with all DAF capability developers to include AFCEC, the Air Combat Command (ACC) Directorate of Air, Space and Information Operations (A3), Flight Operations and Training Branch (ACC/A3TO) for aircrew requirements, the Air Force Medical Readiness Agency for medical requirements, AFSOC, USSF, etc.

3.1.6.2. DOD Emergency Management Governance. AF/A4C leads the Air Force Emergency Management WG and is the DAF representative to the DOD Emergency Management WG. The CE Board is the primary DAF forum to pass the DAF position to and from the DOD Emergency Management Steering Group, managed by USD(A&S). Additional detail about this forum is available in Department of Defense Instruction 6055.17, DOD Emergency Management (EM) Program and in DAFI 10-2501, Emergency Management Program.

3.1.6.3. DOD F&ES Governance. AF/A4 works closely with the DOD F&ES Program. The CE Readiness Group is the primary DAF forum to pass the DAF position to and from the DOD F&ES Working Group, managed by USD(A&S). Additional detail about this forum is available in DODI 6055.06, DOD Fire and Emergency Services (F&ES) Program and in DAFI 32-2001, Fire & Emergency Services (F&ES) Program.

3.1.6.4. Joint EOD Program Governance. AF/A4 works closely with joint partners and the DOD EOD Program and Joint EOD Program Board. The A4C Readiness Division Explosive Ordnance Disposal Branch (AF/A4CXD) acts as the USAF EOD Program Director and Action Officer to the Joint EOD Program Board. The AFCEC Explosive Ordnance Disposal office (AFCEC/CXE) provides an EOD officer to serve as a member of the Military Technical Acceptance Board (MTAB) while 366 Training Squadron (TRS) Det 3 commander serves as a USAF representative to the Technical Training Acceptance Board (TTAB). The AF/A4C is a member of the Joint EOD Program Board; the CE Board is the primary forum to pass the DAF position to and from the Joint EOD Program Board, managed by the Office of the Under Secretary of Defense for Policy. Additional detail about this forum is available in DODD 5160.62E, DOD Executive Agent for Military Explosive Ordnance Disposal Technology and Training and AFMAN 32-3001, Explosive Ordnance Disposal (EOD) Program.

3.1.6.5. Joint Robotic/Autonomous Systems Enterprise (JRASE) Governance. AF/A4C provides information regarding CE equity (e.g., EOD robots) to the JRASE governance structure, managed by the Joint Staff, J8 Deputy Director, Requirements and Capability Development, USD(A&S), and the Office of the Under Secretary of Defense for Research and Engineering (USD(R&E)). AF/A4C informs the O-6 Advisory Council and Integrated Product Team (IPT). The CE Readiness Group is the primary forum to pass the CE position to and from the JRASE governance forums, through the DAF lead, the Secretary of the Air Force (Acquisition, Technology and Logistics).

3.1.6.6. Five Eyes (FVEY) Governance. AF/A4C provides information regarding CE equity to FVEY Governance forums, such as the FVEY A4 Collaboration Forum, through the AF/A4 lead, AF/A4P. AF/A4C is an associate member of the FVEY A4 collaboration forum. The CE Board is the primary CE governance forum to pass the CE position to and from the FVEY A4 Collaboration forum.

3.1.6.7. Capability Development Governance. AF/A4C provides input about HAFMD 1-38 CE capability development efforts through the DAF level Capability Development Summit. AF/A5/7 and AF/A4 participate in Capability Development Teams; AF/A4 typically coordinates Capability Development efforts with Capability Development Teams, but if CE functionally unique capability development is pursued outside of the Capability Development Teams, AF/A4 coordinates within governance structures subordinate to the A4 EC, to include the CE Readiness Group, and CE Board, and Tier IV panels depending on thresholds, then passed to AFCEC for execution. Capability Development topics related to HAFMD 1-18 are referred to the ISG, and from there passed to AF/A4 and AF/A5/7 and the Capability Development Summit. AF/A5/7 serves as the lead for the Joint Requirements Oversight Council (JROC) and sources subject matter expertise from AF/A4 to support JROC activities; when requested, AF/A4 provides support for JROC bodies.

Chapter 4

INTEGRATED GOVERNANCE

4.1. Relationship of HAFMD 1-38 Governance to HAFMD 1-18 Governance Structure. Closely related to HAFMD 1-38 CE Governance is the separate HAFMD 1-18 governance structure, focused on decisions regarding the equipping of installations. This governance structure is managed by SAF/IE; however, AF/A4 is a Principal Advisor and AF/A4C is a supporting member of the Tier 1 governance forum for the HAFMD 1-18 governance structure, the Infrastructure Council. Both AF/A4 and AF/A4C may sponsor and elevate issues to the Infrastructure Council.

4.1.1. DAF Infrastructure Council. SAF/IE has established the Infrastructure Council as the Tier 1 (3/4 star and civilian equivalent) level governing forum that provides overarching vision and enterprise priorities and aligns actions across the DAF installations portfolio by guiding strategy, creating unity of effort, and making policy decisions that affect the management and operation of installations and infrastructure (for HAFMD 1-18 authorities).

4.1.1.1. An Infrastructure Board serves as the Tier 2 (1-2 star and civilian equivalent) level governing body to inform the Council, monitor program execution, and make decisions that do not rise to the level of the Council. At the discretion of SAF/IEE and SAF/IEI, Board subjects may be added to and held in conjunction with I&MS PMRs for logistical efficiency. The Board will serve as the primary vehicle for developing enterprise-level policy decisions and program oversight topics for the Council through incorporation of outcome-focused enterprise metrics.

4.1.2. The AFIMSC I&MS Program Management Review (PMR). The AFIMSC/CC also conducts comprehensive Installation & Mission Support (I&MS) PMRs during intervening quarters from scheduled Infrastructure Council meetings, to allow all Council Supporting Members the benefit of more frequent program oversight touchpoints and to align functional PMRs for greater program management efficiency. SAF/IEE, SAF/IEI and AF/A4C participate in I&MS PMRs.

4.1.3. SAF/IE exercises oversight responsibilities through the establishment of formal governance structures, where the SAF/IE (or designated representative) serves as the chair. The primary purpose of these governance structures is to determine the effectiveness of policy and strategy implementation through data-informed, decision and action-oriented agendas. These include the following: (1) Infrastructure Council (and the Infrastructure Board); (2) Senior Leader Climate Forum; (3) Strategic Basing Board; and (4) Operational Energy Board. To preserve agility and flexibility, each of these governance bodies operates under its own charter, approved and signed by SAF/IE as the chair. Offices and Points of Contact for HAFMD 1-18 functional areas where Civil Engineers have equity are shown in [Attachment 3](#).

4.2. HAFMD 1-38 Authorities Related to HAFMD 1-18. Attachment 1 of HAFMD 1-38 outlines AF/A4 authorities that have a close relationship to SAF/IE authorities outlined in HAFMD 1-18. These HAFMD 1-38 authorities closely relate to similar HAFMD 1-18 authorities, and address topics such as real property, energy, construction, and environmental concerns. When a decision is made regarding HAFMD 1-38 authorities, and the decisions are likely to have an impact on closely aligned HAFMD 1-18 authorities, in addition to discussion occurring at the CE Board, discussion may occur in the Infrastructure Board. HAFMD 1-38 decision makers execute their authorities regardless of the forum in which a HAFMD 1-38 subject is addressed. [Attachment 3](#) outlines authorities in the Civil Engineer Enterprise and identifies the proper governance forum depending on the authority being discussed.

4.3. Relationship to Other External Governance Structures. The CE community provides input to and receives input from external governance forums that address issues with broader than CE-equity. CE strategy or policy decisions related to the below topics may need to be coordinated with both HAFMD 1-18 and 1-38 governance structures. The CE Readiness Group is the entry point to governance for decisions requiring senior leader input for decisions related to HAFMD 1-38. The Infrastructure Board is the entry point to governance for decisions requiring senior level input for decisions related to HAFMD 1-18.

4.3.1. Mission Assurance Governance. AF/A4 works closely with the AF lead for Mission Assurance, AF/A3O to provide CE input into the DoD Mission Assurance Coordination Board and AF Mission Assurance Governance structure. The CE Readiness Group serves as a forum to liaise with the AF Mission Assurance governance structure. AFPD 10-24, Mission Assurance, details roles of the AF/A4 related to Mission Assurance.

4.3.2. Climate Governance. The Senior Leader Climate (SLC) Forum Charter establishes the roles, responsibilities and authorities of the DAF SLC Forum and associated working groups. SAF/IE serves as the SLC Forum Chair. AF/A4 is a member of the SLC Forum and performs roles and responsibilities as detailed in the Charter and provides representatives to support the DAF Climate Action Team and DAF Climate Resource Integration Team. AF/A4C represents its interests to the SLC through the AF/A4 and supports the teams. Decisions regarding Climate raised in the SLC with Civil Engineer equity may be relevant to both HAFMD 1-18 and 1-38 authorities and may be discussed in the CE Board or Infrastructure Board.

4.3.3. Manpower Governance. AF/A4C serves as the Functional Manager for Air Force Civil Engineers. AF/A4C leads force development to include education and training for all CE officers, civilians, and enlisted personnel. The CE Civilian, Enlisted, and Officer Career Field Managers (CFMs) advise across AF/A4 to provide guidance, oversight, and direction on CE related Total Force Integration initiatives and represent the CE community in the AF/A1 Force Development Institutional Governance Structure, detailed in DAFI 36-2670, Total Force Development and DAFMAN 36-142, Civilian Career Field Management and Centrally Managed Programs. CE CFMs act as liaisons between the AF/A1 governance structure and the CE Board to ensure the CE position is passed between senior CE leaders and the AF/A1 structure.

4.3.4. Joint Basing Governance. AF/A4C serves as the AF lead for Joint Basing and serves as the DAF representative in cooperation with USD (A&S). The Joint Basing governance structure is joint service in nature and consists of Interim Command Summit level governance at the O-6/GS-15 level, and two Council level forums, the Senior Installations Management

Group (AF/A4 is a representative with Joint counterparts) and the Senior Joint Base Working Group (AF/A4, service counterparts, and USD (A&S)). Decisions regarding joint basing may have equity in both HAFMD 1-18 and 1-38 authorities and may be referred to the CE Board and may also need to be referred to the Infrastructure Board.

4.3.5. Technology Governance. The CE community liaises with several external governance structures focused on technology that have broader than CE-equity. Although there is not a direct relationship between the HAFMD 1-38 governance structures and these forums, AF/A4CS serves as a liaison to bring technology issues of concern to the CE Board and represents the position of CE leadership on technology, to technology governance decision-makers.

4.3.5.1. Information Technology (IT) Governance. As outlined in HAFMD 1-38, AF/A4C serves as the Authorizing Official for all information, operational, and platform technology systems listed on the CE Authorization Boundary List and leads the development and implementation of strategy, governance, and policy related to CE Technology. AF/A4C participates as a member of the AF/A4P-led A4 Portfolio Board, and AF/A4CS participates on the Requirements Engagement and Acquisition Panel (REAP). Informal communication occurs between the CE Board and REAP, and the A4 Portfolio Board directly informs the A4 EC. AF/A4P serves as the lead to pass concerns with CE equity to the AF Chief Information Officer and the Chief Information Security Officer. CE Platform IT system related issues may be addressed through the CE Readiness Group and Board structure.

4.3.5.2. Data Governance. AF/A4CS provides input regarding CE equity to the AF/A4P-led A4 Data, Architecture & Analytics Working Group. AF/A4CS also communicates and shares data with the AFIMSC Enterprise IT Data Governance Board and subordinate forums. AF/A4P serves as lead to ensure AF Chief Data Officer (CDO) policy is incorporated in AF/A4 data initiatives and ensures that CE equity is considered by the CDO.

