

AIR FORCE INSTALLATION & MISSION SUPPORT CENTER

STAKEHOLDER REPORT 2017



A MESSAGE FROM THE COMMANDER

Wingmen,

It seems like it was just yesterday the Air Force Installation and Mission Support Center (AFIMSC) reached Full Operational Capability (FOC), however it has now been more than a year. We get so busy supporting Air Force missions or solving the most pressing challenges that we don't often take time to reflect on where we've been and how far we've come. So with the new calendar year, we thought it was time to share what we've been up to, some of our progress, and what we see out in the future.



This document represents our look back at 2017: AFIMSC's first year of FOC. In it we offer some historical context about our inception, summarize some of the hard work that's gone into our globally integrated enterprise, and share some insight into where we think we are going. We certainly have a ton of work ahead, but we're proud of what we've done, and we're really excited about the future!

Please take a minute to read through our inaugural stakeholders report and give us your feedback. I also strongly encourage you to review our Taking Care of Airmen Guide (available here: https://eis.afimsc.us.af.mil/ss/pa/Shared%20Documents/Communication_Resources/Taking_Care_of_Airmen-A_Guide_to_AFIMSC_Resources.pdf), which details I&MS tools and processes at commanders' disposal.

I hope these products highlight how much importance we place on you, our stakeholders, and energize you about the potential of our enterprise. We are 100% focused on you! Thanks for being great Wingmen on this journey.

Maj. Gen. Bradley D. Spacy
Commander

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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 JBASA-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.

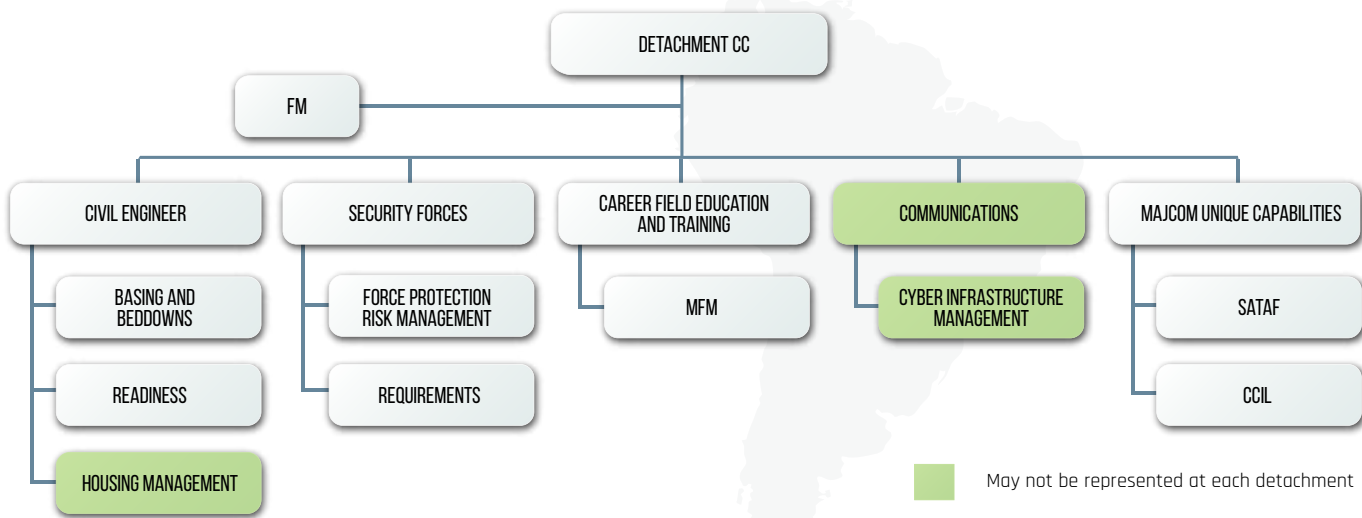
AFIMSC

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.

WHAT WE'VE DONE

2017 in Review

AFIMSC was in its infancy when Maj. Gen. Bradley Spacy took command on July 22, 2016. Under his leadership, AFIMSC focused on executing specific responsibilities and seeking new opportunities to innovate and transform the way we deliver I&MS programs to the Air Force. The center has maintained focus on meeting the Air Force's primary goals while executing more than 150 I&MS capabilities.

