

DRIVING INNOVATION

PROCESSES • TOOLS • INSTALLATIONS

To ensure Warfighters are agile and ready to support future missions, we emphasize innovation. AFIMSC constantly reviews processes, equipment and warfighting platforms to identify and leverage opportunities to do things better, faster and smarter.

Transforming the Organization - AFIMSC 2.0

AFIMSC’s activation came with an unfunded mandate to reduce its size by 414 personnel by the end of FY21, through efficiencies levied on the Center’s primary subordinate units and detachments. AFIMSC leadership saw this as an opportunity to innovate and transform I&MS capability delivery enterprise-wide.

We dubbed this transformation initiative “AFIMSC 2.0,” and began the process in September 2016. The chart below depicts the effort on a timeline.

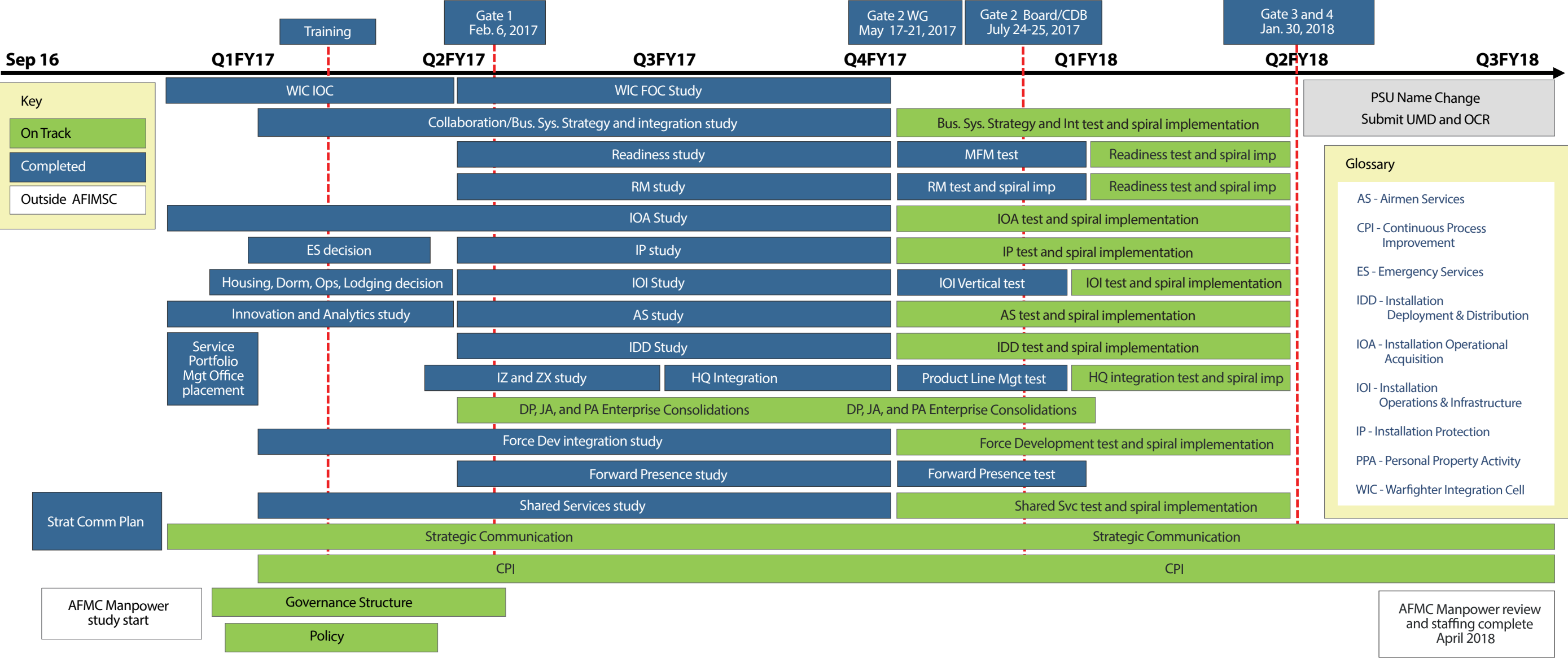
The 2.0 team established four decision gates to divide the process into manageable phases. Over 13 months, 285 experts executed 19 studies and delivered 48 courses of action (COAs). These COAs included recommendations on how to best vertically realign positions to ensure PSUs focus on execution work while the HQ team focuses on integration work.

