ALIGNING MISSION AND RESOURCES
LESSONS LEARNED FROM EXECUTING THE LARGEST TROOP CONSTRUCTION PROJECT IN AF HISTORY

FY16 MILCON Project #AFAF140005
Construct Airfield and Base Camp
Agadez, Niger

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PROJECT OVERVIEW

- Original PA: $50M
- Final PA: $62M
- MILCON PDSS: October 2015
- Approved by Congress: Nov 2015
- First RHS Deployment: April 2016
- Airfield Paving Start: June 2018
- Airfield Paving Complete: May 2019

- Scope: Construct a C-17 capable airfield and base camp to include life support, aerial port, and logistics
- Execution Structure:
  - Agent: AFCEC
  - Method: Troop Labor (31 ERHS)
  - Governance: SAG/SERG
- Directed by Combatant Command – AFRICOM

U.S. Africa Command, with partners, counters transnational threats and malign actors, strengthens security forces and responds to crises in order to advance U.S. national interests and promote regional security, stability and prosperity.
AGADEZ, NIGER
LESSONS LEARNED – TOP 5

1. Logistics
   a. Movement of Materials
   b. Movement of Personnel

2. Heavy Equipment
   a) Variety & Condition of Organic Equipment
   b) Fuel (HSD)
   c) Acquisition Constraints

3. Title I/II Support

4. Consistency in Troop Labor Capabilities
   a) Paving Competency
   b) EA Competency

5. Management
   a) Universal Project Files
   b) Standard PM Tools (MS Project, Primavera, etc.)
MATERIALS PRODUCTION
BASE COURSE OPS
OTHER CONSTRUCTION ACTIVITIES
WATER WELL
NEARING COMPLETION
CHALLENGES
31 ERHS

823 RHS
Apr 2016 – Oct 2016

819 RHS
Oct 2016 – Apr 2017

820 RHS
Apr 2017 – Oct 2017

823 RHS
Oct 2017 – Apr 2018

819 RHS
Apr 2018 – Oct 2018

820 RHS
Oct 2018 – Apr 2019

823 RHS
Apr 2019 – Oct 2019
CONCLUSIONS & OP-ED

- High Risk – High Reward
  - Incredible opportunity to step outside traditional PM role
  - Not just a project – direct implications on National Security and Foreign Policy
- Misalignment of resources and mission exacerbated existing problems
- Validation of RED HORSE mission and skill set
- Increase opportunities for accessible Title I & II support
  - ERDC; AFCEC/CO
  - Focus on planning in contingency environments
- Logistics problems are bigger than CE
- O&I style Weekly Project Delivery Team (PDT) Meeting
- When do we build the next one?