



# WHO WE ARE

## A Brief History

The Air Force Secretary and Chief of Staff developed the concept of AFIMSC in February 2014 as part of the Future Air Force Initiative. The initiative stemmed from a 2013 Secretary of Defense decision to implement efficiency reforms to reduce major headquarters across the Department of Defense, including staff reductions at Headquarters Air Force, major commands and direct reporting units. In order to maintain the installation and mission support capabilities for those commands — despite a manpower cut of about 3,000 — Air Force leaders took the innovative step to centralize those functions at one command: AFIMSC. HAF, MAJCOM and DRU staffs completed work in June 2014 to determine the more than 150 Installation and Mission Support (I&MS), capabilities AFIMSC would execute at Initial Operational Capability. Those capabilities included Airman and family services, base communications, chaplain, civil engineering, contracting, logistics readiness, public affairs, security forces and financial management programs.

AFIMSC (Provisional) activated at Joint Base Andrews, Maryland, in August 2014 to begin building a permanent AFIMSC. Sixty-five military members and Air Force civilians, representing the functions transferring to the center, assembled to organize the unit, develop its concept of operations, and create Program Action Directive 14-04 to define mission and capabilities. The Air Force then aligned the Air Force Civil Engineer Center, Air Force Financial Management Center

of Expertise, Air Force Financial Services Center, Air Force Installation Contracting Agency, Air Force Security Forces Center and Air Force Services Activity to Air Force Materiel Command on Oct. 1, 2014, and redesignated them as Primary Subordinate Units. In January 2015, the AFIMSC Provisional staff began a series of Business Process Reengineering events to most effectively and efficiently deliver transferred capabilities. Also in January, the Air Force selected Joint Base San Antonio, Texas, as the AFIMSC Headquarters location and the Provisional staff submitted PAD 14-04 for approval. The Secretary and Chief of Staff signed it on Feb. 25.

## Our Mission

Deliver globally integrated combat support and shape the foundation of America's Air, Space and Cyberspace power.

The Air Force activated AFIMSC on April 6, 2015, as the single intermediate-level headquarters responsible for providing more than 150 I&MS capabilities to 77 Air Force installations, nine major commands and two direct reporting units. The provisional team transitioned back to their home stations and JBSA-Lackland to begin forming

the 350-person permanent Headquarters staff. BPR events continued in San Antonio and other locations as the bed-down of the headquarters progressed through 2015. By the end of September, 664 experts from HAF, MAJCOMs, AFIMSC and base-level organizations had conducted 34 BPR events across multiple I&MS functional areas. The teams redesigned 284 processes and developed 532 improvement recommendations for how to best execute the capabilities transferring to AFIMSC.

We declared Initial Operational Capability on Oct. 1, 2015, after a 12-month acceleration mandated by the Secretary of the Air Force. Early in our tenure, the AFIMSC team provided immediate and positive mission impact for Air Force I&MS capability delivery. As expected, AFIMSC also experienced the growing pains of centralizing such a huge effort under one command in a compressed period of time. The team worked through those transition challenges and focused on closing gaps and seams to ensure commanders and installations had the I&MS capabilities they needed to conduct their missions. In our initial year of operation, we established new communication channels and worked with customers and stakeholders to refine processes and establish clear roles for the future of I&MS delivery. In the year that followed, AFIMSC continued to mature processes and codify them in updated policy, guidance and Air Force Instructions. By the end of FY16, we had

collaborated across every functional community, conducted 52 BPR events that leveraged the perspectives of more than 1,000 Air Force subject matter experts, and standardized 357 processes.

## Our Vision

One team revolutionizing combat support  
... agile, innovative, and networked ...  
warfighters supporting warfighters!

AFIMSC achieved Full Operational Capability in October 2016. The milestone meant we were meeting the requirements of PAD 14-04, which included the ability to prioritize requirements, allocate resources, exercise authorities, execute responsibilities, and communicate and collaborate with supported commanders and their commands. Since FOC, we've continued to transform I&MS capability delivery from an ad hoc collection of efforts into a streamlined enterprise. We call this transformation AFIMSC 2.0. We conducted studies and implementation tests throughout FY17 to help us build our organization for the future. We continue to focus on further innovation and efficiencies as we prepare to implement AFIMSC 2.0 decisions over the course of the next several years.