The team also addressed 10 organizational capability gaps – capabilities the center was

executing that were not institutionalized or sourced appropriately. AFIMSC partnered with HQ AFMC manpower specialists to validate what we were learning in each study. The resulting innovation unfolded against a backdrop of summer 2017 military personnel turnover, which risked losing some corporate knowledge of AFIMSC and 2.0 studies, but brought in fresh and highly beneficial perspectives.

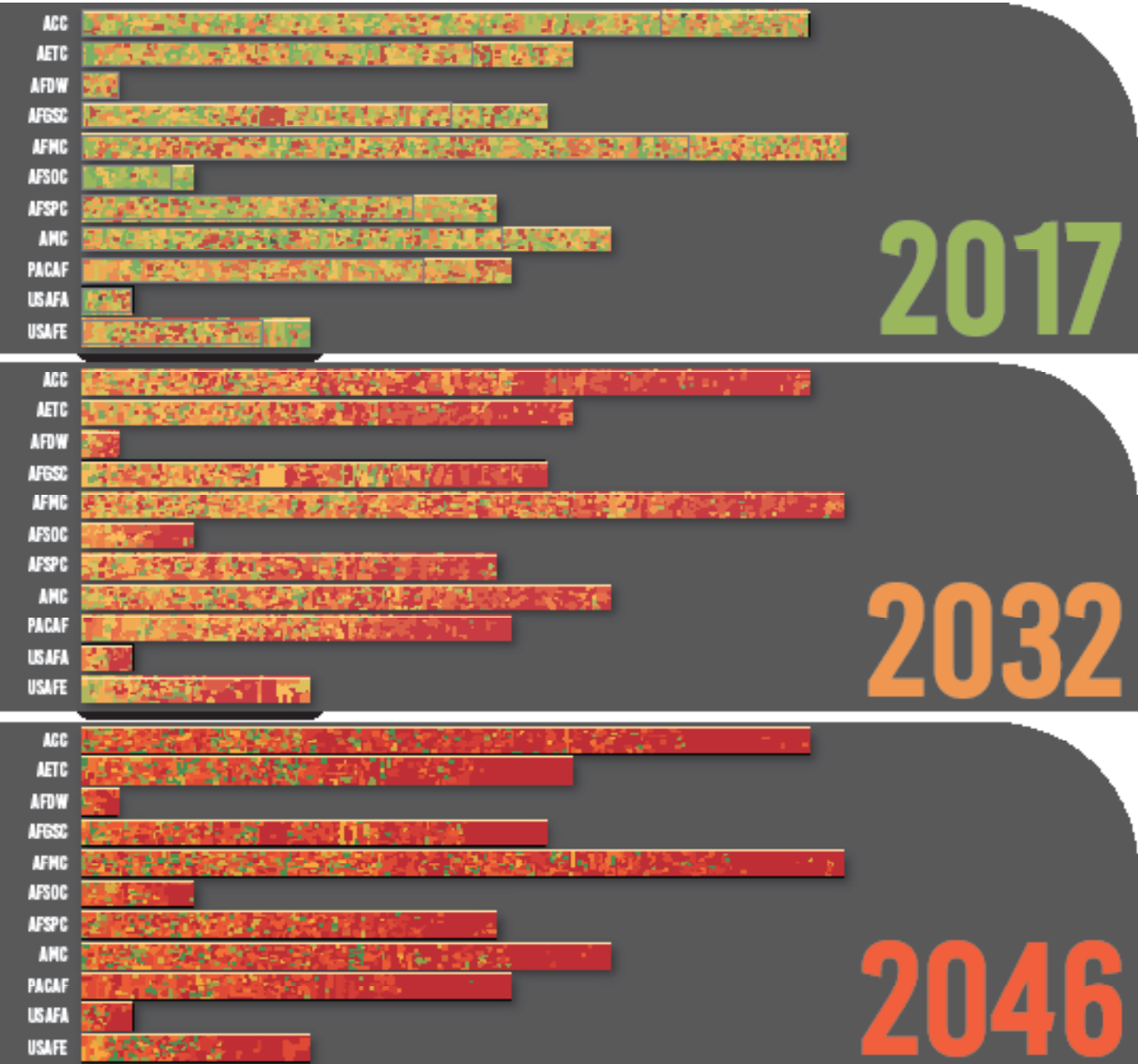
We launched several initiatives, but could not implement everything discovered in the AFIMSC 2.0 process. We learned a lot along the way and the innovation moves ahead with results rolling out over the next 13 months. We look forward to highlighting our progress in future reports, as AFIMSC continuously seeks ways to more effectively deliver I&MS capability.