4.3.5.3. Operational Technology (OT) Governance. The Chief, Information Security Officer is the lead for OT cybersecurity. AF/A4CS represents the CE community in the DAF Cyber Resiliency of Control Systems forum, and the AF/A4C represents the CE community in the DAF Control Systems Executive Steering Committee.

4.3.6. Strategic Basing Governance. SAF/IE serves as Chair to the Strategic Basing Board and holds roles and responsibilities related to Strategic Basing Governance as detailed in DAFI 10-503, Strategic Basing. SAF/IEI hold roles and responsibilities as detailed in DAFI 10-503 and serves as Chair to the Strategic Basing Group. The SAF/IEI Strategic Basing office (SAF/IEIB) is the lead executing Strategic Basing Governance and represents the interests of Civil Engineers in this governance forum. AF/A4CP is the primary lead at the HAF level to ensure CE equity is included in strategic basing decisions. AF/A4CP participates at the O-6 level Strategic Basing Panel. AF/A4C participates at the Strategic Basing Executive Steering Group, the Tier II, GO-level forum. AF/A4 participates at the Strategic Basing Board, the Tier I, 2-letter forum.

4.3.7. Mission Sustainment Governance. The SAF/IE Mission Sustainment office (SAF/IEIM) is the lead for the AF Mission Sustainment WG. AF/A4 and AF/A4C roles are detailed in AFI 90-2001, Mission Sustainment. AF/A4 may support existing OSD/Joint Service led Mission Sustainment related governance structures, to include OSD Readiness and

Environmental Protection Initiative working group. AF/A4 holds the authority related to supporting and implementing the Department of Defense Noise Program and is the primary DAF representative to the Defense Noise Working Group, as detailed in DODI 4715.13, DOD Operational Noise Program, and AFI 32-1015, Integrated Installation Planning. Decisions regarding noise may have relevance to both HAFMD 1-18 and 1-38 authorities and may be referred to both the CE Board, and the Infrastructure Board.

4.3.8. Military Construction (MILCON) Governance. The MILCON Working Group produces the (IPL) of MILCON priorities for AFIMSC/CC, AF/A4C and AF/A8 Directorate of Programs (AF/A8P) Tri-Chair decision (the forum also prioritizes Unspecified Minor MILCON and Family Housing Construction). AF/A4C holds authority in HAFMD 1-38 regarding supporting and implementing military construction, serves as a Tri-chair, and ensures MILCON Integrated Priority List projects are executable before they are included on the IPL. The USSF manages a separate MILCON governance structure, to include a Steering Group, Working Group and Council. A4C is an advisor to the USSF Steering Group. The MILCON governance does not typically address MILCON related policy and strategy issues but would be the appropriate location for decisions regarding policy and strategy to put forward, likely at the outbreak for the Tri-Chairs during decision briefs. Decisions regarding MILCON may have relevance to both HAFMD 1-18 and 1-38 authorities and may be referred to both the CE Board, and Infrastructure Board.

4.4. Relationship to Financial Decision-Making Forums. HAFMD 1-38 CE strategy and policy focused governance is separate from the financial decision-making process that occurs in the Installation and Mission Support (I&MS) execution centered governance structure and Air Force Corporate Structure. A primary goal of CE governance is unity of effort to link strategy and policy decisions made as part of CE governance decisions, and funding decisions made through the I&MS execution centered governance structure.

4.4.1. AFIMSC I&MS Execution Centered Governance Structure. HQ AFIMSC is the lead for I&MS execution centered governance. AFIMSC EMs participate in 1-38 CE governance at the Group level and represent requirements with CE equity at the appropriate I&MS Working Groups. Members of the 1-38 CE governance at the Group level may identify HAF CE priorities and advocate for CE requirements at relevant AFIMSC Working Groups. GO/SES level CE enterprise leaders at the CE Board level may identify HAF CE priorities and advocate for CE interests at the I&MS Board and Council. For additional details on the AFIMSC execution centered governance structure, and on the role of AFIMSC Working Groups, see AFIMSC Headquarters Operating Instruction 16-501 here: [https://usaf.dps.mil/sites/13942/cs/ds/TemplatesDocuments/AFIMSC%20Operating%20Instruction%2016-501 Signed.pdf](https://usaf.dps.mil/sites/13942/cs/ds/TemplatesDocuments/AFIMSC%20Operating%20Instruction%2016-501%20Signed.pdf).

4.4.2. Air Force Corporate Structure. AF/A4C and SAF/IE participate in the AF/A8-led Air Force Group and Board as part of the Air Force Corporate Structure to ensure dedicated advocacy for installation and facility resources (MILCON; Environmental Quality, Restoration and Conservation; Facility Sustainment, Restoration & Modernization; Facility Operations; Combat Support; Asset Accountability; Integrated Installation Planning; Facilities Energy; Unaccompanied Housing; and Military Family Housing). CE enterprise leaders identify HAF CE priorities and advocate for CE requirements at the Air Force Group, Board and Council.

Chapter 5

HAFMD 1-38 GOVERNANCE MEETING DETAILS

5.1. HAFMD 1-38 CE Governance Cadence. CE governance forums have historically occurred at the cadence depicted in [Figure 5.1](#). However, governance forum Chairs have the ultimate authority on the decision of when to hold meetings. Meetings may occur out of cycle as determined by the Chair and Co-Chairs. The cadence for CE governance forums is influenced by the timing of other DAF enterprise-wide senior leader forums, which the CE community may need to inform. This includes but is not limited to the MILCON Working Group (WG), MAJCOM Deputy Commander (DCOM) forums, CORONA, the AFIMSC I&MS Program Management Review (PMR), and execution oversight forums that occur on intervening quarters with the Infrastructure Council, AFIMSC I&MS execution centered governance structure forums, or Air Force Corporate Structure forums.

5.2. Out of Cycle Decision Vectors. If a decision vector is needed from CE senior leaders at a timeline that is not able to be accommodated by the governance forum schedule, the office of primary responsibility (OPR) for the requirement coordinates with the CE offices with equity in the issue within the appropriate tasker system and uses the system to solicit input from governance forum principal members and supporting Members, and obtains a decision from the CE principal holding overall decision authority on the topic.

5.3. HAFMD 1-38 CE Governance Structure Meeting Details.

5.3.1. Council.

5.3.1.1. The A4 Enterprise Council (EC) (1-38). In accordance with the A4 EC Charter, the Council meets every 6-9 months, or at a frequency directed by the chair, with meetings usually aligned to key Strategic Planning, Programming, Budgeting, Execution (S-PPBE) milestones and other events (e.g., CORONA, Air Force Association, Strategic Resource Decisions). The length of each Council depends on the meeting's objective but is typically three days. If necessary, the Chair may authorize an out-of-cycle meeting to meet time-critical requirements. Councils are held in-person whenever possible but may be held via video teleconference by exception.

5.3.2. Board.

5.3.2.1. The CE Board (1-38). The CE Board is typically held three-four times per year but occurs at a cadence determined by the Chair. Historically, the CE Board was held in conjunction with the CE Summit in March and was aligned to inform the Spring A4 EC. Similarly, CE Board occurred in August to inform the A4 EC in the fall. Alternate dates for the CE Board in May and November are typically aligned with Society of American Military Engineer events (SAME) Joint Engineer Training Conference and Expo (JETC), and the SAME Small Business Conference (SBC)).

5.3.3. Groups.

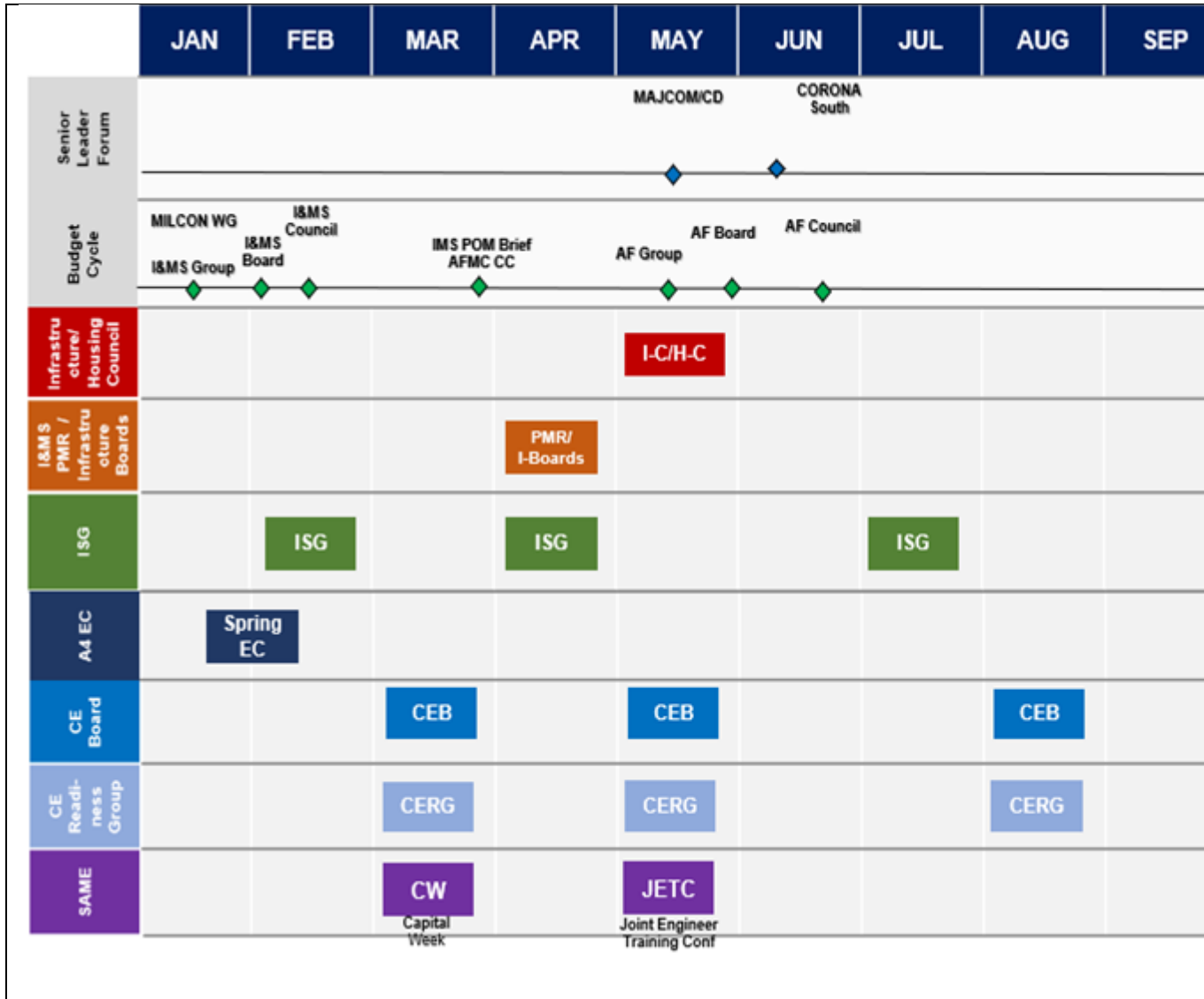
5.3.3.1. The CE Readiness Group (1-38). The CE Readiness Group meets as needed as determined by the Chairs, but meetings typically occur quarterly. An annual face-to-face meeting with the panel chairs takes place in conjunction with SAME JETC at a location determined by the Co-Chairs. Additional meetings are determined by the co-chairs. Groups

typically occur in conjunction with the CE Board, the same week as the Board; the CE Readiness Group informs the subsequent CE Board.

5.3.3.2. The ISG (1-18/1-38). The ISG meets as determined by the Chairs, typically quarterly.

5.3.4. Panels. Meetings take place as determined by the panel chairs or co-chairs. Locations and dates for each Panel vary based on requirements and are determined by the Chairs.

