

ENHANCING READINESS

TRAINING • MOBILIZATION • DEMOBILIZATION

Over the past year, AFIMSC helped Air Force warfighters prepare to face potential adversaries and both man-made and natural disasters. We support the warfighter through the full lifecycle of training to mobilization and demobilization, ensuring Airmen have what they need, when they need it, to successfully Fly, Fight and Win.

Expeditionary Support: Restoring readiness, building lethality

The Secretary of Defense’s first line of effort describes the day-to-day business of AFIMSC’s expeditionary support: Restore military readiness and build lethality. The creation of AFIMSC consolidated I&MS Functional Area Managers (FAMs) and MAJCOM Functional Managers (MFMs) under one center; results were immediate.

In its first year of FOC, AFIMSC’s FAM team analyzed Air Expeditionary Force indicator data and remedied more than 4,000 readiness reporting errors. This effort provided more accurate data to commanders and deployment planners and achieved a record 96 percent of Airmen reflecting valid deployment availability codes. MFMs standardized processes for 13 I&MS Air Force Specialty Codes by developing 31 core tasks each MFM accomplishes in support of warfighters. This enterprise-wide perspective significantly increased support to MAJCOMs and unit commanders, allowing them to direct their focus on missions at hand, knowing AFIMSC takes care of the organize, train, and equip program management.

AFIMSC realized significant success as the single intermediate headquarters responsible for integrating training requirements across the I&MS portfolio. We abated several training backlogs, mitigated training gaps, corrected training deficiencies and garnered more than 500 additional funded quotas. This work ensured squadrons’ ability to fulfill home station commitments and Joint Chiefs of Staff rotational force requirements. AFIMSC

also centralized the Silver Flag and civil engineer contingency training budget and the Silver Flag site operations budget for 6,500 Airmen who receive vital contingency mission-ready training at the three sites each year.

AFIMSC coordinated across I&MS functional communities to examine integration opportunities in training and exercise venues. Contracting is expected to field its first Silver Flag class in FY18. Public Affairs and Logistics MFMs will conduct site visits and develop proposals for their functional communities to participate in readiness training integrated with current I&MS participants. We ensured funding for a new Rapid Airfield Damage Repair (RADR) concepts in the Silver Flag curriculum and RADR-specific training capability for short-notice requirements. Enterprise-wide analysis of Explosive Ordnance Disposal (EOD) and security forces capabilities and impacts highlighted the need for resourcing specific areas of EOD equipment and military working dog kennel shortfalls. This resulted in \$5 million kennel construction investments at Peterson AFB, Colorado, and Little Rock AFB, Arkansas. The shortfall identified in EOD equipment resulted in a \$5.6 million increase in EOD flight operations funds for materials and small equipment items.

Moving forward, AFIMSC is working on processes and methods to better answer “What are we ready for?” and “Do we know if Airmen are trained or if they are proficient?” We are actively engaged in discussions at all levels about how to answer those questions from a more comprehensive, systematic perspective.



2017 Hurricane Support

Ready for the unexpected ...



Late 2017 brought unprecedented hurricane activity, highlighting the importance of ready and agile installation and mission support.

Hurricanes Harvey, Irma, and Maria brought widespread flooding and damage to installations and cities in their paths. While still meeting day-to-day requirements, our Warfighters rose to the challenge and readily supported emerging, critical needs. AFIMSC processed 1,023 storm damage requests and validated 440 requirements valued at \$116 million. AFFSC also processed 8,000 evacuation travel vouchers during a historical 41-percent workload increase due to summer moves. In addition, AFSVA coordinated the delivery of 643 cases of meals-ready-to-eat to Houston.

From natural disaster recovery to evacuation assistance, our directorates, PSUs and detachments collaborated to efficiently and effectively support impacted Warfighters and their families.