"We have the best of the Major Commands combined with the best of the field operating agencies; together they provide an enterprise-wide view the Air Force never had before."

Maj. Gen. Bradley D. Spacy
AFIMSC Commander

These goals are at the forefront of the entire lifecycle of AFIMSC's I&MS capabilities – from planning and programming to budgeting and execution.

Accomplishing these goals and tackling future challenges require new and innovative approaches.

AFIMSC Warfighters have supported every stage of Air Force readiness, from training to deployment to post-deployment activities. This support included:

Building ready and resilient Warfighters remains integral to achieving our goals. To that end, AFIMSC pursued:

- Restoring expeditionary readiness and enhancing lethality Page 14
- Providing extensive support for natural disasters at home Page 15
- Constructing and renovating state-of-the-art, efficient facilities Page 17
- Ensuring faster, safer installation access for authorized individuals Page 18
- Enhancing effectiveness of small arms training ranges Page 19

- Providing trailblazing programs such as Air Force Alpha Warrior. Page 36
- Centralizing and standardizing training opportunities Page 37
- Enhancing spiritual support through chaplain services Page 38
- Ensuring quality housing for Airmen and their families Page 39

Emphasis on innovation is critical to continue improving support delivery methods and opportunities. In 2017, AFIMSC concentrated on:

True to its core function, AFIMSC also focused on making installation and mission support more efficient. This included:

- Building the first enterprise-wide I&MS execution plan Page 26
- Establishing enterprise-wide acquisition strategies Page 27
- Providing economic and business case analyses Page 27
- Establishing the first three-year integrated priority list Page 30

- Transforming the organization to better deliver capabilitiesPage 42
- Enhancing the Installation Health Assessment dashboard Page 44
- Delivering AF-wide support agreements Page 46
- Leading the first I&MS Weapons and Tactics Conference Page 47
- Hosting a Mission Support Leadership Summit Page 48

AIR FORCE PRIORITIES



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.

PROCESSED 1,023
STORM DAMAGE REQUIREMENTS

VALIDATED 440^{STORM}
REQUIREMENTS TOTALING
\$116 MILLION

PROCESSED 8,000
EVACUATION TRAVEL VOUCHERS

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.

VALIDATED 1,150 PROJECTS
FOR FACILITY SUSTAINMENT, RESTORATION
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.

BUILDING EFFICIENCY

PLANNING • FUNDING • EXECUTION

AFIMSC's enterprise-wide view of Air Force installation and mission support creates efficiencies through the consolidation of people, processes and programs. From planning to project funding and execution, we provide full spectrum support, ensuring commanders and Airmen have the tools, training and equipment to execute the mission.

Enterprise-Wide Budgeting



Enterprise-Wide Acquisitions

In 2017, AFICA supported 69 customers throughout the DoD with more than 2,000 contracting actions at a combined ceiling value of \$1.7 billion. The agency made great strides toward a truly enterprise-wide acquisition approach by designing an in-house data analytics capability and laying the groundwork for successful implementation of category management.

69 CUSTOMERS
2,000+ CONTRACTING ACTIONS
\$1.7B COMBINED CEILING VALUE

Economic and Business Case Analyses

The Air Force FM CoE completed 127 major analytical products in support of Air Force resource decisions, including 103 for active Air Force and 24 for Air National Guard and Reserve components. These products included long-term economic and business case analyses – analyzing \$2.1 billion in lifecycle cost alternatives and recommending more than \$1.9 billion in one-time operations and maintenance investments. Projects included Presidential Airlift Recapitalization, the European Deterrence Initiative and the Air Combat Command’s Virtual Warfare Center.

Centralized Budget—First Enterprise-Wide I&MS ExPlan

AFIMSC inherited 10 MAJCOM budgets, all developed with risk in different areas. We developed the first-ever comprehensive and data-driven I&MS budget execution plan (ExPlan). As a result, the Air Force now has an enterprise-wide view of requirements years out and is able to balance and level risk across all mission areas.