Figure 5.1. Example CE Governance Meeting Details



Chapter 6

Recorder Responsibilities

6.1. The Recorder. The Recorder (sometimes referred to as the Secretariat) is the organization identified to be the administrator for a given governance forum. The office holding the responsibility of Recorder is typically the organization with the authority for the functional area(s) discussed in that governance forum, although the organization holding authority may delegate Recorder responsibility to another organization. The Recorder manages the administration of the governance forum, to include management of communications, planning and execution of meetings, and meeting minutes. The Recorder is responsible for capturing action items proposed during the appropriate governance forum via the meeting minutes as well as tracking the progress of those actions during Boards and in subsequent Councils. They are assigned by the Chair. This chapter details typical roles and procedures for the office serving as Recorder. Primary roles of the Recorder are:

- 6.1.1. Coordinates the logistics of the governance forum;
- 6.1.2. Coordinates planning and execution of the governance forum;
- 6.1.3. Coordinates governance forum inputs;
- 6.1.4. Records and distributes meeting minutes;
- 6.1.5. Maintains oversight of governance forum directed actions;
- 6.1.6. Administers strategic communications and knowledge management;
- 6.1.7. Disseminates updates, decisions, and/or other key information to stakeholders; and
- 6.1.8. Maintains member roster with correct names, titles, and e-mail addresses. The Recorder ensures that the following coordination of CE Governance meetings take place.

6.2. Topic Selection and Briefings. Topics to be discussed at HAFMD 1-38 CE governance forums are determined by the governance forum Chair or Co-Chairs. Principal Advisors and Supporting Members may recommend topics for consideration by the Chair.

- 6.2.1. The Recorder initiates a tasker to solicit topics for the appropriate Governance forum. The office of the Chair, Principal Advisors, and Supporting members are included on the tasker. The tasker is staffed around 45 days prior to the event date to allow adequate time to select topics. The tasker response includes the proposed topic, proposed briefer, and details about the objective for the brief, the agenda for the brief, anticipated length of the brief, and the deliverable for the brief (Informational, or Decision Brief). Briefs are primarily decisional in nature. Classification of the brief is identified. The tasker solicits this information in a consistent form for presentation to senior leaders (e.g., Quad Chart and briefing slides).
- 6.2.2. The Recorder coordinates a pre-brief session with the governance forum Chair so the Principal can select topics to be included in the agenda for the governance forum.
- 6.2.3. The Recorder organizes a separate tasker to collect final briefings for the selected topics prior to the scheduled governance forum. Slides are provided by briefers to the Recorder, typically no later than 5 days prior to the governance forum.

6.2.4. The Recorder posts final slides on the appropriate forum (SharePoint site, CE Events Page, or other appropriate forum) no later than 24 business hours prior to the start of the governance forum.

6.3. Organization of Governance Forums.

6.3.1. Event Agenda. After approval of the proposed topics, the Recorder prepares an event agenda based on the topics selected by the Principal and the projected brief length. Governance meetings can range in number of days, with Boards and Councils often occurring between 1 and 3 days in length depending on number of topics.

6.3.2. A draft agenda is prepared and coordinated with the Principal prior to finalizing and sharing with event invitees. The agenda includes comfort breaks and lunch and includes a time breakdown for each session topic.

6.3.3. The agenda may include key information for attendees to include dates, location, dial-in/connection information for hybrid meetings, attire (e.g., uniform of the day), deadlines for slides from final briefers, and points of contact for the governance event.

6.3.4. The agenda is shared as a read-ahead as soon as possible, not later than 5 days prior to the event, and is included in logistics packets and slides for the day of the event.

6.4. Event Logistics.

6.4.1. The Recorder retains a list of invitees for the governance forum and updates it at least quarterly.

6.4.2. The Recorder develops and distributes a Save the Date for projected event attendees at least 45 days prior to the event. This includes relevant initial travel and lodging details. The Recorder is responsible for tracking RSVPs for the event, to include GO/SES level attendance.

6.4.3. The Recorder coordinates administrative approvals to support the event. This may include but is not limited to Conference approvals IAW Air Force Supplement to DoD Conference Policy 4.0, dated 7 September 2017. Conference approvals typically require coordination at least 45 days prior to the event.

6.4.4. The Recorder distributes a logistics packet for the event, to include detailed event information, such as the agenda, details about social events, landing fees for food and beverages during the event, and hotel, transportation and parking details, and details about services available near the event not later than 30 days prior to the event.

6.4.5. The Recorder distributes read-ahead slides prior to the event, not later than 5 days prior to the event.

6.4.6. The Recorder may also complete tasks such as, but not limited to: making reservations for meeting rooms, maintaining RSVP lists for event attendees, coordinating the use of IT and audiovisual technology and furniture for meeting rooms, coordinating the delivery of prepared food and beverages to support the event, preparing table tents, and addressing protocol for GO/SES seating, coordinating with Strategic Communications regarding opening remarks for Principal speakers, arranging for Distinguished Visitor parking for GO/SES level attendees, preparing a Trip Book for the Chair, etc.

6.5. Minutes. The Recorder is responsible for taking minutes or recording the proceedings of the governance event to track action items and due-outs. If a recording is utilized, a copy is maintained that can be referred to in case questions need to be addressed. Minutes are typically made available 10 duty days following the event.

6.6. Action Items. The Recorder is responsible for taking account of action items from the governance event. Action items are posted 10 days following the event. Action items from the previous governance forum are shared NLT 5 days before the next governance forum so progress on the items can be addressed prior to the forum.

TOM D. MILLER, Lieutenant General, USAF
DCS/Logistics, Engineering & Force Protection

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

32 CFR Part 187, Environmental Effects Abroad of Major Department of Defense Actions, 10 December 1991

32 CFR Part 989, Environmental Impact Analysis Process (EIAP), 15 July 1999

Executive Order (EO) 12114, Environmental Effects Abroad of Major Federal Actions, 29 March 1979

Department of Defense Instruction (DODI) 4715.13, DOD Operational Noise Program, 28 January 2020

DODI 6055.06, DoD Fire and Emergency Services (F&ES) Program, 3 October 2019

DODI 6055.17, DoD Emergency Management (EM) Program, 13 February 2017

DODD 5160.62E, DoD Executive Agent for Military Explosive Ordnance Disposal Technology and Training, 8 November 2021

HAFMD 1-18, Assistant Secretary of the Air Force (Energy, Installations, and Environment), 10 July 2014

HAFMD 1-38, Deputy Chief of Staff, Logistics, Engineering and Force Protection, 21 June 2021

HAFMD 2-5, Deputy Chief of Space Operations for Operations, Cyber and Nuclear, 17 April 2023

Air Force Doctrine Publication (AFDP) Volume 1, Basic Doctrine, The Air Force, 27 Feb 15

AFDP 3-34, Engineer Operations, 6 October 2021

DAFPD 32-90, Real Property Management, 20 April 2021

DAFPD 90-17, Energy and Water Management, 21 May 2020

AFPD 10-5, Basing, 2 October 2019

AFPD 10-24, Mission Assurance, 5 November 2019

AFPD 10-25, Emergency Management, 23 April 2019

AFPD 10-26, Countering Weapons of Mass Destruction, 20 August 2019

AFPD 32-10, Installations and Facilities, 20 July 2020

AFPD 32-20, Fire and Emergency Services, 10 July 2018

AFPD 32-30, Explosive Ordnance Disposal, 20 March 2023

AFPD 32-60, Housing Management, 25 June 2021

AFPD 32-70, Environmental Considerations in Air Force Programs and Activities, 30 July 2018

AFPD 90-6, Special Management, 26 June 2019

AFPD 90-8, Department of the Air Force Services, 20 June 2023

AFPD 90-20, Mission Sustainment, 18 April 2019
DAFI 10-503, Strategic Basing, 14 October 2020
DAFI 10-2501, Emergency Management Program, 10 March 2020
DAFI 32-2001, Fire & Emergency Services (F&ES) Program, 28 July 2022
DAFI 36-2670, Total Force Development, 25 June 2020
DAFI 90-2002, Interactions with Federally Recognized Tribes, 24 August 2020
AFI 10-209, Red Horse Program, 11 June 2019
AFI 32-1015, Integrated Installation Planning, 30 July 2019
AFI 32-6000, Housing Management, 18 March 2020
AFI 32-9001, Utilization and Assignment of Real Property Facilities, 18 April 2019
AFI 32-9003, Granting Temporary Use of Air Force Real Property, 24 September 2018
AFI 32-9004, Disposal of Real Property, 24 September 2018
AFI 33-322, Records Management and Information Governance Program, 23 March 2020
AFI 32-7001, Environmental Management, 23 August 2019
AFI 32-7020, Environmental Restoration Program, 12 Mar 2020
AFI 32-7091, Environmental Management Outside the United States, 13 November 2019
AFI 90-802, Risk Management, 21 June 2019
AFI 90-2001, Mission Sustainment, 31 July 2019
DAFMAN 32-1084, Standard Facility Requirements, 4 November 2022
DAFMAN 36-142, Civilian Career Field Management and Centrally Managed Programs, 4 October 2022
DAFMAN 90-161, Publishing Processes and Procedures, 15 April 2022
AFMAN 32-3001, Explosive Ordnance Disposal (EOD) Program, 22 April 2022
AFMAN 32-7002, Environmental Compliance and Pollution Prevention, 4 February 2016
AFMAN 32-7003, Environmental Conservation, 20 April 2020
DAFPAM 90-803, Risk Management (RM) Guidelines and Tools, 23 March 2022
A4 Basing and Logistics Enterprise Strategy (BLES), 16 September 2022
A4 Enterprise Council Charter v4.0, 11 July 2022
AFIMSC Headquarters Operating Instruction 16-501, Headquarters AFIMSC Corporate Structure, 29 January 2018
Senior Leader Climate Forum Charter, January 11, 2023

Prescribed Forms

None

Adopted Forms

DAF Form 847, Recommendation for Change of Publication

Abbreviations and Acronyms

AF—Air Force

AFI—Air Force Instruction

AETC—Air Education and Training Command

AFCEC—Air Force Civil Engineer Center

AFDP—Air Force Doctrine Publication

AFIMSC—Air Force Installation and Mission Support Center

AFIT—Air Force Institute of Technology

AFPC—Air Force Personnel Center

AFR—Air Force Reserve

AFRC—Air Force Reserve Command

ANG—Air National Guard

ARC—Air Reserve Component

BLES—Basing and Logistics Enterprise Strategy

CE—Civil Engineer

CBDP—Chemical and Biological Defense Program

CBRN—Chemical, Biological, Radiological, Nuclear

CDO—AF Chief Data Officer

CFM—Career Field Manager

CWMD—Combating Weapons of Mass Destruction

DAF—Department of the Air Force

DAFI—Department of the Air Force Instruction

DAFMAN—Department of the Air Force Manual

DCOM—Deputy Commander

DLA—Defense Logistics Agency

DOD—Department of Defense

DODD—Department of Defense Directive

DOTMLPF-P—Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities and Policy

DRU—Direct Reporting Unit

EC—Enterprise Council
EM—Enterprise Manager
EMWG—Enterprise Manager Working Group
EOD—Explosives Ordnance Disposal
FDM—Force Development Manager
F&ES—Fire & Emergency Services
FVEY—Five Eyes
GO—General Officer
HAF—Headquarters Air Force
ILT—Integration Leadership Team
IPT—Integrated Product Team
ISG—Integrated Strategy Group
ISP—Installation Support Panel
I&MS—Installation and Mission Support
IPL—Integrated Priority List
IT—Information Technology
JETC—Joint Engineer Training Conference
JRASE—Joint Robotic/Autonomous Systems Enterprise
JROC—Joint Requirements Oversight Council
MAJCOM—Major Command
MILCON—Military Construction
MTAB—Military Technical Acceptance Board
MFM—MAJCOM Functional Manager
NAVFAC—Navy Facilities Engineering Systems Command
NGB—National Guard Bureau
OPR—Office of Primary Responsibility
OSD—Office of the Secretary of Defense
OT—Operational Technology
OT&E—Organize, Train and Equip
PMR—Program Management Review
Prime BEEF—Prime Base Engineer Emergency Force (BEEF)
REAP—Requirements Engagement and Acquisition Panel