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COORDINATED DELIVERY OF 643 CASES
OF MEALS-READY-TO-EAT TO
HOUSTON, TEXAS

WHAT WE’VE DONE

23 AIRFIELD EVALUATIONS

\$110 MILLION DOVER RUNWAY REPLACEMENT COMPLETED

154 MILLION SQUARE FEET OF AIRFIELD PAVEMENT EVALUATED

\$1.4 BILLION INVESTED IN RAPID AIRFIELD DAMAGE RECOVERY EQUIPMENT

CONSULTATIONS PROVIDED FOR **37** CONTINGENCY AIRFIELD EVALUATIONS

71 PERSONNEL CERTIFIED

Ready Airfields

AFIMSC supported construction, maintenance and repair of airfields around the globe, including the major milestone of completing the \$110 million Dover AFB, Delaware, runway replacement project.

From construction of new airfields to pavement evaluations and airfield recovery, AFIMSC ensured ready and resilient warfighting platforms. Our Airfield Pavement Evaluation (APE) Team performed 23 airfield evaluations, spanning

154 million square feet of pavement. The team also provided mission essential consultation on 37 contingency airfield evaluations and taught six two-week-long contingency APE classes, certifying 71 personnel.

The past year also saw the initial fielding of \$1.4 billion in Airfield Damage Repair (ADR) equipment and the demonstration of Rapid Damage Assessment and Rapid Explosive Hazard Mitigation, setting the stage for the future of expedient airfield recovery.

Ready Facilities and Warfighting Platforms

Throughout FY17, design and construction experts in HQ AFIMSC and AFCEC helped plan and build battle-ready facilities and infrastructure at Air Force installations and other locations world wide. They validated 1,150 projects, valued at \$1.2 billion, for facility sustainment, restoration and modernization (FSRM). The team facilitated \$1.04 billion across 72 military construction projects. They also directed \$1.5 billion in design and construction projects around the world.

In addition to executing FY17 design and construction projects, our enterprise-wide support perspective opened the door for enhanced comprehensive planning of future MILCON and FSRM requirements.

We now operate on a three-year integrated priority list (IPL), which brings an awareness of more than twice the number of requirements than previously identified — highlighting more than \$8 billion in future needs.

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AND MODERNIZATION VALUED AT
\$1.2 BILLION

FACILITATED AWARDS FOR 72 PROJECTS
FOR MILITARY CONSTRUCTION VALUED AT
\$1.04 BILLION

OVERSAW & DIRECTED \$1.5 BILLION
IN DESIGN AND CONSTRUCTION PROJECTS
INCLUDING BED-DOWNS IN EUROPE AND
THE PACIFIC

Air Base 201 Construction in Agadez, Niger

- Oversaw a \$60 million base military construction project, the largest troop labor project in AF history

U.S. Air Force Academy Chapel

- Executed design for repair of this historic and iconic facility

Aircraft Bed-down Design & Construction

- Managed F-35A bed-down MILCON projects, including \$236 million at Eielson AFB, Alaska, \$80 million at Nellis AFB, Nevada, and \$30 million at Luke AFB, Arizona
- Supported \$277 million F-35A bed-down design at Royal Air Force Lakenheath, England
- Managed eight KC-46A tanker bed-down projects at McConnell AFB, Kansas



Faster Access, Safer Installations

AFSFC updated the Defense Biometric Identification System to improve installation security. The center reduced annual sustainment costs by \$3 million by replacing equipment at 146 active, Guard, and Reserve installations and cutting inventory from 18,000 to 8,000 units. The new equipment is 40 percent smaller and capable of performing scans eight times faster.

Front-line Airmen felt the impact immediately: In 2016, security forces Airmen scanned 86 million ID cards and detected 175,000 unauthorized personnel at gate entry points. In just the first six months of 2017, entry controllers scanned 92 million cards and detected 200,000 unauthorized personnel. This confirmed that potential threats are kept away from our Warfighters and assets more effectively than ever before.