To be continued ...



Installation Health Assessment and the Road to \$24 Billion

AFIMSC initiated the Installation Health Assessment (IHA), a first-of-its-kind framework designed to assess risks to mission and risks to force levied on the 22 I&MS mission areas by funding constraints. Facilities sustainment, restoration, and modernization (FSRM) is the first mission area that the IHA has leveraged data to comprehensively determine, plan for, and advocate for requirements. Years of budget challenges and lack of comprehensive data on facility infrastructure conditions led to deferred maintenance



These bar graphs depict Air Force Sustainment Management System facilities data, which represents the condition of MAJCOM infrastructure in 2017 and the forecast for facilities health in 2032 and 2046 based on continued baseline funding. The SMS is in its 10th year of use and we now have Air Force-wide cost and lifecycle information for 74 percent of vertical facilities and 99 percent of pavements. Each of the small color-coded blocks that comprise the bars represent a building whose status is derived by the overall condition of the components within the building. Green is good and red is bad, with buildings arrayed according to a mission dependency index from left, for most critical, to right, for least critical. Using powerful data analytics (Tableau), we're able to show for the first time how investment decisions away from FSRM over the past 10-15 years have impacted Air Force infrastructure. By varying the investment strategy for different funding scenarios using the IHA tool, we can explore various investment options that will best influence strategic investment over the next 20 years to achieve the lowest overall lifecycle cost for the Air Force.

across most Air Force installations and a reduction in readiness capability. A new approach was necessary.