RED HORSE—Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer

SAME—Society of American Military Engineers

SBC—Small Business Conference

SEL—Senior Enlisted Leader

SES—Senior Executive Service

S-PPBE—Strategic Planning, Programming, Budgeting, Execution

SF—Space Force

SLC—Senior Leader Climate Forum

S-Team—Staff Augmentation Team

TTAB—Technical Training Acceptance Board

USACE—United States Army Corps of Engineers

USAFA—United States Air Force Academy

USSF—United States Space Force

WG—Working Group

Office Symbols

ACC/A3TO—Air Combat Command (ACC) Directorate of Air, Space and Information Operations (A3), Flight Operations and Training Branch

ACC/A4—Director of Logistics, Engineering, and Force Protection, Air Combat Command

AETC/A4—Director of Logistics, Engineering, and Force Protection, Air Education and Training Command

AF/A3—Deputy Chief of Staff, Operations

AF/A4—Deputy Chief of Staff/Logistics, Engineering and Force Protection

AF/A4C—Directorate of Civil Engineers

AF/A4CA—Directorate of Civil Engineers, Asset Management Division

AF/A4CI—Directorate of Civil Engineers, Integration Division

AF/A4CP—Directorate of Civil Engineers, Strategy and Plans Division

AF/A4CS—Directorate of Civil Engineers, Systems and Data Division

AF/A4CX—Directorate of Civil Engineers, Readiness Division

AF/A4CXD—A4C Readiness Division Explosive Ordnance Disposal Branch

AF/A4S—Director of Security Forces

AF/A4P—Director of Resource Integration

AF/A5/7—Deputy Chief of Staff Air Force Futures

AF/A8P—Directorate of Programs

AF/RE—The Commander of the Air Force Reserve

AFCEC/CC—Commander, Air Force Civil Engineer Center

AFCEC/CB—AFCEC’s Business Information Systems and Requirements Directorate

AFCEC/CP—AFCEC’s Planning and Integration Directorate

AFCEC/CX—AFCEC’s Readiness Directorate

AFCEC/CXX—AFCEC’s Readiness Directorate, Expeditionary Engineering

AFCEC/CXE—AFCEC’s Readiness Directorate, EOD Technology

AFCEC/CZ—AFCEC’s Environmental Directorate

AFDW/A4—Director of Logistics, Civil Engineering, and Force Protection, Air Force District of Washington

AFGSC/A4—Director of Logistics, Engineering, and Force Protection, Air Force Global Strike Command

AFIMSC/CC—Commander, Air Force Installation and Mission Support Center

AFIMSC/CS—Chief of Staff, Air Force Installation and Mission Support Center

AFIMSC/IZ—Air Force Installation and Mission Support Center Installation Support Directorate

AFIMSC/RM—Air Force Installation and Mission Support Center Resource Management Directorate

AFIMSC/RMP—Air Force Installation and Mission Support Center Resource Management Plans & Programs

AFIMSC/XZ—Air Force Installation and Mission Support Center Expeditionary Support & Innovation Directorate

AFIMC/XZS—Air Force Installation and Mission Support Center Expeditionary Support & Innovation Directorate, Expeditionary Support

AFLCMC/CC—Air Force Sustainment Center Commander

AFSC/CC—Air Force Sustainment Center Commander

AFMC/CC—Commander, Air Force Materiel Command

AFMC/CD—Deputy Commander, Air Force Materiel Command

AFMC/CA—Air Force Materiel Command Executive Director

AFMC/A4/A10—Director of Logistics, Civil Engineering, and Force Protection, and Nuclear Integration, Air Force Materiel Command

AFRC/CC—The Commander of the Air Force Reserve

AFRC/A4—Director of Logistics, Engineering, and Force Protection, Air Force Reserve Command

AFRC/A40—Director of Logistics, Engineering, and Force Protection, Air Force Reserve Command, Civil Engineer Readiness Division

AFSOC/A4—Director of Logistics, Engineering, and Force Protection, Air Force Special Operations Command

AMC/A4—Director of Logistics, Engineering, and Force Protection, Air Mobility Command

NGB/CF—Director of the Air National Guard

NGB/A4—Director, Logistics Engineering, and Force Protection

PACAF/A4—Directors of Logistics, Engineering, and Force Protection, Headquarters Pacific Air Forces

SAF/AQ—Assistant Secretary of the Air Force for Acquisition, Technology and Logistics

SAF/IA—Assistant Secretary of the Air Force for International Affairs

SAF/IE—Assistant Secretary of the Air Force for Energy, Installations, and Environment

SAF/IEE—Deputy Assistant Secretary of the Air Force for Environment, Safety and Infrastructure

SAF/IEI—Deputy Assistant Secretary of the Air Force for Installations

SAF/IEIB—SAF/IEI Strategic Basing office

SAF/IEIM—SAF/IE Mission Sustainment office

SF/COO—Deputy Chief of Space Operations for Operations, Cyber and Nuclear

SF/S4O—Chief, Mission Sustainment

SF/S4OI—Chief, Space Force Mission Sustainment

USAFA/A4—Director of Logistics, Civil Engineering, and Force Protection, United States Air Force Academy

USAFE-AFAFRICA/A4—Director Headquarters U.S. Air Forces in Europe-Air Forces Africa

USD(A&S)—Office of the Under Secretary of Defense for Acquisition and Sustainment

USD(R&E)—Office of the Under Secretary of Defense for Research and Engineering

Terms

A4 Basing and Logistics Enterprise Strategy (BLES)—The A4 BLES represents the collective work of the A4 Enterprise Council (EC), which includes all MAJCOM A4s, the AF/A4 staff directors for logistics, engineering, and security forces, the SAF/AQ Military Deputy, and the commanders or executive directors for the Air Force Sustainment Center, Air Force Life Cycle Management Center, Air Force Installation and Mission Support Center, and Air Logistics Complexes. The strategy is inclusive of the entire basing and logistics enterprise. It identifies its most important priorities, and guides efforts to refine the complex risk calculus for basing and logistics capability and capacity.

Air Force Reserve Command—A MAJCOM of the United States Air Force, with its headquarters stationed at Robins Air Force Base, Georgia.

Airman—The term Airman has historically been associated with uniformed members of the US Air Force (officer or enlisted; regular, reserve, or guard) regardless of rank, component, or

specialty. Today, Department of the Air Force civilians and members of the Civil Air Patrol, when conducting missions for the Air Force as the official Air Force Auxiliary, are incorporated within the broader meaning of the term when there is a need to communicate to a larger audience within the Service, either for force development purposes or for clarity and inclusiveness by senior leaders when addressing a larger body of personnel. All Airmen, military and civilian, support and defend the Constitution of the United States and live by the Air Force core values.

Air National Guard—The part of the organized and federally recognized military force of the several states, the District of Columbia, and the territories of the Virgin Islands, Guam, and Puerto Rico that is in an Air Force.

Air Reserve Component—The Air Reserve Component consists of the AFR and ANG. The AFRC stood up as a MAJCOM February 17, 1997. The change in status, authorized by Congress in the Fiscal 1997 National Defense Authorization Act for Fiscal Year 1997, was based on the experience gained from the Air Force Reserve mobilization for Operations Desert Shield and Desert Storm.

Capability Development—Capability development is a systematic process of identifying materiel and non-materiel capabilities that provide the means to deliver warfighting effects consistent with Air Force strategic guidance. Capability development also includes prioritizing investments for success, as well as accounting for first-order estimates of costs and estimates of rates of maturation of emerging technologies. Capability development includes all activities from the identification of a capability gap or opportunity to warfighter employment. These activities may include but are not limited to a) Strategy / Concept development b) Gap analysis, c) Science & Technology (S&T), d) Research and Development (R&D), e) studies, f) experimentation, g) development planning (DP), h) requirements development, and i) acquisition, and j) fielding.

Career Field Management—Direct development of sufficient Airmen Engineers with the requisite capabilities to meet Air Force requirements through enterprise-wide force management and development, mentorship, education, training, and experience.

Chair/Co-Chair—As the holder of the relevant decision-making authority, the Chair (or Co-Chairs) are the ultimate decision authority for each governance tier in CE governance. The Chair weighs inputs and opinions of the governance forums' members and others, as he/she deems appropriate, prior to making a decision. The Chair may assign action items to one or more members.

Civil Engineer Enterprise—AFDP 3-34, Engineer Operations, defines the CE Enterprise as a total force mix of regular Air Force, Air Force Reserve, Air National Guard, and civilians. Air Force engineers are assigned or attached to organizations performing installation operations support, construction projects, and emergency response. Normally, the operational forces are organized as CE flights or CE squadrons, with several instances of CE groups. The institutional forces are organized in functions included with higher than wing-level staffs, the Air Force Installation and Mission Support Center (AFIMSC), the Air Force Civil Engineer Center (AFCEC), and the Air Force Institute of Technology (AFIT).

Direct Reporting Unit—Units that are outside of the normal Air Force organizational structure, lacking a parent Group and/or Wing. For these units, any requirements normally satisfied at the Group or Wing level moves up to the first available organization in the chain. Direct Reporting

Units include the Air Force District of Washington, United States Air Force Academy, and the Air Force Operational Test and Evaluation Center.

Directive Publication—Publications to which adherence is mandatory. These publications implement mandatory guidance for publication users and deviation is not permitted without a waiver. All directive publications contain the following statement: “COMPLIANCE WITH 112 DAFMAN 90-161 15 APRIL 2022 THIS PUBLICATION IS MANDATORY.” See [Table A11.1](#) for detailed descriptions of all directive publications.

DOTMLPF—P—Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy. DOTMLPF-P is a tool that allows senior leaders the ability to analyze their organizational capabilities from the perspective of Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy when making future strategic decisions. When they determine a change is needed in their current strategic capabilities, a DOTMLPF-P change recommendation is issued.

Execution—Program and project management processes that align resources to Civil Engineer Enterprise objectives and initiatives over the near-, mid- and long-term within acceptable levels of risk. This includes establishment of performance measures and key performance indicators to evaluate the "success" of the organization or program. This provides the final piece of the ends, ways, and means. (Air Force Doctrine Volume 1, Basic Doctrine, The Air Force, 27 Feb 15).

Innovation—Introduction of a new or significantly improved product (goods or service) or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations. (USG Compendium of Interagency and Associated Terms).

Installation Commander—The commander of a base, camp, post, station, yard, center, homeport facility for any ship, or other activity under the jurisdiction of the DoD, including any leased facility. It does not include any facility used primarily for civil works, rivers and harbors projects, flood control, or other projects not under the primary jurisdiction or control of the DoD. For the purpose of this regulation, the term ‘installation commander’ denotes that person ultimately responsible for the provision and integration of all the installation’s base support services and infrastructure.

Joint Base—In base defense operations, a locality from which operations of two or more of the Military Departments are projected or supported and which is manned by significant elements of two or more Military Departments or in which significant elements of two or more Military Departments are located.

Joint Staff—The staff under the Chairman of the Joint Chiefs of Staff that assists the Chairman and the other members of the Joint Chiefs of Staff in carrying out their responsibilities.