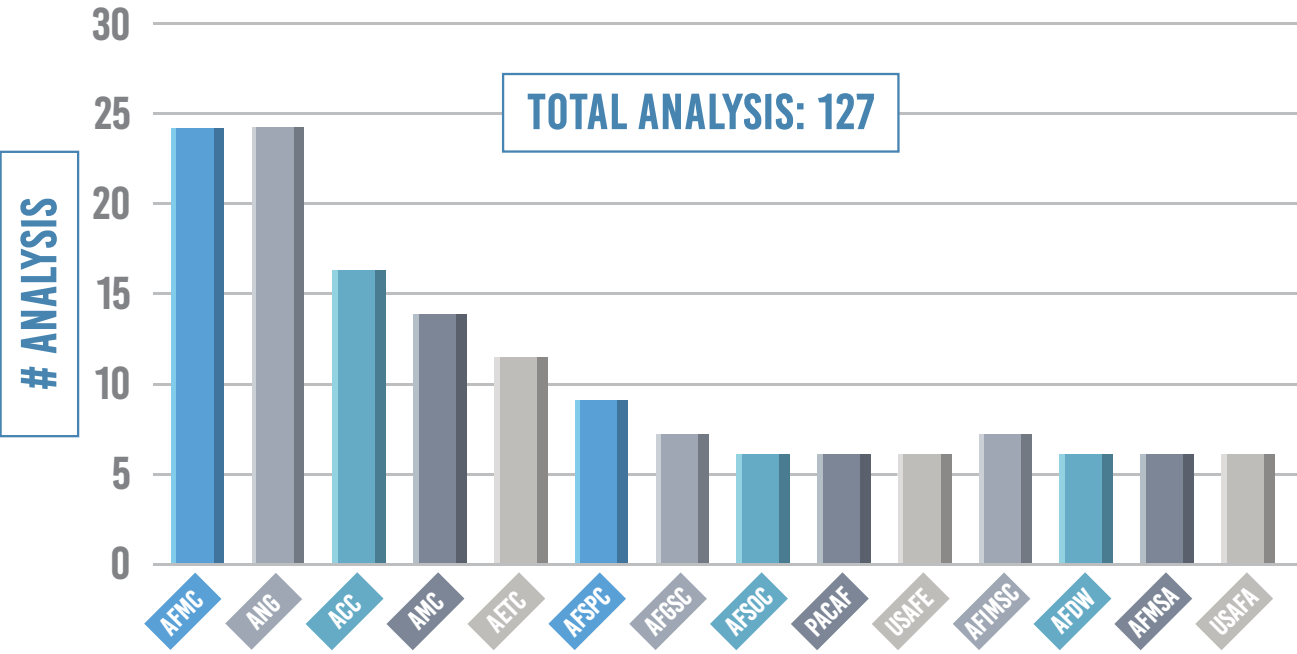
Continuing resolutions continue to lead to uncertainties and delays when planning and budgeting for I&MS requirements. FY18 will be the first year AFIMSC expects to fully leverage benefits from the planning and budgeting improvements now in place.

In spite of continuing resolution challenges and late initial funds distribution, AFIMSC provided management support to installations across

the enterprise in FY17, obligating more than \$5.9 billion to improve infrastructure, execute mission support activities and enhance the quality of life for Warfighters across the service. We exceeded the Office of the Secretary of Defense’s July 31, 2017, obligation mandate of 80 percent, by 4.4 percent. In addition, AFIMSC fully funded most must-pay contracts under the continuing resolution. This would have been unlikely in a traditional scenario where funds were dispersed to each MAJCOM.

In 2017, the Installation Support Directorate improved the civil engineer ExPlan development strategy to reduce the administrative burden on installations. Starting with the FY19 ExPlan, our goal is to prepopulate 80 percent of installation submissions, while the installations update the remainder – typically consisting of new requirements and one-time purchases.

FY17 CLOSED ANALYSIS BY MAJCOM



Category Management

Category management is an approach the federal government is applying to buy smarter, by acting more like a single enterprise. It enables the government to eliminate redundancies, increase efficiency, and deliver more value and savings from the government's acquisition programs. It involves identifying core areas of spend, collectively developing heightened levels of expertise, leveraging shared best practices, and providing acquisition, supply and demand management solutions. In FY17, AFICA led the way for AFIMSC to begin the implementation of category management, making the Air Force the DoD leader in establishing this capability.

AFICA efforts informed the Air Force's appointment of the first-ever Air Force Category Management Accountable Official (the Deputy Under Secretary of the Air Force for Management and Deputy Chief Management Officer), after an extensive education campaign advocating for not only the importance of the initiative but how it would transform the Air Force. Armed with an AFICA-designed governance structure and concept of operations to move forward, HAF accelerated implementation of category management in an effort to revolutionize operational acquisition outcomes across a \$114 billion, five-year spend portfolio.

