

38 CYBERSPACE ENGINEERING INSTALLATION GROUP



MISSION

The 38 Cyberspace Engineering Installation Group is the Air Force's premier engineering and installation group - the backbone of the cyberspace domain. The Group boasts five squadrons: the 38 Engineering Squadron and the 38 Operations Support Squadron at Tinker AFB, Okla., the 38 Cyberspace Readiness Squadron at Scott AFB, Ill, the 38 Contracting Squadron at Joint Base San Antonio-Lackland with an Operating Location at Tinker AFB, Okla., and the 85 Engineering Installation Squadron at Keesler AFB, Miss.

Employing over 650 specially skilled civilian and military professionals including the two geographically separated locations, 38 CEIG provides expert and rapid engineering planning, implementing and installation capabilities delivering the latest cyberspace infrastructure systems and equipment to customers worldwide during both peace and war time conditions. In addition to engineers, contracting, budget, information technology and program management professionals are the primary skill sets required to execute the Group's mission.

38 Cyberspace Engineering Group (38 CEG) plans, designs, engineers, and documents interoperable cyberspace systems to support the Air Force war fighting mission.

Provide engineering planning and consultation to plan, program, and budget for life-cycle support of base-level cyberspace infrastructure to ensure standardized integration of emerging technologies and the use of IT Lean process working with MAJCOMs and base level organizations.

Provide Subject Matter Expert (SME) consultation and engineering support to all Air Force customers in all cyberspace infrastructure asset/commodity and local commercial services.

Provide Air Force-wide cyberspace infrastructure assessments to identify shortfalls. Provide management functions for upward generated and downward directed cyberspace infrastructure requirements.

Provide engineering planning, implementation, management, and consultation support to enable establishment of forward operating bases, combatant command, Air Force, and Joint service net-centric environment transition activities to include technical support for program objective memoranda cycle and architecture planning assistance.

Provide for both contract and organic implementation of cyberspace infrastructure requirements.

LINEAGE

1845 Electronic Engineering Group designated and activated, 1 Aug 1988

Redesignated 1845 Engineering Installation Group, 1 Jan 1992

Redesignated 38 Engineering Installation Group, 17 Jan 1995

Redesignated 38 Cyberspace Engineering Group, 18 Aug 2009

Redesignated 38 Cyberspace Engineering Installation Group, 6 Jan 2012

STATIONS

Tinker AFB, OK, 1 Aug 1988

ASSIGNMENTS

Engineering Installation Division (later, Communications Systems Center), 1 Aug 1988

38 Engineering Installation Wing, 8 Nov 1994

Electronic Systems Center, 3 Feb 2000

688 Information Operations (later, 688 Cyberspace) Wing, 18 Aug 2009

COMMANDERS

Lt Col Kenneth R. Olson, 1 Aug 1988

Lt Col Richard J. Joyce, 7 Nov 1988

Maj George R. Henderson (Interim), 30 Jul 1990

Lt Col Thomas P. Foss, 29 Aug 1990

Col Sue Ann A. Olsavicky

Col Barney G. Hulse

Col John Buckalew

Col Laurel Warish

Col Michael J. Niezgoda

Col Christopher D. Cotts

Col Cynthia Wright, #2013

HONORS

Service Streamers

Campaign Streamers

Armed Forces Expeditionary Streamers

Decorations

Air Force Outstanding Unit Awards

1 Jul 1991-30 Jun 1993

8 Nov 1994-8 Dec 1995

9 Dec 1995-9 Dec 1997

20 Dec 1997-10 Dec 1998

11 Dec 1998-3 Feb 2000

1 Jan 2002-1 Jan 2003

1 Jan 2003-1 Jan 2005

1 Jan 2005-31 Dec 2006

1 Jan 2007-31 Dec 2008

18 Aug 2009-1 Oct 2010

2 Oct 2010-31 Dec 2011

1 Oct 2013-30 Sep 2014

1 Jan-31 Dec 2015

Air Force Organizational Excellence Award

1 Jan 2003-31 Dec 2004

EMBLEM



38 Engineering Installation Group emblem: Azure, an arrow in pale point to chief Argent trailing a vapor stream of the like enveloping a globe arraswise Celeste, gridlined Or, issuing from the vapor stream in base four lightning flashes, two in dexter base bendwise and two to sinister base bendwise sinister of the second, all within a diminished bordure Or. Attached below the shield, a White scroll edged with a narrow Yellow border and inscribed "38 ENGINEERING INSTALLATION GROUP" in Blue letters. **SIGNIFICANCE:** Ultramarine blue and Air Force yellow are the Air Force colors. Blue alludes to the sky, the primary theater of Air Force operations.