Major Command (MAJCOM)—Regular Air Force MAJCOMs include Air Combat Command, Air Education and Training Command, Air Force Materiel Command, Air Force Global Strike Command, Air Force Special Operations Command, Air Mobility Command, Pacific Air Forces and United States Air Forces in Europe.

Member—As it relates to the A4 Enterprise Council, a member is a representative to the Council from across the A4 Enterprise.

National Environmental Policy Act—Signed into law on January 1, 1970, 42 USC § 4321 establishes national environmental policy and goals for the protection, maintenance, and

enhancement of the environment and provides a process for implementing these goals within US federal agencies. The Act also establishes the President’s Council on Environmental Quality.

Non—directive Publication—Non-directive publications are publications that are informational but to which adherence is not mandatory. These publications suggest guidance for the user, which can be modified to fit the circumstances without a waiver. Non-directive publications include pamphlets; doctrine; tactics, techniques and procedures (TTPs) documents; handbooks and visual aids. See [Table A11.2](#) for detailed information pertaining to all directive publication types.

Policy—A statement of important, high-level direction that guides decisions and actions throughout the DAF. In general terms, it provides the “what” and “when” regarding this high-level direction. Policy translates the ideas, goals, or principles contained in the mission, vision, and strategic plans into actionable directives. Policies are typically driven by higher headquarters (OSD) in the form of DoD Issuances (DoDD, DoDI, etc.) although occasionally directly from the United States Code, Public Laws, or Executive Orders

Principal Advisor—Principal Advisors are organizations with equity but not ultimate authority to make a decision in Civil Engineer governance.

Publication—An officially produced, published, and distributed document issued for compliance, implementation, and/or information. Publications are either directive (e.g., instructions, manuals) or non-directive (e.g., handbooks, pamphlets).

Real Property—All interests, benefits and rights inherent in the ownership of real estate. This means land, buildings, structures, utility systems, improvements, and appurtenances. Includes equipment attached to and part of buildings and structures, such as heating systems, but not movable equipment, such as plant equipment.

Regular Air Force—The component of the Air Force that consists of persons whose continuous service on active duty in both peace and war is contemplated by law, and of retired members of the Regular Air Force. The Regular Air Force includes the officers and enlisted members of the Regular Air Force, the professors, registrar, and cadets at the United States Air Force Academy, and the retired officers and enlisted members of the Regular Air Force.

Resilience—Ability to anticipate, prepare for, and adapt to changing conditions and withstand, respond to, and recover rapidly from disruptions. (DoD Directive 4715.21, Climate Change Adaptation and Resilience, August 31, 2018)

Resource Advocacy—Promotion and support for funds and manpower allocation during planning. Programming and execution to preserve core capabilities, consistent with Air Force priorities and approved levels of risk.

Requirements—A demand signal originating from squadrons, component MAJCOM (C-MAJCOMs), Component Commanders (CCDRs), or mission owners.

Risk Management—The systematic process of identifying hazards, assessing risk, making control decisions, implementing control decisions, and supervising and reviewing the activity for effectiveness.

Supporting Member—Supporting Members are organizations that have limited equity or general interest in a decision presented in a CE governance forum.

Stakeholder—A person or organization, either internal or external to the installation complex, with personal, financial, or other interest in an issue or decision. As it relates to the A4 Enterprise Council, Stakeholders are representatives who have a vested interest in the enduring business of the Council and who are invited either on a recurring basis or on an ad-hoc basis, as determined by the Council Chair.

Strategy—An overarching construct outlining the vision for integrating and synchronizing Civil Engineer Enterprise activities and operations in order to achieve strategic objectives.

Total Force—Organizations, units, and individuals that comprise the DAF's resources for meeting its mission. This includes Regular Air Force, Space Force, ANG, and AFR military personnel and civilian personnel.

United States—The States, the District of Columbia, the Commonwealths of Puerto Rico and the Northern Mariana Islands, American Samoa, Guam, Midway and Wake Islands, the U.S. Virgin Islands, any other territory or possession of the United States, and associated navigable waters, contiguous zones, and ocean waters of which the natural resources are under the exclusive management authority of the United States.

Attachment 2

TABLE A2.1. HAFMD 1-38 CE GOVERNANCE FORUM DETAILS

Governance Forum	Level	Purpose	Activities	Chair	Members	Stakeholders	Recorder
A4 Enterprise Council (A4 EC) (1-38)	Tier I, 3-Star	Coordinates and aligns actions across the AF Logistics, Engineering, and Force Protection Enterprise by establishing strategy, creating unity of effort, and making decisions that affect the organization, training, and/or equipping of the enterprise.	Sets direction, Makes decisions, Conducts oversight, and Advocates in support of A4 Enterprise priorities.	AF/A4	AF/A4C AF/A4L AF/A4S AF/A4P SAF/AQ Mil Dep AFMC/CD AFMC/CA ACC/A4 AETC/A4 AFGSC/A4 AFMC/A4/10 AFRC/A4 AFSOC/A4 AMC/A4 NGB/A4 PACAF/A4 USAFE- AFAFRICA/A4 AFIMSC/CC AFLCMC/CC AFNWC/CC	AF/A4 DoS AF/A4 SEL Air Logistics Commanders DLA Aviation SF/COO SAF/IE SAF/IA AF/A3 AF/A5/7	AF/A4P

					AFSC/CC		
Governance Forum	Level	Purpose	Activities	Chair or Co-Chairs	Principal Advisors	Supporting Members	Recorder
CE Board (1-38)	Tier II, 1-2 Star	Serves as a forum where GO/SES level leaders are made aware of emerging CE policy, governance and strategy issues related to HAFMD 1-38 authorities, and requirements requiring coordination or advocacy with related governance structures, such as, but not limited to, the A4 EC, the HAFMD 1-18 governance structure, the AFIMSC I&MS Execution Centered Governance Structure, and the Air Force Corporate Structure.	Sets direction, Makes decisions, Conducts oversight, and Advocates in support of CE priorities related to the OT&E of CE Forces at the 1/2 Star level. The CE Board may give direction, establish metrics, or take other actions designed to ensure programs meet CE Enterprise strategy and A4 Basing and Logistics Enterprise	AF/A4 C	AFIMSC/IZ AFCEC/CC MAJCOM A4Cs A4C Division Chiefs CFMs AFIMSC/IZ Directors AFIMSC/XZ Directors AFCEC Directors ISP Chair NGB/A4 AFRC/A4O	SF/ACOO SAF/IEI SAF/IEE SAF/IEN SAF/IE Directors SAF/IE (Climate) AF Futures	AF/A4CI

			<p>Strategy vision, priorities, and goals.</p> <p>Acts on issues and topics brought forth by the CE Readiness Group or Integrated Strategy Group</p>		<p>AFIT</p> <p>USAFA</p>		
Governance Forum	Level	Purpose	Activities	Chair or Co-Chairs	Principal Advisors/Voting Members	Supporting Members	Recorder
CE Readiness Group (1-38)	Tier III O-6/GS-15	Reviews, debates, validates, prioritizes, and recommends solutions to the CE Enterprise on programs and requirements related to the OT&E of CE Forces.	<p>Prepares issues to present at various DAF, Joint Staff, and OSD level meetings,</p> <p>Cross feeds information across the enterprise.</p> <p>Recommends the priority of funding requirements and operational employment to AFIMSC Enterprise Managers (EMs)</p> <p>Advocates for requirements with Installation and Mission Support (I&MS) decision-makers.</p> <p>Provides policy-implementing guidance for satisfying mission</p>	<p>AF/A4</p> <p>CX</p> <p>AFCE</p> <p>C/ CX</p> <p>AFIM</p> <p>SC/XZ</p>	<p>AF/A4CP</p> <p>AFIMSC/CS</p> <p>MAJCOM A4Cs</p> <p>AFIMSC/XZ Div Chiefs</p> <p>AFIMSC/IZ Div Chiefs</p> <p>NGB A4 Div Chiefs</p> <p>AFRC/A4O</p>	<p>Other AF/A4C Div Chiefs</p> <p>SF/S4O</p> <p>SEL</p> <p>CFMs</p> <p>AFIT</p> <p>AFIMSC Resource Management Directorate (AFIMSC/RMP)</p> <p>SAF/IE Directors</p> <p>SAF/IE (Climate)</p>	<p>AFCEC/</p> <p>CXX</p>

			<p>support requirements related to OT&E of personnel for the execution of installation sustainment and contingency operation missions.</p> <p>Provides oversight to Expeditionary Engineer equipment modernization capability development.</p> <p>Presents recommendations, change and/or insertion of new requirements to CE Board for approval.</p> <p>Provides oversight, guidance and resource advocacy to Expeditionary Engineer, Explosive Ordnance Disposal, Fire, and Emergency Management Program Objective Memorandum requirements. Reviews panel recommendations for changes and/or insertion of new funding requirements. Presents to the AFIMSC Enterprise Manager</p>			
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			<p>for action and simultaneously forwards to higher levels of governance for information.</p> <p>Presents position papers and decision briefs with recommended actions to the CE Board, as required.</p> <p>Reviews, approves/disapproves contingency training course changes.</p> <p>Monitors the status of open HAFMD 1-38 issues.</p> <p>Reviews decision when a HAFMD 1-38 authorities related topic crosses more than one functional area or when there is outside of CE equity, when there is an unprogrammed requirement needing coordination with AFIMSC working groups, or if a decision impacts stakeholders outside of the CE community.</p>				
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Governance Forum	Level	Purpose	Activities	Chair or Co-Chairs	Principal Advisors	Supporting Members	Recorder
Integrated Strategy Group (1-18 and 1-38)	Tier III O-6/GS-15	Serves as a cross-organizational forum that fosters collaboration across the CE Enterprise, in order to promote innovation, information sharing, and advancement of enterprise-level strategic efforts related to the equipping of installations. The ISG serves as a location for O-6/GS-15 level communication on issues of future strategy related to Equipping of Installations. It also addresses issues where authorities are shared between the AF/A4 community, and SAF/IE, and serves as the forum to pass decisions to the HAFMD 1-18 governance structure.	Performs review of higher-level DAF strategy, policy, concepts and initiatives to ID, assess and communicate implications for the CE Enterprise, define required capabilities and continuously improve relevance for directing the actions of the CE Enterprise. Facilitates integrated development of CE strategies and the A4 BLES and associated strategic outputs to inform CE functional activities and the DAF SPPBE process.	AF/A4 CP O-6/GS-15 level rep from SAF/IE EE O-6/GS-15 level rep	O-6/GS-15 level rep from AFIMSC/IZ and AFIMSC/XZ O-6/GS-15 level reps from AFCEC Directorates O-6/GS-15 reps from AFIMSC Dets MAJCOM A4 appointed representatives (O-6/GS-15 level) SAF/IEC Climate ISP	AF/A4C Div Chiefs SF/S4OI SEL CFMs AFIT AFIMSC/RMP NGB/A4 Div Chiefs AFRC/A4O	AF/ A4CP

