



**DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS 175 WING  
MARTIN STATE AIR NATIONAL GUARD BASE  
MIDDLE RIVER MARYLAND**

16 October 2024

MEMORANDUM FOR MILITARY OFFICERS ASSOCIATION OF AMERICA (MOAA)

FROM: 175WG/CC  
2701 Eastern Blvd  
Middle River, MD 21220-2801

SUBJECT: Military Officers Association of America (MOAA) Maryland National Guard Unit of the Year Award Nomination for 2023.

1. The purpose of this memorandum is to nominate the 235th Civil Engineer Flight (235 CEF) for MOAA recognition as Maryland's "Outstanding Unit of the Year" for 2023.
2. I strongly urge you to consider the 235th Civil Engineer Flight as Maryland's "Outstanding Unit of the Year." In 2023, this unit achieved remarkable accomplishments, took on new challenges, and operated far beyond their standard mission scope. The 235 CEF made a significant impact within the state of Maryland, across Europe, and at the highest levels of the Department of Defense.
3. The 235th Civil Engineer Flight (CEF) was hand-selected to lead critical efforts for United States Air Forces in Europe (USAFE) and United States European Command (EUCOM) during the multinational exercise Austere Challenge 23 (AC23) in the spring of 2023. The 235 CEF played a pivotal role in shaping joint and multinational training operations, showcasing their unparalleled expertise across multiple domains. The unit led the complex planning beddown of 10 strategic airfields thereby enhancing readiness training and ensuring the flawless execution of the \$13 million, 30-nation exercise that mobilized over 2,000 personnel. Their meticulous coordination of airfield beddowns, which included rapid airfield repairs, logistics management, and Command and Control (C2) of all engineering operations within the European theater, significantly enhanced joint capabilities. Most notably, their efforts to align the resources and capabilities of our North Atlantic Treaty Organization (NATO) allies strengthened all coalition forces to better deter regional conflict and to bolster mission readiness in real-world scenarios.
4. The 235 CEF demonstrated exceptional leadership in 2023 through critical partnerships and high-level initiatives, with members serving at both the Pentagon and the National Guard Bureau. The unit collaborated with the Joint Chiefs of Staff (JCS) Engineering Division during the Senior Joint Engineer Conference in the summer of 2023, coordinating efforts of 20 senior leaders from 11 Combatant Commands to address key challenges aimed at enhancing the nation's engineering and logistics operations in contested environments against near-peer adversaries over the next decade. Additionally, the 235 CEF played a pivotal role in advancing the National Guard Bureau's Climate Working Group, supporting the Secretary of Defense's priorities to reduce greenhouse gas emissions by 50% across 2,800 sites and transition 15,000 non-tactical vehicles from petroleum-based power to electric sources by shaping a \$1 billion

infrastructure electrification program. Furthermore, the unit provided subject matter expertise in comprehensive design and construction reviews for contingency operations, implementing 80 critical design enhancements to update the Joint Construction Management System (JCMS) catalog and improve mission capability and their leadership extended to directing 14 personnel to craft four major projects and 85,000 square feet of facilities, while saving \$720,000 by eliminating unnecessary contract costs for the JCMS program. These strategic initiatives have significantly strengthened coordination, sustainability, and mission readiness across the Department of Defense (DoD), fully aligning with the National Defense Strategy.

5. Locally, the 235 CEF played a pivotal role in executing critical infrastructure projects at Martin State Airport, home to the Maryland Air National Guard's 175th Wing. The 175th Wing supports federal missions with multiple global deployments, while also executing state and local missions through domestic operations within Maryland. Martin State Airport serves as a hub for general aviation and law enforcement operations, functions as the reliever airport for Baltimore/Washington International (BWI) Thurgood Marshall Airport, and is the busiest General Aviation site in Maryland, generating over \$297 million in business revenues, \$169 million in personal income, \$42 million in state and local taxes, and 2,405 jobs. The 235 CEF efforts helped secured \$48 million in funding for an 8,100-foot runway enhancement, enabling the 175th Wing to operate current and future fighter aircraft, while boosting readiness, rapid deployment, and operational flexibility for both Maryland Air National Guard and the U.S. Air Force as well as the local community and private and commercial enterprises that also utilize Martin State Airport. Additionally, their collaboration with the Maryland Aviation Authority identified \$4 million in cost savings by optimizing design schemes, further reinforcing Martin State Airport's role in state and federal operations and enhancing mission-critical functions during emergencies, natural disasters, and homeland defense missions. Without the contributions of the 235 CEF, the 175th Wing would have faced serious mission continuity challenges during the runway refurbishment project and beyond.