Yellow refers to the sun and the excellence required of Air Force personnel. The globe denotes the worldwide information and communications mission with the arrow issuing from the axis, encircling the globe and continuing into space referring to Air Force Systems Center and the control function supported by the division. The lightning flashes in base represent electronics, the basis of the unit's systems.

38 Cyberspace Engineering Group emblem: Per fess Azure and Or, issuing from dexter chief an arched lightning flash Gules, fimbriated of the second, between a sinister chief a mullet of four points of the like, and on a canton of the first, in dexter base a 30 degree triangle Argent, voided of the field; all within a diminished Yellow border Or. Attached below the shield, a White scroll edged with a narrow Yellow border and inscribed "38 CYBERSPACE ENGINEERING GROUP" in Blue letters. **SIGNIFICANCE:** Ultramarine blue and Air Force yellow are the Air Force colors. Blue represents the sky, the primary theater of Air Force operations. Yellow refers to the sun and the excellence required of Air Force personnel. The lightning bolt signifies electronics and communication. The triangle suggests engineering. The four pointed star represents the North Star and symbolizes direction and leadership.

MOTTO

OPERATIONS

Although the 38 CEIG at Tinker AFB, Okla., traces its origins to the late 1940s, its most direct antecedent was the Ground Electronics Engineering Installation Agency. Formed in June 1958 as a subordinate agency under Air Materiel Command, GEEIA was the Air Force's first unified engineering and installation organization. The agency's purpose was to provide the Air Force with centralized management of worldwide engineering and installation resources. GEEIA was divided into five geographic regions, three in the United States, one in Europe, and the other in the Pacific. Each region had its own headquarters and several subordinate installation squadrons. This EI arrangement carried the Air Force into the Vietnam conflict before the Air Force reorganized engineering functions in 1970.

Air Staff merged GEEIA into the Air Force Communications Service--later Air Force Communications Command--as the Air Force entered the post-Vietnam era. During the mid-1970s, the communications service tried a short-lived and basically unsuccessful experiment by merging most of its EI squadrons into existing O&M units. The hybrid organizations created by this experiment--the so-called communications groups--proved unworkable.

In 1979, AFCC embarked on extensive reorganization plans that would not only break up the CIGs into their component EI and O&M segments but also reestablish centralized management of the command's EI resources. It took two years for the reorganization to become a reality. On 1 June 1981, AFCC established the Engineering Installation Center at Tinker AFB as the single manager for the worldwide engineering and installation mission. Consolidation of project materials into one warehouse at Tinker was effected the next year. On 1 March 1985, the Air Force authorized changing the EIC's name to the Engineering Installation Division, which better reflected its character as a major headquarters with subordinate units.

Prompted by the frenetic pace of change and innovation in the electronics industry, the E&I mission underwent another change in 1987. During that year, HQ USAF designated AFCC as one of its three acquisition organizations. Concurrently, the EID became one of AFCC's two acquisition divisions. EID thus enlarged its mission to include procurement of off-the-shelf communications equipment/services and life-cycle support.

Another change in the EI world came about as result of the end of the Cold War and the clamor to redefine the Air Force mission in a rapidly changing world. On 1 October 1991, the EID reorganized--the major change was the absorption of the software unit, the Command and Control Systems Center--and became the Communications Systems Center. CSC leaders created a new structure, which accommodated a more effective business-management approach to satisfying the communications-computer requirements of our Air Force and DoD customers. On 1 October 1993, CSC became part of Air Force Materiel Command reporting to the Electronic Systems Center. The next evolutionary step occurred on 8 November 1994 when the Air Force inactivated CSC and stood-up the 38th Engineering Installation Wing.

On 4 February 2000, 38 EIW was inactivated and EI responsibilities transferred solely to the 38th Engineering Installation Group located at Tinker AFB OK. This step marked a major shift in emphasis for EI from predominantly organic EI services to predominantly contract services.