40% SMALLER EQUIPMENT **8X** FASTER SCANNING



Effective Small Arms Ranges

AFSFC developed the Small Arms Ranges Dashboard, a data tool for holistically managing the lifecycles of nearly 200 firing ranges across the Air Force. Our business-analysis solution ranks ranges by various categories: physical condition, student throughput, health concerns, size, age, design orientation, and mission importance. The tool develops a score to help Air Force leaders make better-informed funding decisions for range improvements. AFIMSC is also looking at options to improve readiness of the ranges, such as funding MILCON or FSRM projects or leveraging community/joint DoD partnerships to share resources. AFIMSC considers various small arms range delivery options: on-base Air Force-owned ranges, DoD and federal ranges, off-base community partnership ranges, directing the base to send personnel to Air Force-owned ranges within the local area or directing temporary duty to another location for small arms training. AFIMSC also weighs lifecycle costs, quality and effectiveness of training, days available to train, lifespan of range options, firing lane requirements, utilization and mission supported.

This level of analysis – applied enterprise-wide – has far-reaching impacts. It enables leaders to make the most informed decision about risk and funding with a data-driven, Air Force-wide view. The installations of the future initiative, managed by Headquarters Air Force Logistics, Engineering and Force Protection, plans to codify this direction and is routing a new Air Force instruction for publication.



Military Working Dog Program

As the DoD’s agent, AFSFC coordinates all DoD military working dog (MWD) taskings for the Secret Service, State Department and White House Military Office. AFSFC executed 494 missions and deployed 1,504 explosive detection dog teams and 57 MWD teams in support of Operation Inherent Resolve.