AFIMSC was the first to appoint two category managers: one each for Category 3.0, security and protection, and 4.0, facilities and construction. These areas began operating under the AFICA-designed category management governance process in March 2017. These appointments triggered a ripple

effect, with the Program Executive Office for Combat and Mission Support taking over Category 2.0, professional services, and the appointment of Brig. Gen. Cameron Holt, AFICA commander, in January 2018 as the provisional manager of Category 1.0, information technology. AFIMSC was a major catalyst pushing this initiative to the forefront of AFMC and Air Force's priorities in support of the Office of Management and Budget's federal mandate. AFICA designed an in-house data analytics capability from the ground up; the primary components are the Business Intelligence Competency Cell and Air Force Business Intelligence Tool. The team effectively laid the groundwork for the successful implementation of category management with thorough and innovative preparation.

In the coming year, the Facilities and Construction and Security and Protection councils will complete Category Intelligence Reports on custodial services, HVAC systems, taxiway and runway paving, security systems and services, and security animals. Senior leadership will review and approve selected recommendations from those reports, which the Air Force will then execute through category execution plans. The Air Force will also establish category councils for Information Technology, Professional Services, Industrial Product and Service, and Transportation and Logistics, a combined portfolio of \$86 billion. Those councils will complete charters and strategic plans and execute Category Intelligence Reports on areas of spend with the most significant opportunities for improvement. The IT council's objective is to optimize cost, capability and compliance; it will partner with Air Force Chief Information Office portfolio managers to support their vertical capabilities of protect, connect, compute and store, enterprise services, and end user devices.

Tracking Cost-Savings

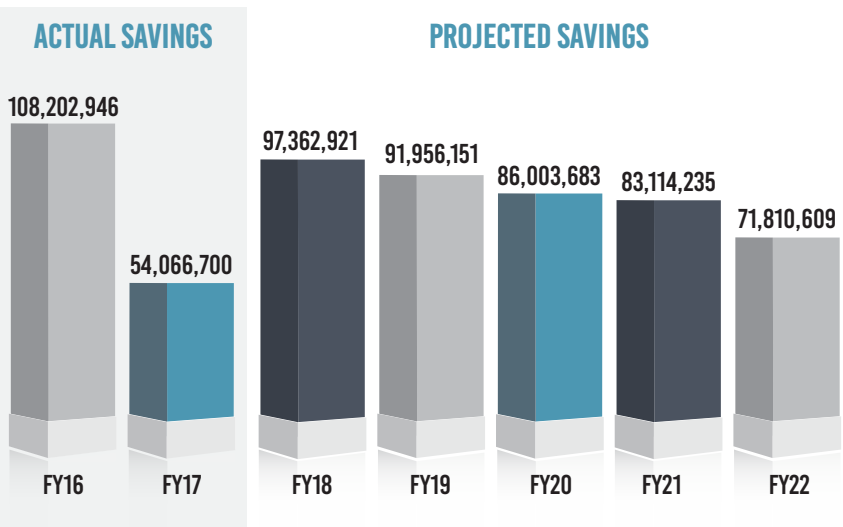
Using its Cost-Savings Tracker (CST), AFICA achieved the goal of more than \$1 billion in validated savings Air Force-wide through enterprise sourcing solutions at all levels only two years after implementation, which was three years ahead of the program's original goal. As of Dec. 31, 2017, the total savings was \$1,099,777,196. The tracker's genesis was the 2016 AFICA Flight Plan, which provides a strategic framework to shape the future of AFICA and the entire operational acquisition community. The plan identified enterprise sourcing as one of four AFICA mission areas and established a goal to save \$1 billion over the next five years. This goal aligns with AFMC's goal to generate \$2 billion in cost savings/avoidance through the end of FY18.