6. Leveraging the State Partnership Program (SPP), the 235 CEF demonstrated exceptional leadership and engineering expertise in strengthening international partnerships and enhancing NATO's mission-critical infrastructure. The 235 CEF led the Estonian Air Force through an airfield design charrette at Amari Air Base, delivering a robust and sustainable design that significantly bolstered operational support for the Estonian Air Force, NATO, and allied missions. Their decisive efforts secured €13 million in funding, revitalized the project schedule, and minimized disruptions to airfield operations, ensuring seamless continuity and increased readiness for future missions. Additionally, the 235 CEF engineered a \$1 million tension fabric shelter solution as part of the Estonian SPP, certifying a \$6 million aircraft maintenance support plan and guaranteeing exercise capabilities for 30 allied nations. Further enhancing NATO's defense capabilities, the unit safeguarded a NATO Quick Reaction Alert mission by overseeing two critical pavement design projects valued at \$40 million. These strategic efforts not only reinforced NATO and allied operational capacity but also dramatically improved mission readiness across multiple fronts, ensuring long-term success.

7. In support of multinational efforts, the 235 CEF made a substantial contribution to the European Deterrence Initiative, overseeing \$4.2 billion in funding to protect 64,000 troops and countless Department of Defense sites. The unit also assisted in the direction of a \$10 billion NATO Security Investment Program, organizing over 200 projects that bolstered deterrence and

stability operations for 30 allied nations. Their leadership extended to the DEFENDER-Europe 22 joint exercise, where they facilitated aircraft grounding system installations across two countries, supporting 240 sorties and saving \$150,000 in contractor costs. Additionally, the 235 CEF directed the revitalization of the 117,000 square-foot Joint Intelligence Analysis Complex, a \$700 million project that centralized operations for 2,000 military personnel, strengthening regional deterrence against Russian aggression. The unit's contributions further supported humanitarian aid efforts, managing \$18 billion in Ukrainian security assistance and ensuring logistics for 246,000 troops and eight million civilians as well as planning US collaboration to repair 577 Ukrainian bridges ensuring logistics and mobility for 246 thousand troops and eight million civilians. Through strategic coordination, the 235 CEF significantly enhanced European infrastructure and mission readiness, ensuring future resilience and security.

8. The 235 CEF spearheaded a U.S. and U.K. bilateral team to plan and execute a critical military construction conference, aligning objectives for the USAFE and 16 other organizations. The unit coordinated multiple working sessions for 125 personnel, laying the foundation for U.S. and U.K. project delivery across eight installations and overseeing 60 projects valued at \$3.7 billion. They established streamlined procedures for project documentation, completion, and turnover, enabling 5th Generation Fighter Bed-down capabilities for 14 NATO organizations that bolstered global strategic defense. The unit also pioneered \$5 million in modernization contracts for the Air Force Installation and Mission Support Center, doubling manpower support, securing 20 specialty engineers, and modernizing project execution processes, leading to the acquisition of \$860 million in NATO construction projects.

9. Finally, the 235 CEF continued to demonstrate exceptional technical expertise and leadership in enhancing base operations and readiness. The unit led the evaluation of HVAC digital control systems in critical facilities, identifying and resolving issues that averted \$120,000 in potential repair costs, restoring essential services to the 175th Wing Headquarters and base fire station. Their engineering proficiency extended to conducting energy audits on 15 buildings, where they identified and rectified air handling unit failures, preventing \$14,000 in additional costs and ensuring uninterrupted operations. This demonstrated their strong commitment to sustainability and operational excellence, and their diligent leadership and innovative solutions improved resource management, reduced energy consumption, and strengthened future mission support capabilities across the 175th Wing and the Maryland Air National Guard.

10. There is no doubt that in 2023, the 235th Civil Engineer Flight made a significant impact well beyond the 175th Wing. The scope of their influence and the professional execution of every mission reached numerous people and organizations. Whether leading coalition and joint force training, shaping the Department of Defense, or deterring aggression overseas, the members of this unit set a new standard of excellence. I strongly recommend the 235 CEF for recognition by the Military Officers Association of America as Maryland's "Outstanding Unit of the Year" for 2023.

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