494 MISSIONS
1,504 EXPLOSIVE DETECTION DOG TEAMS DEPLOYED
57 TEAMS IN SUPPORT OF OPERATION INHERENT RESOLVE

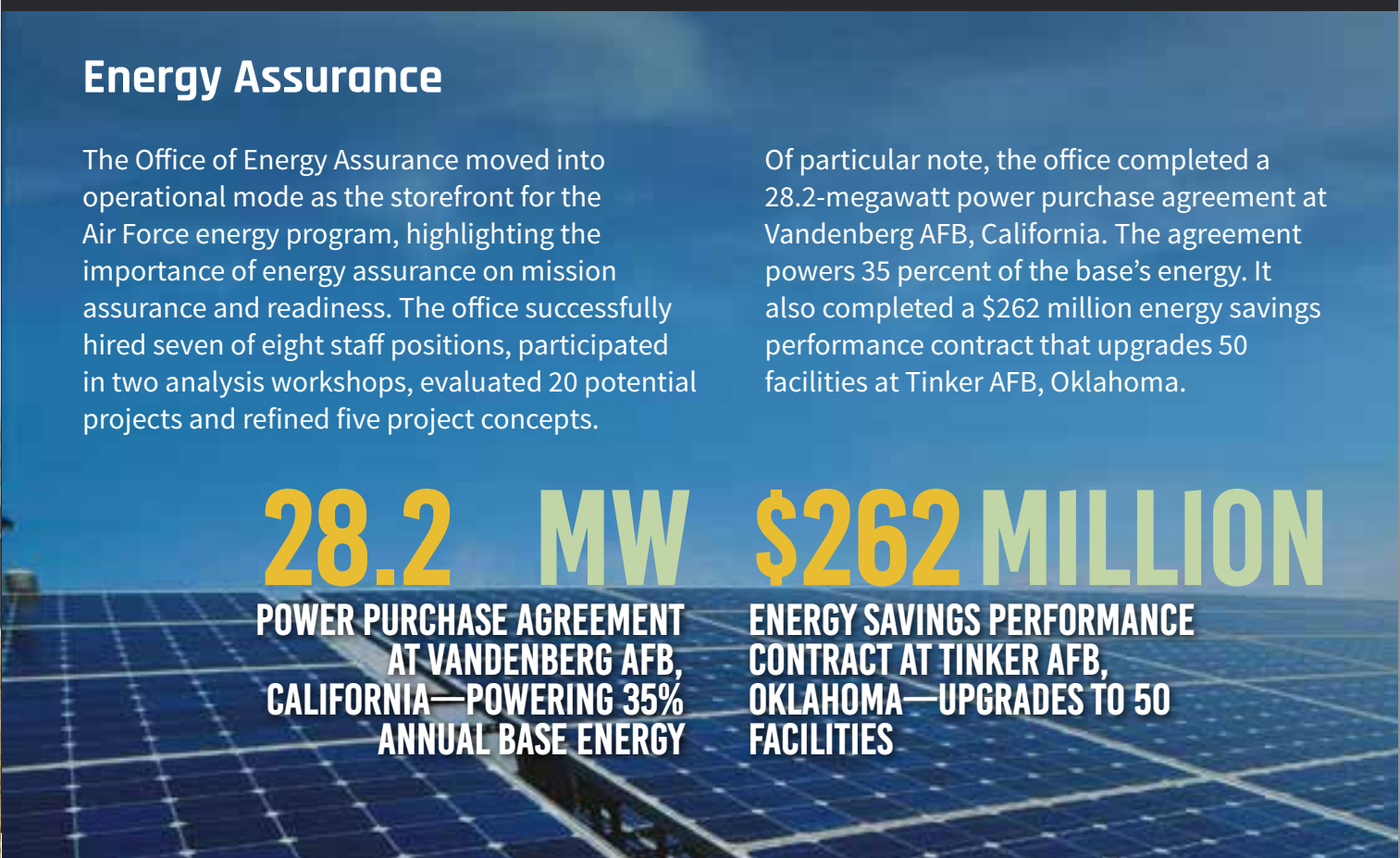


Energy Assurance

The Office of Energy Assurance moved into operational mode as the storefront for the Air Force energy program, highlighting the importance of energy assurance on mission assurance and readiness. The office successfully hired seven of eight staff positions, participated in two analysis workshops, evaluated 20 potential projects and refined five project concepts.

Of particular note, the office completed a 28.2-megawatt power purchase agreement at Vandenberg AFB, California. The agreement powers 35 percent of the base’s energy. It also completed a \$262 million energy savings performance contract that upgrades 50 facilities at Tinker AFB, Oklahoma.

28.2 MW POWER PURCHASE AGREEMENT AT VANDENBERG AFB, CALIFORNIA—POWERING 35% ANNUAL BASE ENERGY
\$262 MILLION ENERGY SAVINGS PERFORMANCE CONTRACT AT TINKER AFB, OKLAHOMA—UPGRADES TO 50 FACILITIES



Environmental Liability Reduction

AFCEC’s Air Force Environmental Restoration Program executed over \$343 million in projects on 135 Air Force facilities. The program achieved remedies at 191 sites and completed responses at 202 sites. The Military Munitions Response Program returned over 59,000 acres to active mission use.

The response to the emerging contaminants perfluorooctanoic acid (PFOA) and perfluorooctane sulfonate (PFOS) was a particular focus this year. The chemicals are components of legacy firefighting foam used by the Air Force in the past to extinguish petroleum fires. AFCEC reduced environmental liabilities and advanced the Air Force’s campaign against these contaminants by spending \$209 million to investigate and respond to potential PFOS and PFOA contamination at active and closed Air Force installations. Out of 203 installations, 99 percent of preliminary assessments were completed; 190 installations require further site investigation. AFCEC provides 18 installations with ongoing drinking water mitigation as the remedies progress to completion.

To date, 173 of 176 installations transitioned to the environmentally preferable C6 aqueous film forming foam (AFFF), with 979,000 gallons of legacy foam incinerated and \$4.7 million invested in ecologic system kits for fire vehicles to prevent future releases during system testing.

Spotlight on PFOS/PFOA



Rapid Response Contingency Contracting

The Air Force Contract Augmentation Program (AFCAP) – a program managed by AFCEC – is a rapid response contingency contract tool for U.S. government entities requiring urgent assistance. The tool provides a full range of civil engineer and logistics capabilities.

In 2017, AFCAP provided relief to heavily tasked Warfighters with more than \$100 million in support to National Command Authority mission needs worldwide. Requirements ranged from the execution of base operating support services from Japan to Qatar, to the

delivery of water purification chemicals needed to re-establish potable water for the Port of Dominica after Hurricane Maria. In support of the Office of Foreign Disaster Assistance, the Port Dominica requirement delivered within 36 hours of requirement notification.