The CST is a SharePoint-based data tool which is used to systematically collect the amount of cost

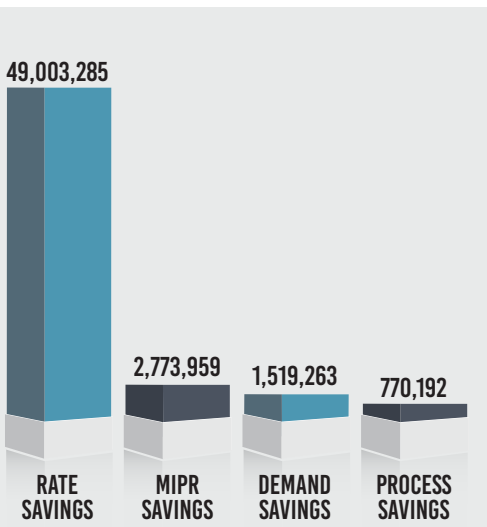
savings operational contracting units achieve through application of sound analytic practices, strategic sourcing principles and business acumen. The goal of the CST is to compel change in Air Force culture from one of merely budget execution to strategic cost management across the enterprise, while changing the operational acquisition community focus to Air Force operating cost reductions.

The savings total through the end of 2017 comprises 1,387 submissions from more than 40 units captured by rate, process and demand savings. This structure enables tailored reporting to wings, MAJCOMs, Air Force, DoD, and Federal Category Managers, as required by the Office of Management and Budget. More importantly, the budgetary savings were re-purposed for other mission critical requirements.

Savings by Fiscal Year



Savings Type (FY17)



Three-Year Integrated Priority List

AFIMSC's enterprise-wide view of I&MS requirements provided an opportunity to better define funding needs for planning, design and execution of requirements. This helps reduce the impact of under-obligating a current fiscal year's Combined Tasking Order (CTO) while increasing the number of future projects eligible for funding in the next fiscal year. This helps meet the 80/20 annual goal and end-of-year emergency obligation drills, and eliminates the need for unfunded requirements lists. This program nearly doubled the visibility of requirements from \$4 billion to \$8 billion and allowed the enterprise to posture more

than 3,700 priority requirements. In addition, sustainment management system data is now allowing identification of requirements up to nine years in advance.

BETTER VISIBILITY OF REQUIREMENTS
\$4 BILLION -> \$8 BILLION
POSTURED **3,700**
PRIORITY REQUIREMENTS

Travel Reimbursements

AFFSC paid 253,000 active-duty, reserve and civilian travelers during FY17. In addition to its day-to-day mission, the team also supported more than 8,000 evacuation travel claims from four disaster-impacted installations. The

emergency support was provided in the midst of a historic 41-percent increase in summer workload due to permanent change of duty station travel activities.



CIVIL ENGINEER EQUIPMENT
CONSOLIDATION AT GRISSOM
AIR RESERVE BASE, INDIANA
\$38.5 MILLION IN EQUIPMENT
TRANSITIONED **528** UTCs
IMPROVED RELIABILITY FROM **30 TO 95%**
AVERAGE READY-TO-SHIP TIME: **4.5 HOURS**

SECURITY FORCES EQUIPMENT
CONSOLIDATION AT FORT BLISS, TEXAS
\$45 MILLION IN EQUIPMENT
TRANSITIONED **937** UNIT TYPE CODES
DELETED **600** UTCs
CREATED **409** UTCs

Centralized Equipment

In addition to centralizing management and building standard operating procedures, AFIMSC focused on standardizing and centralizing equipment by executing the logistics detail (LOGDET) consolidation of security forces and civil engineer equipment.

UTC management personnel and respective FAMs identified equipment and helped facilitate moves valued at \$83.5 million by overseeing the transition of 937 UTCs from MAJCOMs to Air Force Materiel Command. The team helped right-size the security forces LOGDET, assisting the AFSFC in consolidating all of its \$45 million in equipment at AFSFC's Desert Defender Ground Combat Readiness Training Center at Fort Bliss, Texas. This equipment included various weapons, tactical vest, riot gear, tents and sand bags. During this process, AFSFC deleted more than 600 UTCs that were multi-purposed and not built for

relevant capabilities, while creating 409 new UTCs. This consolidation allows the Air Force to quickly provide light, lean, lethal personnel and equipment packages to meet combatant commander requirements within required operational timelines.

AFIMSC also helped consolidate most civil engineer LOGDET, consisting of 528 UTCs valued at \$38.5 million, at Grissom Air Reserve Base, Indiana. Some of the UTCs included base bed-down and sustainment kits, engineer and firefighter tool kits, radios, and night vision goggles. This consolidation initiative improved reliability from 30 to 95 percent. To date, 13 team kits have been forward-deployed to operational areas of responsibility and seven team kits were deployed or returned for exercises with an average ready-to-ship time of 4.5 hours from notification.