			<p>Assesses and communicates relationships between CE equities and other functional strategies and core function capability development efforts to better enable integration and coordinated effort.</p> <p>Develops and provides COA guidance for implementation, assesses COAs and recommends approval or re-vector to drive installation lifecycle sustainment and investment strategies, options and planning inputs to ensure alignment with higher level DAF strategy.</p> <p>Facilitates CE strategy and forecast future demand informed by A5/8 global posture necessary to address national security priorities.</p> <p>Fosters engagement to shape and test future CE concepts and policies, to incorporate</p>	<p>from SAF/I EI</p>			
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			<p>feedback from wargames, to included needed capability development.</p> <p>Champions CE transformation and strategic business process improvement efforts, to include effective implementation.</p> <p>Responsible for performance management of the CE strategies in relation to the A4 BLES, to include progress towards achieving end states.</p> <p>Collaborates on portfolio reviews to align and deconflict CE enterprise transformational and strategic efforts, reduce redundancies and seek improvements to enable effective and efficient use of CE enterprise manpower and resources.</p> <p>Initiates Panels, as needed when new initiatives, future concepts, challenges or collaboration needs are identified.</p>				
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			<p>Captures input from entities outside the CE enterprise to ensure alignment to broader DAF strategy. This may include inviting key non-CE stakeholders to participate in panels.</p> <p>Reviews all decisions where authority is shared between HAFMD 1-38 and HAFMD 1-18.</p> <p>Refers all decisions with HAFMD 1-18 primary equity to the HAFMD 1-18 governance structure.</p>				
Governance Forum	Level	Purpose	Activities	Chair or Co-Chairs	Principal Advisors	Supporting Members	Recorder
HAFMD 1-38 Panel Level Structure (for details on	Tier IV O-5/GS-14	Cross organizational governance forums or teams with unity of effort to execute assigned missions/tasks and foster collaboration for specific functional areas	Inform development of CE strategy and help ID tasks necessary to meet associated objectives.	See details for Panels,	See details for Panels, below	See details for Panels, below	See details for Panels, below

<p>specific panels, see below.</p>		<p>related to HAFMD 1-38 authorities.</p>	<p>Collaborate on and de-conflict CE Enterprise opportunities for a designated program area (e.g., initiatives, functions) and engage key stakeholders to promote innovation, information sharing, and collaborative advancement of enterprise-level efforts.</p> <p>Inform development of CE strategy and collaborate on development and implementation of SAF/OSD policy.</p> <p>Develop functional strategic objectives and performance review metrics/Key Performance Indicators to track progress towards overall CE end states, SAF priorities and OSD policies.</p> <p>Recommend new/revised policy/guidance for satisfying mission requirements related to the OT&E of personnel and</p>	<p>below</p>			
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			<p>execution of specific programs to include: resolving operational issues and recommend improvements; reviewing inputs from base level and recommendations of the sub-panels, working groups, integrated process teams (IPT), etc.; addressing career field management issues; discussing joint service, coalition and Allied Nations initiatives; and developing/ reviewing long-range strategies to support future civil engineer requirements.</p> <p>Validate and prepare recommendations for changes to DAF policy/guidance.</p> <p>ID capability or technology gaps and propose Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy</p>			
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			<p>(DOTMLPF-P) solutions to include new technologies to modernize facilities and equipment when necessary.</p> <p>Provide input for Capability Development needs and priorities.</p> <p>Present position papers/decision briefings with recommended COA to the CE Readiness Group.</p> <p>Form IPTs to develop recommendations on specific topics as determined by the Panel Chairs.</p> <p>Review home-station training, Mission Essential Equipment Training, and Silver Flag curriculum to ensure it addresses current operational and threat requirements.</p> <p>Review Defense Readiness Reporting System and Air Expeditionary Force Reporting Tool reporting criteria and</p>				
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			<p>verify it accurately measures the ability to meet designed operational capability taskings.</p> <p>Review/approve Unit Type Code changes. NOTE: Panels may choose to up channel UTC changes to the Group level if deemed appropriate considering a risk assessment or DOTMLPF-P assessment.</p> <p>Review/approve contingency training course changes.</p> <p>Execute functional specific responsibilities.</p>				
Governance Forum	Level	Purpose	Activities	Chair or Co-Chairs	Principal Advisors	Supporting Members	Recorder
Explosive Ordnance Disposal (EOD) Panel (1-38)	Tier IV O-5/GS-14	Cross organizational governance forums or teams with unity of effort to execute assigned missions/tasks and foster collaboration for EOD functional area.	<p>Provides representation to, liaises with, and provides support to the Unexploded Ordnance Center of Excellence program.</p> <p>Identify capability or technology gaps and propose</p>	<p>AF/A4CX D AFIM SC/ IZPE AFCE</p>	<p>775 CES/CED EOD CC</p> <p>96 CES/CED EOD CC</p> <p>56 CES/CED EOD CC</p> <p>99 CES/CED EOD</p>	<p>AF/A4CX EOD CFM and Senior Program Analyst</p> <p>AFCEC/CXD Deputy Div Chief</p> <p>AFRC/A4OE EOD PM*</p> <p>AFCEC/CXE MTAB Service Rep</p> <p>Det 3 366 TRS/CC TTAB Service Rep</p>	AF/ A4CXD

			<p>Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities and Policy (DOTMLPF-P) solutions to AF/A4C to include new technologies to modernize equipment when necessary. Also, coordinates Explosive Ordnance Disposal (EOD) technology and training, including EOD Research and Development (R&D) and acquisition programs including programs with EOD equities or significance. Advises the EOD Program Director (HAF/A4CXD) and the designated AF EOD Program Board Member (HAF/A4C) on all EOD matters including OT&E of the USAF EOD force. Coordinates with other Tier IV panels to support CBRN and Prime BEEF efforts as they</p>	<p>C/ CXD</p>	<p>CC All AD 3E8 Chiefs AFRC/A4OE EOD Chief NGB/A4X Chief Rep</p>	<p>NGB EOD PM AFCEC/CXE Senior Enlisted Leader AFIMSC/IZP Manager EOD Integration* AFIMSC/XZS, EOD FAM* AFIMSC/CXD EOD FDM* AFCEC/CXD EOD Equipment Manager* AFCEC/CXA* Requirements/Acquisition* AFIMSC RS CS PEM* AFCEC/CXA MAJCOM EOD FAM* *Invited by the EOD Panel chairs based on the agenda.</p>	
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			relate to EOD.				
Fire & Emergency Services (F&ES) Panel (1-38)	Tier IV O-5/GS-14	Cross organizational governance forums or teams with unity of effort to execute assigned missions/tasks and foster collaboration for F&ES functional area.	Establishes and maintains a Fire and Emergency Services program that complies with DoD policies and procedures. Administers and maintains the F&ES Certification Program and the DoD F&ES Fitness and Wellness Program for all DoD Components. Establishes and maintains the DoD Fire Academy and provides technical training to DoD fire fighters.	AF/A4 CX Fire Chief AFCE C/ CXF AFIM SC/ IZPE F&ES PM/Chair	AFRC F&ES Fire Chief USAFE-AFAFRICA F&ES Chief PACAF F&ES Chief MAJCOM Appointed Fire Chiefs AFRC/A4OE NGB/A4X	AFCEC/CXAR AF/A4CX Fire CFM AFCENT F&ES Chief DoD Fire Academy AFIMSC/MFM AFDW AFCEC/CXAR USAFA Det 2/4 AF/A4C FAM AFIMSC/XZS F&ES FAM AFIMSC/RM CS PEM AFIMSC/XZS	AF/ A4CX
Governance Forum	Level	Purpose	Activities	Chair or Co-Chairs	Voting Members	Advisory Members	Recorder
Emergency	Tier IV O-	Cross organizational governance forums or	Supports U.S. Government	AF/	AF/A4CX 3E9	3E9 Career Field Manager	AFCEC/

<p>Management Panel (1-38)</p>	<p>5/GS-14</p>	<p>teams with unity of effort to execute assigned missions/tasks and foster collaboration for Emergency Services functional area.</p>	<p>Foreign Consequence Management operations in response to a foreign chemical, biological, radiological, nuclear (CBRN) incident; chemical, biological, radiological, nuclear preparedness; radiological monitoring and analysis capability and responding to nuclear and radiological incidents and accidents. Coordinates on policies and OT&E actions for response to a U.S. Nuclear Weapon incident and maintains a description of funding, certifying, and reporting on Response Task Forces (RTFs) capabilities; implementing Installation Emergency Management programs and fulfilling related responsibilities; management of non-medical chemical, biological, radiological, and nuclear defense and</p>	<p>A4CX E EM Progra m Manag er AFCE C/ CXR</p>	<p>CMSgt NGB3E9 CMSgt AFRC EM Senior 3E9/0089 AFIMSC 3E9 CMSgt USAFE E9 CMSgt PACAF 3E9 CMSgt AFGSC 3E9 CMSgt AFCENT 3E9 CMSgt AFSOC EM 3E9/0089 AMC EM Senior 3E9/0089</p>	<p>Any 3E9 CMSgt AF/A4CXC A10S CMSgt AFCEC/CXR FDM AFCEC/CXR Leads AFCEC/CXAR 368 TRS/TTR AFIMSC/RM CS PEM AFLCMC ACS 3E9 Advisor AFOTEC Det 2 3E9 Advisor AFIMSC Det LNO AFNORTH AFDW/A4CX Other organizations based on agenda/by invitation.</p>	<p>CXR</p>
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			<p>consequence management programs.</p> <p>Provides non-medical CBRN Capability Developer responsibilities.</p> <p>Coordinates with other Tier IV panels to support CBRN and Prime BEEF efforts as they relate to Emergency Management.</p>				
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Governance Forum	Level	Purpose	Activities	Chair or Co-Chairs	Principal Advisors/Voting Member	Supporting Members	Recorder
Prime Base Engineer Emergency Force (BEEF) and Contingency Training Panel (1-38)	Tier IV O-5/GS-14	Cross organizational governance forums or teams with unity of effort to execute assigned missions/tasks and foster collaboration for Prime BEEF functional area.	Bring forth and propose solutions to organize, train and equip (OT&E) concerns or initiatives for Prime BEEF. Approve home station training (HST), mission essential equipment training (MEET), and Silver Flag curriculum to ensure it addresses current operational and threat requirements. Advocate for resources across all appropriations and the	AF/A4CX B AFCE C/ CXX AFIM SC/ IZP	MAJCOM Appointed Rep MAJCOM DRU appointed Reps.	CFMs AFCEC/COF AF/CE FAM GFM (ACC, AMC, AFSOC) AFCEC/CX Chief AFIMSC/IZPE AFIT CE Silver Flag Representatives 635 MMS AFIMSC FAMs AFIMSC/RMP (PEM) AFCENT/A7	AFCEC/CXX

			<p>planning, programming, budgeting and execution (PPBE) cycle.</p> <p>Identify capability or technology gaps and propose Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities and Policy (DOTMLPF-P) solutions to include new technologies to modernize equipment when necessary.</p> <p>Approve contingency equipment requirements within funding limits and in accordance with Department of AF Instruction (DAFI) 10-210, Prime Base Engineer Emergency Force (BEEF) Program.</p> <p>Build execution plans (e.g., tactics, techniques, & procedures [TTP], AF Pamphlets [AFPAM], AF</p>			<p>AFCEC/CXA</p> <p>AFCEC/CXD</p> <p>AFCEC/CXF</p> <p>AFCEC/CXR</p> <p>AFCEC/FMO</p> <p>Base level perspective</p>	
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			Handbooks [AFH], Playbooks etc.). Recommend expeditionary engineering automation functional requirements.				
Governance Forum	Level	Purpose	Activities	Chair or Co-Chairs	Principal Advisors/Voting Members	Supporting Members	Recorder
RED HORSE Panel (1-38)	Tier IV O-5/GS-14	Cross organizational governance forums or teams with unity of effort to execute assigned missions/tasks and foster collaboration for RED HORSE functional area.	Provides oversight of the OT&E of CE personnel and functions supporting AF core missions across the full spectrum of military operations and contingencies, to include RED HORSE units.	AF/A4CX A AFCE C/ CXX	AFRC/RH program manager ANG/RH program manager PACAF/A4CX 800 RHG/CEM	622 CEG/CC AF/A4C CEM AFIMSC/IZPE 801 RHS/CC and CEM AF RHS/CC and CEM ANG RHS/CC and CEM AFR RHS/CC and CEM AF/A4C FAM USAFE/A4CX RH GFM (ACC)	AFCEC/ CXX