# AFIMSC

Warfighters supporting warfighters

## Organization

We show our organization chart inverted because it emphasizes our focus on what's most important to our mission execution: supporting commanders and installations in the field. We deliver I&MS products and services across the Air Force enterprise; our detachments serve as the face of AFIMSC to the MAJCOMs with which they're collocated. The detachments are robustly supported by the PSUs and Headquarters, which serve as the execution and integration network driving agile combat support delivery.



## Headquarters

The headquarters consists of the Resources Directorate, Expeditionary Support Directorate, Installation Support Directorate, Special Staff and HQ support functions.

## Special Staff

Eight offices constitute the AFIMSC Special Staff. The chaplain manages tithes and offerings funds, Appropriated Funds Planning, Programming, Budgeting and Execution Cycle management, and personnel and manpower management for the Air Force. The inspector general provides I&MS continual evaluation oversight, MAJCOM inspection support, and coordinates Commanders' Inspection Program requests for Staff Assistance Visits. Public affairs specialists head the

security and policy review program and Air Force common output level standards and review of continuous evaluation reporting for the PA functional community. The offices of information protection, judge advocate, personnel, safety and small business programs also provide support capabilities to the I&MS enterprise.

## Expeditionary Support Directorate

The AFIMSC Expeditionary Support Directorate's mission is to train, equip and deliver agile combat support to warfighting commands. The Plans and Analysis Division provides analysis and evaluation of strategic and operational concepts and plans, focusing on I&MS relevancy. They also develop combat support lessons learned for joint and Air Force I&MS leaders to assist in future decision-making. The Training and Support Division provides functional management and oversight for all mission readiness training, force development, and subject matter expertise across seven I&MS functional areas. The Readiness Division manages operational requirements ranging from Functional Area Managers, Contingency Operations Support, Planning and Readiness System Reporting, and Unit Type Code (UTC) Management for more than 900 core unit type codes.

## Installation Support Directorate

The AFIMSC Installation Support Directorate consists of three divisions. The Installation Engineering Division works closely with the Air Force Civil Engineer Center and AFIMSC detachments to provide installation commanders with effective engineering support. The Protection Services Division conducts physical infrastructure support and coordinates logistics operations activities at 77 installations across the Air Force. The Operations Support Division facilitates enterprise-wide logistics management, cyberspace systems support and information access capabilities. The directorate also serves as the Air Force's lead integrator for the first-responder community including fire and emergency services, explosive ordnance disposal, emergency management and security forces.

## Resources Directorate

Three separate divisions constitute the AFIMSC Resources Directorate. The Financial Management Division provides multifunctional financial management, analysis and services to support Air Force installations worldwide. The Operations Research Division develops mathematical models, performs data analytics, designs experiments, codes simulations, communicates uncertainty and develops data visualization in order to inform decision makers. The Contracting Division works closely with the Air Force Installation Contracting Agency to provide the most efficient, centralized contracting support available to MAJCOMs and installations.