Centralized Staffing

To enhance functional management and mission readiness training processes and execution, AFIMSC centralized I&MS MAJCOM functional managers at our Headquarters, reducing manpower from 98 to 46 MFMs. We also maintained these staff functions at Detachments 2 and 4 to support Pacific Air Forces and U.S. Air Forces in Europe, respectively.

In addition to providing MFMs an enterprise-wide view of their respective functional communities, centralization presented opportunities to synchronize MFM and FAM efforts, with the number of FAMs being reduced from 154 to 23. MFMs and FAMs from each of the career fields in the I&MS portfolio were collocated within the same workspaces to encourage collaboration. Collocation enabled the development of standard best practices and processes to effectively and efficiently support commanders and warfighters.

AFIMSC also consolidated many shared services in such areas as public affairs and human resources support. The HQ Personnel Division consolidated all human resource functions across the Center, its PSUs and detachments into three divisions. AFIMSC and AFCEC public affairs professionals consolidated into one unit, supporting all of our functions and offices.

These services allow us to more effectively and efficiently support the field and its more than 3,000 employees, while standardizing and streamlining processes, eliminating duplication of effort and gaining efficiencies.



Air Force Common Output Level Standards (AFCOLS)

The AFCOLS program brings consistency in I&MS service delivery across installations, provides a common understanding of support as related to funding, and enables more informed planning, programming and resourcing decisions. This is accomplished through the annual change process, setting the levels for each function once a year and reviewing the performance twice a year.

The AFCOLS Annual Change Process resulted

in significant changes for the installations in the form of a 30 percent reduction in the number of metrics collected. This reduction is estimated to save each installation 165 man-hours annually. The process evaluated 27 of the 44 AFCOLS functions and recommended removal of 57 underlying metrics. Integrated Solid Waste and Utilities were completely removed in FY17 due to their “must fund” status in an effort to reduce the reporting requirements on the installations for these functional areas.

Asset Visibility

AFCEC Asset Visibility Teams directly supported 17 bases in developing and validating project requirements. They trained base personnel on executing in-house assessments, standardized assessment ratings for data quality assurance, and provided instruction on using the sustainment management systems to identify, scope and validate infrastructure requirements. Teaming with base engineers, subactivity management plan managers helped reduce near-term project costs by over \$200 million and cut lifecycle costs to the civil engineer enterprise by more than \$100 million.



Other Achievements:

- AFICA replaced more than 78 full source selections with task order type contracts, reducing the cycle time from up to 12 months per action per base to 60-90 days.
- AFICA established a Federal Acquisition Regulation 16.5 High Performing Team that led an initiative to replace all lengthy FAR 15-based task order competitions with abbreviated FAR 16.5-based procedures, reducing requirements development and task order completion duration from more than six months to merely days.
- AFFSC improved travel payment efficiency by 5 percent through employee-submitted ideas.
- AFFSC migrated multiple legacy Pacific Air Forces Reserve Travel Systems accounting databases to the Defense Enterprise Accounting and Management System.
- AFCEC processed 1,100 real estate transactions, renewed 331 expired grants, provided \$1.75 million in funding for acquisition, appraisal, survey and disposal, and conducted 128 installation site visits for Financial Improvement and Audit Readiness to further boost installation efficiency.
- AFCEC’s Base Realignment and Closure program transferred 930 acres back to local communities, bringing the total acreage transferred in the legacy BRAC portfolio to 86,093.
- AFSFC established the air operations division and combined small unmanned aircraft systems and counter-small unmanned aircraft systems into one division in a system of systems approach.

DEVELOPING WARFIGHTERS

PHYSICAL • MENTAL • SOCIAL • SPIRITUAL

AFIMSC takes a holistic approach to supporting the development of Warfighters, focusing on the Comprehensive Airman Fitness pillars of physical, mental, social and spiritual needs to build effective and resilient Airmen and families.

2017 Alpha Warrior

"Start with a college strength program, add in training, mental, physical, spiritual components for Airmen to reach success. Not just success, but the best version possible. Now take them to the battlefield; they're at their peak of physical, mental, spiritual training. They are combat ready."