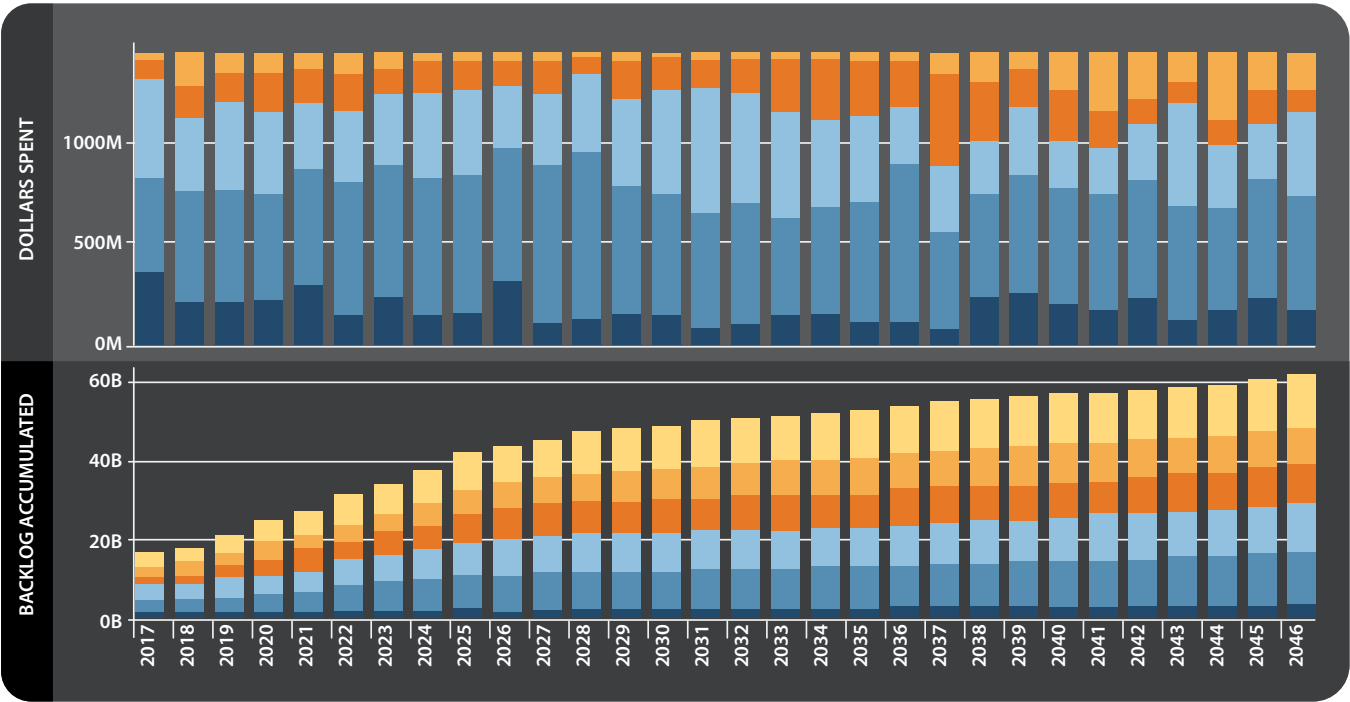
The IHA evaluates data from a variety of tools that provide a complete I&MS picture depicting performance, facilities sustainment, recapitalization and risks to the mission and force. The IHA dashboard achieved initial operating capability in January 2017. From the 22 missions in the I&MS portfolio, six portfolios were selected for a trial year due to availability of relatively mature data: facilities maintenance; facilities operations; environmental; security forces; morale, welfare and recreation services; child/youth services.

With the framework in place, AFIMSC developed 34 metrics to define performance. The team populated the dashboard with financial data and developed data management protocols. The first test consisted of an evaluation of the performance of facilities maintenance using data contained in the software package, SMS-BUILDER. The IHA analytics tool generated powerful visualizations of the decaying status of infrastructure Air Force-wide and demonstrated

the impact that various funding levels would have on our weapon systems.

Across 77 major installations, approximately half of Air Force infrastructure is more than 33 years old. The private industry standard for annual facility investment has been approximately double what the Air Force has invested for years. The data-driven IHA effort enabled AFIMSC to quantify the resulting backlog in facilities sustainment investment: \$24 billion. AFIMSC is also developing strategic courses of action that combine recommendations for funding, policy changes, and portfolio rebalancing to address the challenge. AFIMSC will use predictive analyses to identify recommended next steps for buying back the \$24 billion deferred maintenance bill and the impact various funding choices will have on the overall condition index of each MAJCOM and enterprise-wide.

The future of IHA is exciting. The ever-expanding data portfolio will continue to better inform installations and Air Force senior leadership about I&MS needs, potential investment strategies, and risks to mission and force associated with funding decisions.



This chart represents dollars spent (top) and backlog accumulated (bottom) Mission Dependency Index forecasts to 2046 based on baseline budget funding. The MDI feeds the Installation Health Assessment as a scoring model that describes the relative importance of an infrastructure asset or facility in terms of its mission criticality. With no investment beyond a baseline budget in the out-years, the backlog accumulated grows steadily with continued deferred maintenance of Air Force infrastructure.

AAFES-wide Support Agreement

In April, AFIMSC’s Support Agreement Team developed the Air Force’s first enterprise-wide support agreement between AFIMSC and Headquarters Army and Air Force Exchange Service (AAFES). By producing a single agreement for use across the Air Force, the team eliminated installations’ administrative workload for 77 individual support agreements.