						AFCENT/A7X/O/P ACC and PACAF MFM AFIMSC/RMP (PEM) AFCEC/CXAR 635 MMS ACC/A4CX 32E CFM 3E9 CFM	
Governance Forum	Level	Purpose	Activities	Chair or Co-Chairs	Principal Advisors	Supporting Members	Recorder
S-Team Panel (1-38)	Tier IV O-5/GS-14	The S-Team Panel serves as a forum to introduce, review, debate, validate, prioritize, and recommend solutions on specialized theater-level execution issues, readiness programs and requirements. Furthermore, the Panel establishes a dedicated, codified policy solution to address S-Team specific enterprise issues and challenges and provide a formal governance process with appropriate representation of the S-Team community	Brings forth and proposes solutions to organize, train and equip (OT&E) concerns or initiatives for the S-Teams. Approve Foundational training, Skills and Knowledge training, and other training to ensure it addresses current operational and threat requirements. Recommend and advocate S-Team operational requirements	AF/ A4CC XB AFCE C/ CXX AFRC/ A4O appoint ed rep. NGB/	622 CEF/CC 822 CEF/CC 922 CEF/CC 231 CEF/CC 235 CEF/CC 245 CEF/CC 248 CEF/CC USSF (Rep) AFGSC (rep) AMC (rep) USAFE-		AFRC/ A4O or NGB/A4X

		<p>within the Total Force community. The S-Team Panel prepares S-Team topics to present at various Air Force level meetings, and to cross feed information across the enterprise. It determines the priority of operational and funding requirements. The S-Team Panel focuses on operations, training, manpower, deployment, coordination, validation, justification, prioritization, and staffing of functional requirements relating to manpower, education and training, equipment, and occupational health and safety</p>	<p>and objectives.</p> <p>Advocate for resources across all appropriations and the planning, programming, budgeting, and execution (PPBE) cycle.</p> <p>Identify capability or technology gaps and propose Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy (DOTMLPF-P) solutions to include new technologies to modernize equipment when necessary.</p> <p>Recommend S-Team guidance documentation (e.g., tactics, techniques, & procedures [TTP], AF Pamphlets [AFPAM], AF Handbooks [AFH], Playbooks etc.)</p> <p>Builds execution plans (e.g., tactics, techniques, & procedures [TTP], AF</p>	<p>A4X appoint ed rep. AFIT/ CEM</p>	<p>AFAFRICA (rep) PACAF (rep) AFCENT (rep) AFNORTH (rep) AFSOUTH (rep) 240 CEF/CC HAF CE FAM ACC (Rep) AETC (Rep) AFDW (Rep) AFSOC (Rep) AFIMSC/RMP (PEM) AFIMSC/IZPE</p>		
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			<p>Pamphlets [AFPAM], AF Handbooks [AFH], Playbooks etc.).</p> <p>Prepare recommendations and coordinate with other panels and working groups within the CE Governance Structure to institutionalize a systematic review process for validation and establishment of doctrine, policy, training, employment, deployment and equipping of S-Team unit type codes (UTC)s.</p> <p>Review and validate UTC recommendations and validate equipment in accordance with CE Governance Structure policy.</p> <p>Prepare and submit recommendations to the Civil Engineer Readiness Group.</p>				
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Attachment 3

TABLE A3.1.AUTHORITIES GOVERNANCE TRACKER

Program Area	Policy Lead	Guidance Lead	Execution Oversight Lead	Program Support Lead	Applicable Publications	Decision Topic	Auth ority Holder	Auth ority Source	Authority Reference	Governance Entry Point (HAFMD 1-38)	Governance Entry Point (HAFMD 1-18) (Contact listed offices to access HAFMD 1-18 governance process)
Emergency Management	A4	A4	A4	A4	AFPD 10-25, AFI 10-2501	Emergency Management: CBRN, high yield explosives preparedness, radiological monitoring, nuclear weapons, installation emergency management program	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.7.; A1.18.; A1.23.; A1.24.; A1.85.; A4.6.1.12.	Emergency Management Panel	N/A
Prime BEEF/Contingency Training	A4	A4	A4	A4	AFI 10-210	Prime Beef/Contingency Training: (all topics)	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.27., A1.49., A2.2.11., A1.15	Prime BEEF/Contingency Training Panel	N/A
Fire and Emergency Services	A4	A4	A4	A4	AFPD 32-20, DAFI 32-2001	Fire & Emergency Services: (all topics)	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.84	Fire & Emergency Services Panel	N/A
EOD	A4	A4	A4	A4	AFPD 32-30, AFMAN 32-3001	EOD: (all topics)	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.57; A1.61.	EOD Panel	N/A
RED HORSE	A4	A4	A4	A4	AFI 10-209, Red Horse Program	RED HORSE: (all topics)	AF/A4	HAFMD 1-38 (21 Jun 21)	A2.2.1.1.	RED HORSE Panel	N/A
S-Team	A4	A4	A4	A4	AFI 10-210	S Team: Equipping / supporting the Air Force Reserve component (ARC) (Prime BEEF)	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.1., A2.2.11.	S-Team Panel	N/A

Program Area	Policy Lead	Guidance Lead	Execution Oversight Lead	Program Support Lead	Applicable Publications	Decision Topic	Auth ority Holder	Auth ority Source	Authority Reference	Governance Entry Point (HAFMD 1-38)	Governance Entry Point (HAFMD 1-18) (Contact listed offices to access HAFMD 1-18 governance process)
Misc 1-38 Authorities (Group level)	A4	A4	A4	A4		Misc 1-38 Authorities (Group level): <i>Humanitarian and Civic Assistance, Defense Crisis Management Capability</i>	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.12., A1.16	Civil Engineer Readiness Group (recommend coordination with SAF/IEE and AFCEC Environmental Directorate (AFCEC/CZ))	N/A
Misc 1-38 Authorities (Board level):	A4	A4	A4	A4		Misc 1-38 Authorities (Board level): <i>Commander in Chief's Annual Award for Installation Excellence, Joint Basing, AF COLS, Informational, Operational and Platform Tech.</i>	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.97	Civil Engineer Board / IT, OT and Platform Tech: Data Governance / Joint Basing Governance	N/A
Force Development (all program areas)	A4	A4	A4	A4	DAFI 36-2670, Total Force Development	Force Development: <i>Education and training for all Civil Engineer officers, civilians, and enlisted personnel.</i>	AF/A4	HAFMD 1-38 (21 Jun 21)	A2.2.1.2.	CE Board / Manpower Governance IAW DAFI 36-2670	Manpower Governance IAW DAFI 36-2670 - Recommend coordinating with Infrastructure Board governance dependent on positions discussed:
Installation Strategy	IE	A4	A4	IE	DAFPD 32-10, AFPD 32-70, DAFPD 32-90	Future Strategy: (1-18)	SAF/IE and AF/A4	HAFMD 1-18 (10 Jul 14) and 1-38 (21 Jun 21)	A2.1.	Integration Strategy Group	Integration Strategy Group
					HAFMD 1-38, 32-series AFIs						

Program Area	Policy Lead	Guidance Lead	Execution Oversight Lead	Program Support Lead	Applicable Publications	Decision Topic	Auth ority Holder	Auth ority Source	Authority Reference	Governance Entry Point (HAFMD 1-38)	Governance Entry Point (HAFMD 1-18) (Contact listed offices to access HAFMD 1-18 governance process)
Real Property including Transactions	IE	IE	IE	IE	AFI 32-9001, <i>Utilization and Assignment of Real Property Facilities</i> AFI 32-9003, <i>Granting Temporary Use of Air Force Real Property</i> AFI 32-9004, <i>Disposal of Real Property</i>	Real Property (all real property topics with exception of those listed below)	SAF/ IE (SAF /IEI)	HAFMD 1-18 (10 Jul 14)	A1.1.1., A1.1.2., A1.1.3., A1.1.4., A1.1.5., A1.1.6., A1.1.8., A1.1.9., A1.1.10., A1.1.11., A1.1.12., A1.1.13., A1.1.14., A1.1.15., A1.1.16., A1.1.17., A1.1.18., A1.1.19., A1.1.20., A1.1.21. A1.1.22.; A1.1.23.; A1.1.24.; A1.1.25. A1.1.26.; A1.7.1.; A1.8., A1.8.1., A1.8.2., A1.8.3., A1.8.4., A1.9., A1.10., A1.13., A1.14., A1.15., A1.16., A1.17., A1.18., A1.18.1., A1.19., A1.30.16., A1.30.22, A1.32.	N/A with exception of Force Development Issues	Infrastructure Board
Real Property Accountability	A4	A4	A4	A4	DAFPD 32-70, DAFI32-9005, <i>Real Property Accountability</i>	Real Property Categorization Panel (RPCP) and complying with DoD Facility Classes and Construction Categories procedures and requirements.	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.36	CE Board	Infrastructure Board

Program Area	Policy Lead	Guidance Lead	Execution Oversight Lead	Program Support Lead	Applicable Publications	Decision Topic	Auth ority Holder	Auth ority Source	Authority Reference	Governance Entry Point (HAFMD 1-38)	Governance Entry Point (HAFMD 1-18) (Contact listed offices to access HAFMD 1-18 governance process)
						Accomplishing and sustaining Air Force Financial Improvement and Audit Remediation (FIAR) relevant Mission Critical Assets (MCAs) i.e., General Equipment (GE), Real Property (RP), Inventory (INV), and Operating Materials and Supplies (OM&S). NOTE: <i>Recommend contacting A4C Systems and Data Division (AF/A4CS) for IT Assessable Unit equities, 703-614-2280</i>	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.93		
						Managing real property accountability at overseas contingency installations and sites.	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.94		
						Managing relocatable buildings, which are accounted for as personal property.	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.37		
Installation Development Planning	IE	A4	A4	A4	AFPD 32-70 DAFPD 32-90 AFI 32-1015, <i>Integrated Installation Planning</i>	Installation Development Planning: <i>Master plans/IDPs, Base Closure and realignment, reducing armed forces assigned to a military installation, realigning overseas installations, maintain defense access roads, public property for military HQ and AF Exchange, A/E contract estimates, Explosives Safety</i>	SAF/IE (SAF/IEI)	HAFMD 1-18 (10 Jul 14)	A1.1.27., A1.2., A1.2.1., A1.2.2., A1.2.4., A1.4., A1.11., A1.12., A1.33.11., A1.35.10., A1.38.	N/A with exception of Force Development Issues	Infrastructure Board
Facility Space Planning	IE	A4	A4	A4	AFMAN 32-1084, <i>Standard Facility Requirements</i> AFI 32-1015	Facility Space Planning	SAF/IE (SAF/IEI)	HAFMD 1-18 (10 Jul 14)	A1.1.27.	N/A with exception of Force Development Issues	Infrastructure Board

Program Area	Policy Lead	Guidance Lead	Execution Oversight Lead	Program Support Lead	Applicable Publications	Decision Topic	Auth ority Holder	Auth ority Source	Authority Reference	Governance Entry Point (HAFMD 1-38)	Governance Entry Point (HAFMD 1-18) (Contact listed offices to access HAFMD 1-18 governance process)
Strategic Basing Process	IE	IE	IE	IE	AFPD 10-5, <i>Basing</i> DAFPD 32-90, AFI 32-1015 AFI 10-503	Strategic Basing: External Governance	SAF/IE (SAF/IEI)	HAFMD 1-18 (10 Jul 14)	A2.2.1	Strategic Basing Governance IAW AFI 10-503	Strategic Basing Governance IAW AFI 10-503
Environmental Impact Analysis Process	IE	A4	A4	A4	Title 32 CFR Part 989, AFPD 32-70, AFI 32-1015, AFI 32-7091, <i>Environmental Management outside of the US</i> ; AFMAN 32-7003, <i>Environmental Conservation</i>	National Environmental Policy Act (NEPA): All NEPA with exception of below.	SAF/IE (SAF/IEI)	HAFMD 1-18 (10 Jul 14)	A1.2.6.	N/A with exception of Force Development Issues	SAF/IE is the DAF's Designated Senior Agency Official on NEPA compliance - recommend coordinating with Infrastructure Board
	A4	A4	A4	A4	Title 32 CFR Part 187, Title 32 CFR Part 989, AFPD 32-70, AFI 32-1015, AFI 32-7091, AFMAN 32-7003	NEPA: System-related NEPA, EIAP, and Executive Order (EO) 12114, Environmental effects abroad of major Federal actions, classified and unclassified documents (Environmental Assessment (EA), Finding of No Significant Impact (FONSI), Environmental Impact Statement (EIS), Record of Decision (ROD), Overseas Environmental Assessment (OEA), Overseas Environmental Impact Statement (OEIS), etc.) when a SAF/AQ acquisition and sustainment program office is developing, sustaining, or modifying a system.	AF/A4	HAFMD 1-38 (21 Jun 21)	A3.1.2.	Civil Engineer Board	Infrastructure Board

