Evaluating U.S. Air Force Construction in Afghanistan: Applying Lessons Learned to Future Austere Construction

Patrick C. Suermann
Assistant Professor, United States Air Force Academy, CO, USA
patrick.suermann@usafa.edu

James B. Pocock
Professor, United States Air Force Academy, CO, USA
james.pocock@usafa.edu

Christopher T. Senseney Assistant Professor, United States Air Force Academy, CO, USA christopher.senseney@usafa.edu

Abstract

In order to support U.S. national strategic objectives as well as operational commanders' tactical objectives, wartime military construction often represents one of the primary components for not only defeating enemies, but also for fulfilling the United States' greater strategy of democratic nation building. In the troop surge associated with OPERATION ENDURING FREEDOM in Afghanistan in the early part of this decade, the U.S. military faced unprecedented challenges in accomplishing billions of dollars of construction throughout Afghanistan. The Air Force Civil Engineer Center was responsible for managing several billion dollars of construction projects for the Army Corps of Engineers who were nearly over-capacity with their even larger program. The projects served both U.S. and Afghan military interests. As the United States works towards their 2014 deadline for redeploying back from Afghanistan, this paper evaluates construction metrics like cost and time growth for projects completed from 2006 to 2012. Best business practices to overcome austere construction challenges and recommendations to improve future construction programs in developing nations are presented. Specifically, the authors propose globally shared information resources for construction standards and methods in austere areas around the world.

Keywords

Afghanistan, Air Force, Central Asian States initiative, Construction in Developing Countries, Construction Metrics, Contingency Operations

1. Introduction

Through multiple authorities, the U.S. funded over \$12 billion in military construction in Afghanistan over the past decade. A significant portion of the projects were built at large U.S. and Afghan military bases. Many of the high dollar projects were airfield runways, taxiways and aprons. For example, the new runway, shoulders, and keel repair at Camp Bastion cost \$127 million. Other military construction projects included dormitories, headquarters facilities, maintenance facilities and infrastructure. Construction in Afghanistan, much like building in other austere locations, came with a steep learning curve. Indeed, U.S. government research supports that many current U.S. military design standards are not practical for hostile and austere locations (Affleck, 2011). This paper further explores metrics of

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