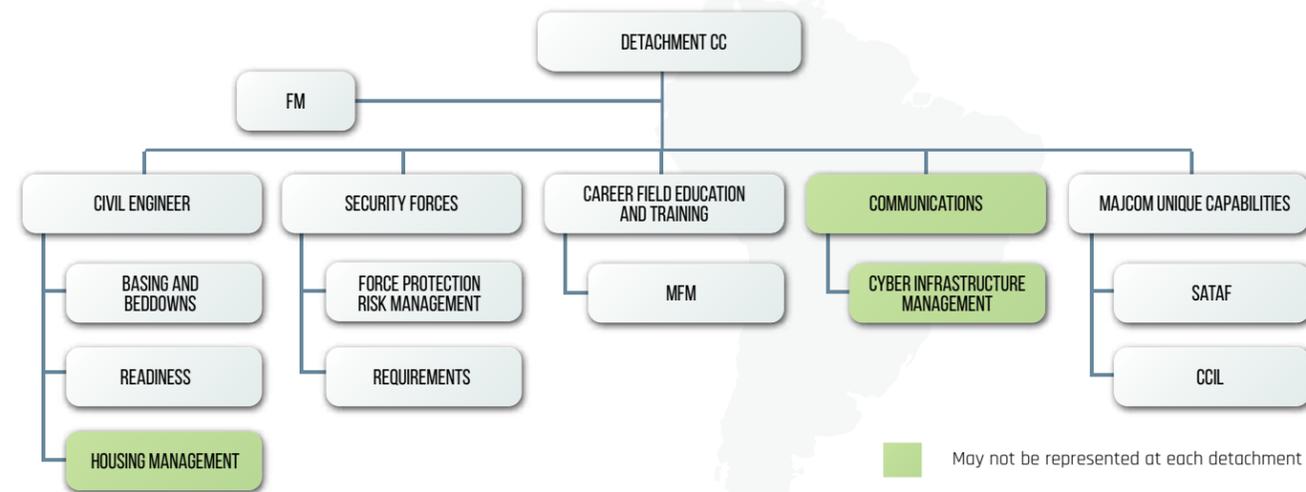
# AFIMSC

## Warfighters supporting warfighters

### Detachments

AFIMSC's 10 detachments serve as on-site support and liaisons between the commands in which they are located and the AFIMSC enterprise. Detachments provide responsive synchronization and management of AFIMSC assets to address command-specific I&MS priorities and concerns.

Detachment	Location	Command Supported
1	Peterson AFB, Colorado	Air Force Space Command
2	Joint Base Pearl Harbor-Hickam, Hawaii	Pacific Air Forces
3	Hurlburt Field, Florida	Air Force Special Operations Command
4	Ramstein Air Base, Germany	U.S. Air Forces in Europe and Air Forces Africa
5	Joint Base Andrews, Maryland	Air Force District of Washington
6	Wright-Patterson AFB, Ohio	Air Force Materiel Command
7	Joint Base San Antonio-Randolph, Texas	Air Education and Training Command
8	Joint Base Langley-Eustis, Virginia	Air Combat Command
9	Scott AFB, Illinois	Air Mobility Command
10	Barksdale AFB, Louisiana	Air Force Global Strike Command



### Primary Subordinate Units (PSUs)

#### Air Force Civil Engineer Center (AFCEC)

AFCEC provides civil engineering expertise and support, including facility investment planning, design and construction, operations support, real property management, energy support, environmental compliance and restoration, readiness and emergency management, and audit assertions, acquisition, and program management.

#### Air Force Financial Management Center of Expertise (FM CoE)

FM CoE delivers financial analysis to Air Force installations and MAJCOMs, helping leadership understand the financial impact of decision alternatives. The center uses a variety of analysis tools, including economic analysis, business case analysis, base realignment and closure/mission change analysis, and A-76 studies.

#### Air Force Financial Services Center (AFFSC)

AFFSC processes and pays temporary duty and permanent change of station travel entitlements for travel outside the Defense Travel System. This includes wounded warrior travel, attaché travel, threatened member travel, travel of families of deceased active duty members, and evacuee travel.

#### Air Force Installation Contracting Agency (AFICA)

AFICA provides acquisition solutions and contract support to the Air Force enterprise, to include business advice and specialized contract support to Air Force MAJCOMs, contracting authority to operational contracting squadrons, and enterprise, regional, and local sourcing solutions.

#### Air Force Security Forces Center (AFSFC)

AFSFC organizes, trains, and equips Air Force security forces worldwide. The center provides expertise in nuclear and non-nuclear weapon system security, physical and information security, integrated base defense, combat arms, law enforcement, antiterrorism and resource protection, and corrections.

#### Air Force Services Activity (AFSVA)

AFSVA delivers services, programs, and activities to build and sustain ready and resilient Airmen and families to include providing food, fitness, child care, lodging and recreation opportunities. The center responds to high-level inquiries, provides technical assistance to the field, and develops programs to support MAJCOM and installation activities.