Environmental Restoration	IE	A4	A4	A4	AFPD 32-70 AFI 32-7020, <i>Env Restoration</i>	Environmental: <i>All environmental programs (Environmental Considerations, wetlands, hazardous materials, toxic/haz materials, regional environmental coord, natural and cultural resources, pollution prevention, overseas environmental baseline, environmental compliance, EMS, ERP and BRAC environmental restoration programs, national trustee responsibilities, protecting human health and the environment, hazardous materials info system, open air burn pits, occupational and environmental health programs) with the exception of those listed below.</i>	SAF/IE (SAF/IEE)	HAFMD 1-18 (10 Jul 14)	A1.2.5.; A1.2.6.; A1.28.; A1.29.; A1.34.1.; A1.34.2.; A1.34.3.; A1.34.4.1.; A1.34.3.2.; A1.34.4.; A1.34.5.; A1.34.6.; A1.34.7.; A1.34.8.; A1.34.8.1.; A1.34.9.; A1.34.10.; A1.35.9.; A1.35.11.; A1.35.12.	N/A with exception of Force Development Issues	Infrastructure Board	
Environmental Conservation	IE	A4	A4	A4	AFPD 32-70 AFMAN 32-7003 DAFI 90-2002, <i>Interactions with Federally Recognized Tribes</i>							
Environmental Compliance and Pollution Prevention	IE	A4	A4	A4	AFPD 32-70 AFMAN 32-7002, <i>Environmental Compliance and Pollution Prevention</i>							
Environmental Program Management	IE	A4	IE / A4	A4	AFPD 32-70; AFPD 90-8, <i>Risk Management</i> AFI 32-7001, AFI 32-7091							
Misc Environmental 1-38 Authorities (Board level):	A4	A4	A4	A4		Implementing environmental quality systems and related activities.	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.51.	CE Board	Infrastructure Board	
									Conservation law enforcement programs.			A1.79.
									DoD Pest Management Training and Certification			A1.31
DoD Noise Program	A4	A4	A4	A4	AFPD 90-20 AFI 32-1015 AFI 90-2001	Supporting and implementing the Department of Defense Noise Program.	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.50	Civil Engineer Board/Noise WG	Infrastructure Board	
Program Area	Policy Lead	Guidance Lead	Execution Oversight Lead	Program Support Lead	Applicable Publications	Decision Topic	Authority Holder	Authority Source	Authority Reference	Governance Entry Point (HAFMD 1-38)	Governance Entry Point (HAFMD 1-18) (Contact listed offices to access)	

												HAFMD 1-18 governance process)	
FSRM Project Planning & Programming	IE	A4	A4	A4	DAFPD 32-10 AFPD 34-1, Department of the Air Force Services	Built Infrastructure: Sell or contract to sell certain utilities and related services, convey a utility system, repair projects, variation of cost or modification in score for MILCON project, or for construction, improvement and acquisition of a military family housing project, repair, restore or replace a damaged or destroyed facility, entering contract for MILCON. Exceptions below:	SAF/IE (IEE)	HAFMD 1-18 (10 Jul 14)	A1.20.1.; A1.20.2; A1.33.6.; A1.33.8; A1.33.9. A1.33.14	N/A with exception of Force Development Issues	Infrastructure Board		
FSRM Project Above Threshold Authorizations	IE	A4	IE	A4	AFI 32-1020, Planning and Programming Built Infrastructure Projects I2S								
FSRM Project Prioritization & Execution	IE	A4	A4	A4									
Utilities Management	IE	IE	A4	A4	AFPD 90-17								
					DAFPD 32-10 AFMAN 32-1061, Providing Utilities to USAF Installations								
Utilities Privatization	IE	IE	A4	A4	AFPD 90-17								
					DAFPD 32-10 AFMAN 32-1061, Providing Utilities to USAF Installations								
CE Requirements Identification & Pgm Development	IE	A4	A4	A4	DAFPD 32-10 AFI 32-1020, DAFI 32-1084								
MILCON Planning & Programming	IE	A4	A4	A4	DAFPD 32-10 AFI 32-1020								
MILCON Pre-Approval Design & Execution	IE	A4	A4	A4	AFI 32-1023 Designing and Constructing Military Construction Projects								
Misc Built Infrastructure 1-38 Authorities (Board Level)	A4	A4	A4	A4	NATO Security Investment Program.	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.8	Civil Engineer Board	Infrastructure Board			
					Host nation-funded construction programs relating to U.S. military construction (MILCON) in the U.S. Indo-Pacific Command (USINDOPACOM) AOR.			A1.38					

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						Supporting and implementing MILCON, except for requests related to 10 USC § 2804 and § 2808, the responsibility for which has been re-delegated to SAF/IE.			A1.39			
						Policies and procedures to implement DoD guidance on commissary surcharge, NAF and privately financed construction projects.			A1.86			
						Developing service requirements for recruiting facilities.			A1.101			
Military Installation Sustainability Program	IE	IE	A4	A4	AFPD 90-20, AFI 90-2001	Mission Sustainment and Community Partnership: <i>Encroachment/Compatibility, Community Economic Adjustment Program, OLDCC, Civil Air Patrol, Civil Carriers at Johnston Atoll, shelter for homeless, veteran's organization, military welfare societies, YMCA, Red Cross, VSOs, intergovernmental support agreements. Exception, see Noise Program, below.</i>	SAF/IE (IEI)	HAFMD 1-18 (10 Jul 14)	A1.1.7.; A1.2.3.; A1.3.; A1.5.; A1.21.; A1.22.; A1.23.; A1.24.; A1.25.; A1.26.; A1.27.; A1.37.	N/A with exception of Force Development Issues	Infrastructure Board	
Air Installations Compatible Use Zones (AICUZ)	IE	A4	A4	AFPD 32-90 AFPD 90-20 AFI 32-1015 AFI 90-2001								
Readiness & Environmental Protection Initiative (REPI)	IE	IE	IE	A4	AFPD 90-20, AFI 90-2001 AFI 32-1015		SAF/IE (SAF/IEI)	HAFMD 1-18 (10 Jul 14)				Infrastructure Board
Mission Sustainment Risk Report (MSRR)	IE	IE	IE	A4	AFPD 90-20, AFI 90-2001 AFI 32-1015		SAF/IE (IEI)	HAFMD 1-18 (10 Jul 14)				Infrastructure Board
Obstruction Evaluation -	IE	IE	IE	A4	AFPD 90-20, AFI 90-2001							

Airport Airspace Analysis (OE/AAA)					AFI 32-1015							
Program Area	Policy Lead	Guidance Lead	Execution Oversight Lead	Program Support Lead	Applicable Publications	Decision Topic	Auth ority Holder	Auth ority Source	Authority Reference	Governance Entry Point (HAFMD 1-38)	Governance Entry Point (HAFMD 1-18) (Contact listed offices to access HAFMD 1-18 governance process)	
Installation Energy	IE	IE	IE	A4	DAFPD 90-17, <i>Energy Management</i>	Energy: (all energy topics with exceptions below)	SAF/IE (SAF/IEE and SAF/IEN)	HAFMD 1-18 (10 Jul 14)	A1.31.1.; A1.31.2.; A1.31.3.; A1.31.4.; A1.31.5.; A1.31.6.; A1.31.7.; A1.31.8.; A1.31.9.; A1.31.10.; A1.31.11.; A1.31.12.; A1.31.13.; A1.31.16	N/A with exception of Force Development Issues	Infrastructure Board	
					DAFI 90-1701							
					ERCIP							
Renewable Energy	IE	IE	IE	A4	DAFPD 90-17 DAFI 90-1701, <i>Energy and Water Management</i>							
Misc Energy 1-38 Authorities	A4	A4	A4	A4	Annually submitting planned Mobile Electric Power (MEP) generating source requirements and using MEP generating sources	AF/A4	HAFMD 1-38 (21 Jun 21)	A1.27	Civil Engineer Board	Infrastructure Board		
					Management of energy commodities, QA and QS, storage and associated facilities			A1.28				

Unaccompanied Housing Management	IE	A4	A4	A4	AFPD 32-60, <i>Housing Management</i> AFI 32-6000, <i>Housing Management</i>	Housing: (all housing topics)	SAF/IE (SAF/IEI)	HAFMD 1-18 (10 Jul 14)	A1.30.; A1.30.1.; A1.30.11; A1.30.12.; A1.30.13; A1.30.14.; A1.30.15.; A1.30.17.; A1.30.18.; A1.30.19.; A1.30.2.; A1.30.20.; A1.30.21.; A1.30.23; A1.30.24.; A1.30.25; A1.30.26; A1.30.27; A1.30.28; A1.30.29.; A1.30.3.; A1.30.30.; A1.30.34; A1.30.35; A1.30.4; A1.30.5; A1.30.6; A1.30.7; A1.30.8; A1.30.9; A1.31; A1.32.; A1.33.; A1.33.10.; A1.33.12.; A1.33.13.; A1.33.15.; A1.33.7.	N/A with exception of Force Development Issues	Infrastructure Board
Privatized Housing Management	IE	A4	IE	IE	AFPD 32-60 AFI 32-6000						
Military Family Housing Construction	IE	A4	A4	A4	AFPD 32-60 AFI 32-6000						
Military Family Housing Management	IE	A4	A4	A4	AFPD 32-60						
					AFI 32-6000						
Program Area	Policy Lead	Guidance Lead	Execution Oversight Lead	Program Support Lead	Applicable Publications	Decision Topic	Auth ority Holder	Auth ority Source	Authority Reference	Governance Entry Point (HAFMD 1-38)	Governance Entry Point (HAFMD 1-18) (Contact listed offices to access HAFMD 1-18 governance process)

Misc 1-18 Authorities	IE	IE	IE	IE		Misc 1-18 Authorities: <i>Department of Defense Senior Sustainability Council, ESOH, Radiation Safety, Occupational Health, Environmental Health, Occupational Ionizing radiation protection program, electromagnetic field, laser protection, hearing conservation, concurrence of the attorney general, Sikes Act, mishaps.</i>	SAF/IE	HAFMD 1-18 (10 Jul 14)	A1.34.11., A1.34.1., A1.35., A1.35.1., A1.35.2., A1.35.3., A1.35.5., A1.35.6., A1.35.7., A1.35.8., A1.36., A1.34.3.3., A1.35.4.	N/A	Infrastructure Council
Severe Weather/Climate Resiliency	IE	A4	A4	A4	DAFPD 32-10, AFI 32-1015, AFI 90-2001	Climate Governance	SAF/IE (IEI and IEE)	HAFMD 1-18 (10 Jul 14)	A1.38.	Senior Leader Climate Forum, Engage with CE Board	Senior Leader Climate Forum, Engage with Infrastructure Council