Managing the AAFES agreement at AFIMSC provides a savings of more than 1,500 man-hours per year to support agreement managers across the enterprise. It also addresses many agreement issues installations faced when dealing with AAFES. AFIMSC shared the process with the U.S. Army Installation Management Command and worked with the command to forge its own Army-wide support agreement.



Tiered Enterprise Acquisition Metric Team Dashboards

AFICA designed and deployed Tiered Enterprise Acquisition Metric Team Dashboards to accurately capture and display the effectiveness of an organization’s acquisition function. The dashboard details how well a unit is performing its acquisition duties and how well it is equipped to be successful. The tool provides an easy and quick reference for wing and MAJCOM leaders.



I-WEPTAC: A Game-Changing Event

AFIMSC achieved another Air Force first by hosting the inaugural Installation and Mission Support Weapons and Tactics Conference, (I-WEPTAC) at Joint Base San Antonio. The theme was “Revolutionizing Combat Support.” I-WEPTAC featured the first gathering of teams charged with tackling some of the toughest challenges in the Agile Combat Support community. Team chairpersons presented their findings at an outbrief attended by 900 personnel, including Gen. Ellen Pawlikowski, commander of Air Force Materiel Command and Air Force Core Function Lead for Agile Combat Support.

The milestone event also included the first-ever I&MS-focused General Officer-Senior Executive Service and Mission Support Leadership summits attended by nearly 200 officers, civilians, and senior enlisted members. Modeled after Air Combat Command’s annual WEPTAC that features Combat Air Forces topics, I-WEPTAC took aim at developing innovative proposals for the way the Air Force organizes and protects itself in contested environments.

AFIMSC received more than 50 submissions during an Air Force-wide call for topics in the fall of 2016. After our leaders narrowed the field, the AFMC commander chose the final four topics for in-depth study. Four Mission Area Working Groups (MAWGs) – composed of 150 of the sharpest young minds in the Air Force – spent the next several months developing recommendations to address those challenges.

MAWG 1: Agile Combat Support in Adaptive Basing. Recommended ways in which the ACS

community can think, organize and train differently to posture, protect, sustain, maneuver and provide command and control to Airmen and bases in an anti-access/area denial environment.

MAWG 2: Sustainment and Reconstitution. Related to MAWG 1, this team looked at long-term planning for sustaining and reconstituting warfighters during a conflict, recommending the Air Force develop a full-scale exercise to test these capabilities.

MAWG 3: Expeditionary Airmen of the Future. Recommended a cultural shift to provide a renewed focus on training and a deliberate developmental process for multifunctional Airmen.

MAWG 4: How to Detect and Defeat Small Unmanned Aircraft Systems. Recommended increased training and awareness, and proposed responses to the threats posed by SUAS craft.

In addition to the large turnout at the out-brief, more than 500 attended an associated Industry Day, where 40 contract vendors displayed the commercial defense community’s latest technologies, products and services.

The Second Annual I-WEPTAC is scheduled for May 6-16, 2018, with the out-brief planned for May 16. AFIMSC received 56 topics from across the Air Force. The AFMC commander selected the four topics MAWGs will focus on in 2018: Installation Investment Initiative 2035; Critical Base Resiliency Capabilities for Anti-Access/Area Denial; Integrate Agile UTCs in Combat Support Wing; and Multi-Domain Agile Combat Support Command and Control in Anti-Access/Area Denial.

Please see the back cover of this report for more details about the second annual I-WEPTAC.





Mission Support Leadership Summit

AFIMSC hosted a worldwide Mission Support Leadership Summit during the inaugural I-WEPTAC proceedings. The summit, held April 10-12, 2017, gave more than 150 mission support leaders insight into the I&MS portfolio. It also provided attendees the opportunity to network and cross-talk common issues.

The objectives of the first-ever Mission Support Leadership Summit were:

- 1) Get our brightest leaders involved in solving the toughest I&MS challenges;
- 2) Build identity with and foster camaraderie among all I&MS functions; and
- 3) Provide essential insight into our enterprise processes while capturing the "ground truth" on base-level challenges.