The 38 Engineering Installation Group is part of Air Force Materiel Command, Wright-Patterson AFB, Ohio, and reports to the Electronic Systems Center. The 38 EIG delivers command, control, communications and computer infrastructure through requirements planning, engineering and management of organic and contract implementation. Although the focus is on Air Force communications needs, the 38 EIG supports a variety of government agencies in 40 countries and nearly every state in the U.S. The 38 EIG provides long-range C4 planning services through the System Telecommunications Engineering Managers to customers worldwide. A STEM is assigned to each Unified Combatant Command and the National Capital Region, the Air Staff, each Air Force Major Command Headquarters, and one for every Air Force base (including overseas locations). The 38 provides direct support to the warfighter in theater with deployable engineers. The 38 EIG also supports the telecommunications needs of its customers through management of Communications Service Authorizations and Operations and Maintenance contracts. CSAs are used to provide telephone services to Air Force customers while O&M contracts provide maintenance of telecommunications services such as the telephone switch on an Air Force base.

9/7/2007 The Air Force announced on August 23 that Electronic Systems Center's 38 Engineering Installation Group, Tinker AFB, Okla., is among its list of Air Force Outstanding Unit Award recipients. The award, for performance covering a two-year period between Jan. 1, 2005, and Dec. 31, 2006, results from numerous examples of outstanding achievement. The group engineers, plans and installs communication infrastructure across the globe for the Air Force and other Department of Defense and U.S. government users. Comprised of approximately 370 professional engineers, contract specialists and project managers, the group

frequently deploys members throughout the world, including into the current Central Command Area of Responsibility. "I have personally visited with many of the 38's fine team members both at Tinker and in deployed locations, and I have witnessed first-hand the outstanding work they do and the professionalism they display," said Lt. Gen. Chuck Johnson, ESC Commander. "This recognition is very much deserved, and I'm gratified and proud to see this great group receive it." The 38 was cited as the "only DoD unit capable of engineering and planning infrastructure implementation globally - in-garrison and in deployed (settings)." And it was specifically recognized for demonstrating "expertise for two major operating bases and five collocated bases in the CENTCOM Area of Responsibility." Among the many other accomplishments that led to this award, the 38: - Was a major contributor in helping to develop the extensive Air Force A6 (Information Management) communications plans; - Completed 170 communication projects; - Completed 84 command, control, communication, computers and intelligence, surveillance and reconnaissance projects in 63 locations worldwide; - Accomplished 27 cable projects for seven Air Force major commands, two U.S. combatant commands and the U.S. State Department, resulting in non-stop connectivity; - Documented over 708 projects for communications infrastructure, spanning sixteen bases and totaling more than 90 million; - Engineered Air Force Special Operations Command information infrastructure build-up to support fielding of CV-22 Osprey and deployment of new C-130 airframes, and also determined requirements, planned and estimated costs for hardware associated with increased bandwidth needs; and - Obligated \$50 million supporting critical, sensitive installations including those in Kuwait, Baghdad, Iraq, and Kabul, Afghanistan. The Air Force also noted the group for other awards garnered during the two-year period, including the 2005 ESC Outstanding Specialized Contracting Unit award; and the 2005 AFMC Rawlings (small communications team) award for engineering support provided to Keesler AFB, Miss., in the immediate aftermath of Hurricane Katrina. "I'm constantly amazed by the expertise, professionalism, and the broad scale and highly complex missions which the men and women of the 38 perform routinely day to day," said Col. Michael Niezgoda, the group's commander. "There is no other unit like this in the Air Force. We have engineers, project managers, and contracting officers on temporary duty all over the globe to include the CENTCOM AOR at any particular moment providing communications support to the war fighters. This is truly an outstanding organization serving a vital mission. I'm proud to be part of it."

The 38 Engineering Installation Group at Tinker AFB, Okla., last month became the 38 Cyberspace Engineering Group and is now part of the newly activated 24th Air Force under Air Force Space Command, USAF's lead organization for cyber operations. The 38 CEG will be responsible for planning, engineering, and installing cyberspace-capable computer and communications systems at Air Force installations worldwide. The unit now falls under 24th AF's 688th Information Operations Wing. It was formerly under the Electronic Systems Center at Hanscom AFB, Mass., a component of Air Force Materiel Command. Col. Robert Skinner, 688th IOW commander, said cyberspace is not just a mission, but rather also "a place" that must be built and dominated like any potential battleground. "There's no unit I would rather have build that dominance, that place, than the individual sitting here," he said of the 38 CEG.

USAF Unit Histories

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Sources

Air Force Historical Research Agency. U.S. Air Force. Maxwell AFB, AL.

The Institute of Heraldry. U.S. Army. Fort Belvoir, VA.

Air Force News. Air Force Public Affairs Agency.

Unit yearbook. *Tinker AFB, OK, Vol 4, 2002 Yearbook*. 2002.