Not only did AFCAP provide needed assistance, it also saved money. An AFCAP contract task order awarded at Bagram Airfield, Afghanistan, for aerial port operations saved the U.S. government and American taxpayer more than \$43 million.



Centrally Managed Evaluations

Continuous improvement was a hallmark of AFSFC’s support this past year. Leaders developed the Air Force Inspection System Cell to centrally manage the continual evaluation process for the 58 programs dispersed across the security forces enterprise. Our Installation Support Directorate championed a continuous process improvement event in

March 2017, where stakeholders identified capability gaps and determined root causes and countermeasures. By identifying and tracking enterprise-wide issues, the overall health of security forces programs will continue to improve and leaders will have the necessary data to make informed, risk-based decisions.

Mask Inspection and Repair Program

During an attack, the M50 mask is a warfighting Airman’s first line of defense. The masks are used to protect Airmen from chemical and biological agents, as well as radioactive fallout particles. They have historically been inspected, sanitized and repaired by logistics readiness troops, with minimal training, at individual installations. In 2017, the Air Force Mask Inspection and Repair Program began using highly trained specialists to centrally perform M50 mask inspections and repairs.

The AFCEC-managed program sanitized, tested, and repaired 29,320 M50 protective masks and returned them to active duty installations. The program resulted in \$11 million in cost avoidance by extending the masks’ service life, reducing the need to purchase replacement equipment, and releasing local Airmen to perform other mission essential tasks.



“You can’t put a price on readiness. I know now when Airmen go to a Logistics Readiness Squadron to get a mask, that mask is going to be clean and serviceable.”

Randy Jones
AFCEC Emergency Management Sustainment Section Lead

Other Achievements

- AFCEC executed \$214 million in delivery of Air Force-wide readiness expertise across the globe supporting operation, training and exercise needs.
- The Explosive Ordnance Disposal Team obligated \$2 million for Very Important Person Protective Support Activities. They dispatched 1,510 Air Force EOD teams to 718 missions, totaling 241,662 man-hours protecting the president and vice president of the United States and supporting two national special security events.
- AFCEC’s Civil Engineer Maintenance, Inspection and Repair Team completed 1,185 work requests, valued at \$17.7 million, providing mission sustainment support for 92 bases.
- AFSFC awarded the first Air Force contract for preprinted rifle and pistol targets, saving \$1 million and 23,000 man hours.
- AFSFC partnered with U.S. Air Forces in Europe planners to redesign theater operations plans and concepts of operations valued at \$115 million in 2017 overseas contingency operations funds. This effort synchronized actions with the European Deterrence Initiative.
- AFSFC managed the \$59 million Mine Resistant Ambush Protected Vehicle Program, arming Airmen for vital Afghanistan outside-the-wire mission requirements.
- AFSFC hosted the first U.S. Air Force Small Arms and Light Weapons Symposium, which identified rifle, carbine and accessory requirements, to enable forward movement of capability gaps.
- AFSFC validated a bed-down plan for new rifle rounds and postured more than 67 million assets, Air Force-wide, increasing 50,000 Warfighters’ lethality.
- AFSFC teamed with Army Soldier Centers to enhance security forces initiatives for Common Remote Operating Weapons Stations, created a small unmanned aircraft system (SUAS) parts depot support for security forces SUAS units, and researched utility vehicles required for war readiness materials and logistics detail updates.
- AFSFC’s Police Services Team conducted a Management Internal Control Toolset sampling of security forces compliance with the Defense Incident-Based Reporting System (DIBRS) and Defense Data-Exchange Service (D-DEX) identity proofing and vetting and incident reporting to the Federal Bureau of Investigation’s National Criminal Information Center.
- AFIMSC Public Affairs supported wing PA offices’ readiness to execute their missions. They completed 180 reviews of compliance reporting in the online tool for Air Force Inspection System continual evaluations while providing analysis to those wings and respective MAJCOMs.