The summit also provided the opportunity for senior AFIMSC leaders to discuss the AFIMSC mission, answer questions, and collaborate with MSG commanders and chiefs. The event covered 11 topics: contracting, logistics, communications, readiness training, force management, protection services, Airman and family services, civil engineering, resource management, community partnerships, and judge advocate general.

Planning is underway for the Second Annual AFIMSC Mission Support Leadership Summit, which will be held in conjunction with I-WEPTAC from May 14-16, 2018, in San Antonio. The planning team is building upon 2017's successes to ensure this year's event is bigger, better, and even more informative for the mission support community.

Cross-Functional Unit Type Codes

An exciting new idea is the potential for creating cross-functional UTCs. AFIMSC's creation gave the Air Force the capability to examine a variety of new options for managing combat support forces in garrison and deployed. Our deliberate, cross-functional organizational structure supports habitual interaction between functional experts across the I&MS enterprise. These functional experts are working to outline strategies to better organize, train and equip I&MS Airmen to perform successfully in future operations. Some of these strategies may dramatically improve the ability to manage deploy-to-dwell ratios, increase operational agility and harness the collective power of I&MS Airmen to create operational effects. There are several ideas in particular which may be applied to all functions independently or in a variety of combinations.

For example, Airmen have historically been functionally trained as subject matter experts in relatively narrow sets of technical skills. This technical focus and proficiency has proven to be very effective; however, future operational demands may require the Air Force to readdress how it trains I&MS Airmen.

The concept of deliberately training and employing more multifunctional Airmen can apply to both in-garrison and expeditionary

environments. It creates multi-functional Airmen more capable of operating across a broader range highly dynamic and austere environments. For example, an Airmen of the future might be a 7-level as a personnel specialist, a 5-level in base defense skills and a 3-level in vehicle maintenance. When teamed with a number of other Airmen similarly trained, combatant commanders get a composite team capable of a wide range of I&MS mission sets. These teams would be able to provide comprehensive combat platforms with a smaller footprint while also being capable of rapid relocation with reduced transportation and logistics requirements.

Training for multifunctional Airmen could consist of a combination of traditional accession and technical school, distance learning, and home-station training. Regular exercises would be critical in maintaining currency in multiple skills. A multi-skilled force would also help the Air Force better manage future force-shaping requirements by enabling easier cross training. Figure 1 depicts one possible organizational model. This is just a peek at the possibilities; our cross-functional organization gives us the opportunity to ask "What if...?"

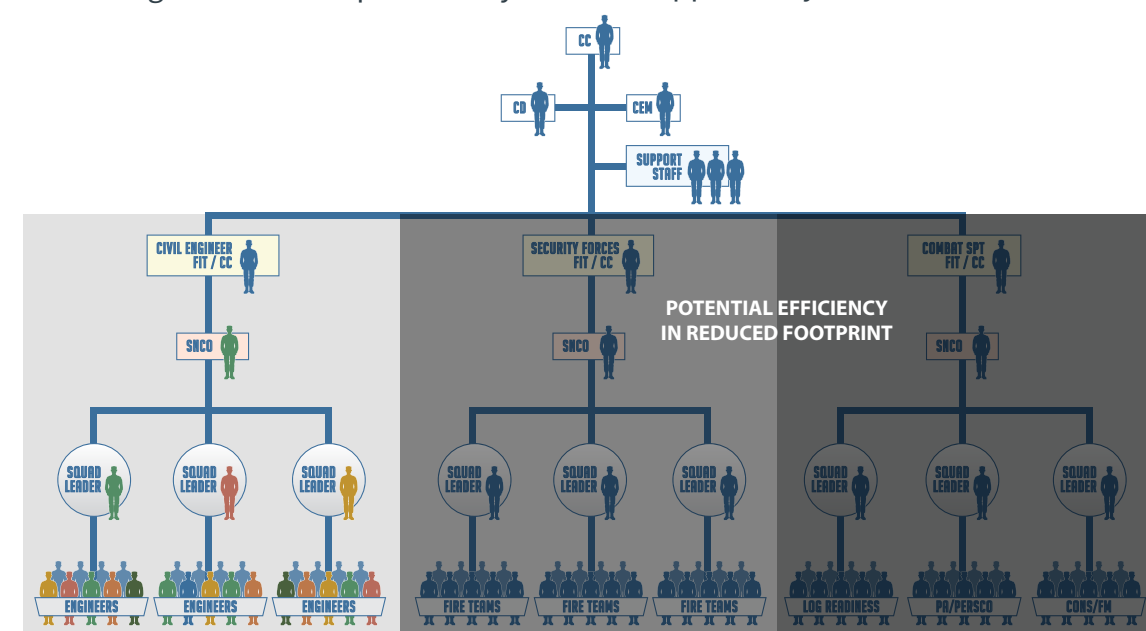
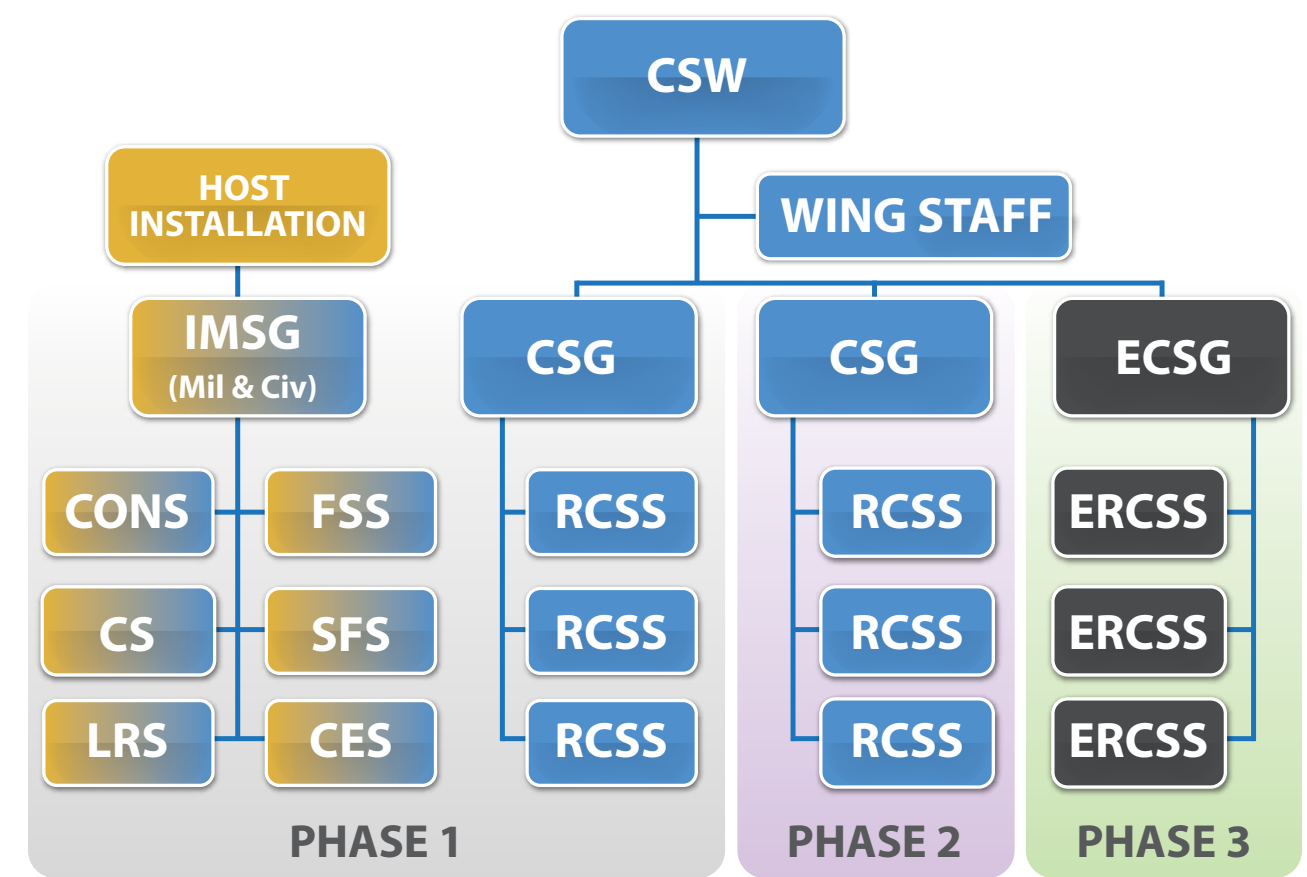


Figure 1.

Combat Support Wing Concept

The origins of the Combat Support Wing (CSW) Exercise effort have roots in the 2017 I-WEPTAC. One of the MAWGs focused on using multi-functional I&MS Airmen postured to fight across the full spectrum of combat support operations. The MAWG recognized that the concept would require an unsustainable training bill within today's traditional mission support group (MSG) construct. They conceived the CSW concept as a means to posture an on-call I&MS capability to enable adaptive basing, improve teaming and mature multi-functional training for I&MS Airmen.



AFIMSC is maturing the CSW concept; potential implementation COAs have evolved to provide on-call agile combat support (ACS) forces with increasing agility. Airmen could be trained in multiple skills working together in task-organized groups, squadrons, flights and elements - down to the squad level. CSW force presentation advocates three rotational Combat Support Groups (CSGs) with one on-call group always postured to support three adaptive basing hubs and 18 spokes. The rotation presents an

18-month, three-phase deployment cycle with a 1:2 deploy-to-dwell ratio.

In early fall 2017, the AFIMSC Expeditionary Support Directorate was tasked to develop a "live fly" CSW exercise in a field environment. Training and exercise plans are in development with HAF, MAJCOMs and various offices in AFIMSC to execute this exercise in late 2018.

More Initiatives

Our Warfighters are constantly seeking to gain efficiencies and build effectiveness.

- Integrated Defense Risk Management Process Enterprise-Wide Application
- Airfield Waiver Process Automation
- Counter-Small Unmanned Aircraft System Authorities
- Base Resiliency Capability Collaboration Teams (CCT)
- Annual Freedom of Information Act (FOIA) Training Workshop
- Mission Dependency Index (MDI) Re-baselining
- Ability to Survive and Operate (ATSO) Exercise in a Box
- Enterprise-wide Communications Commodity Assessment
- Operational Contract Support/ Expeditionary Operations
- Bridge Contract Analysis
- Full Spectrum Readiness
- Accelerating Rapid Airfield Damage Repair and Rapid Airfield Damage Assessment System
- AFIMSC Metrics Dashboard
- Communication and Information Technology Infrastructure Program
- Predictive Readiness Modeling
- Operational Contract Support
- ...and 49 other enterprise-wide initiatives

Other Accomplishments

- AFSFC led the Air Force Future Operating Concept initiative, syncing with Headquarters Air Force and AFIMSC to create a \$2.8 billion firing ranges portfolio. This effort led to an AFSFC Chief of Staff of the Air Force Innovation Team award nomination.
- AFSFC led the Air Force \$1 billion combat arms program, aligning 204 combat arms full-spectrum total force initiatives with the Chief of Staff of the Air Force Future Operating Concept.
- AFIMSC Installations Support Directorate and AFCEC teamed to promulgate the Active Shooter Rescue Task Force. This team and associated tool offers threat neutralization and medical treatment expertise during high-risk response scenarios.
- AFIMSC modified the Air Force Chaplain Corps Activity Reporting System, a workload reporting tool, to allow personnel inputs to be converted into an actionable monthly report and provide the ability to price out varying AFCOLS levels based on personnel costs, operations and maintenance funding, and real-time wing staffing levels.
- AFSVA led a "Modern Bookstore Layout" initiative, choosing eight installation libraries for conversion to a new system that will change how collections are cataloged and presented. Classifications will change from the Dewey Decimal System to new Subject Collection headings, made popular by commercial bookstores.
- AFIMSC created a single-point, online Virtual Safety Office to standardize safety processes, institute a repository of information, and create a community for safety representatives.