Bennie Wylie
Alpha Warrior Pro Trainer

70 BATTLE STATIONS

15 BATTLE RIGS

15 REGIONAL COMPETITIONS

43 FINAL COMPETITORS

Recognizing popular fitness trends, AFSVA partnered with Alpha Warrior to deliver customized fitness apparatus, similar to the "American Ninja Warrior" television show, which enhanced the physical fitness of Airmen. Celebrity athletes from the series visited 41 installations as part of the 2017 Alpha Warrior Celebrity Meet and Greet and Familiarization Tour.

AFSVA purchased 15 battle rigs for regional competitions and 70 battle stations for Air Force-led installations around the world. The top male and female competitor from each of 15 regional competitions and the top 10 males and females with the best runs were sent to San Antonio, Texas, to compete in the program's first final battle Nov. 11, 2017.

Centralized Training

In FY17, all I&MS training became centrally managed by AFIMSC under one account, giving the flexibility to adjust training quota allocations and prioritize emergent training needs enterprise-wide.

Civil engineer contingency training and all Silver Flag requirements also became centrally funded with an annual budget of \$6.5 million. Centralization resolved base-level funding priority issues that previously impacted attendance to this critical deployment readiness training. AFIMSC planned and executed an annual budget sufficient to cover

all student travel costs associated with training courses. An Automated Readiness Information System is used for course registration and travel cost estimates. For all force support and civil engineer Silver Flag requirements, the centralized scheduling function allows force support and civil engineer squadrons entering their deployment window to obtain the required class seats, while increasing fill rates and eliminating class cancellations. Up to 6,500 personnel are now able to receive this contingency mission-ready training.



\$6.5 MILLION
ANNUAL SILVER FLAG AND
CIVIL ENGINEER
CONTINGENCY TRAINING
BUDGET

6,500 PERSONNEL
RECEIVED CONTINGENCY
MISSION READY TRAINING

24-Hour Fitness Access

In support of developing physically fit, resilient Airmen, AFSVA delivered around-the-clock fitness access capability at 85 installations. This has allowed Airmen and their families to make time for exercise when it's most convenient for them. The initiative wrapped up in July 2017 at a cost of approximately \$5.4 million.

85 INSTALLATIONS / \$8.2 MILLION IN EQUIPMENT



Centralized Fitness Equipment Purchases

Along with access to fitness facilities, access to safe and serviceable equipment at those locations is paramount. AFSVA centrally purchased \$8.2 million in fitness equipment for 85 Air Force fitness and sport centers, saving money through a mass purchase and ensuring standard quality and warranty support.

Spiritual Resiliency

This year marked the first time the chaplains enjoyed an enterprise-wide view of their program, allowing them to standardize support offerings and better prioritize requirements. It also marked the first centralized distribution of chaplain program funds from AFIMSC.

AFIMSC's enterprise-wide view led to a better understanding and measurement of chaplain services and the development of new AFCOLS and the risks associated with different AFCOLS. In addition, chaplain-contracted services were also standardized. We collaborated with Air Force contracting and legal offices to develop

standardized contract performance work statements and quality assurance surveillance plans for music services and religious education across the force.

AFIMSC also became the FAM for deployments, removing the workload from Air Force Personnel Center and reducing the MAJCOM chaplain program workload. Central management means deployed commanders have a one-stop service for the personnel needed to provide spiritual support in their areas of responsibility.

Quality Housing for Airmen

AFCEC ensured quality housing for Airmen and their families. The housing privatization portfolio had 55,319 units online, including 22,011 new units and 12,485 renovated units. Two restructures were completed, resulting in a total upward adjustment of \$80.1 million.



Other Achievements

- AFSVA collaborated with DoD and other military services child and youth program representatives to develop a web-based inspection system and six sets of standardized criteria for the evaluation of child and youth programs. AFSVA conducted four inspections in FY17 using the new system.
- AFSVA conducted 19 installation visits and 22 "fireside chats" to improve force support squadrons' financial statuses and resolve deficiencies.
- AFSVA implemented the Commanders' Nonappropriated Fund Sustainment Program and trained 400 installation Warfighters on how to identify and resolve activities and morale, welfare and recreation funds that are not meeting Air Force financial goals.
- AFSVA allocated \$7.6 million to Air Force installations in support of Recharge for Resiliency programs.
- AFSVA increased Air Force family childcare deployment support to 48 hours of care per child prior to deployment, during deployment or after deployment instead of the previous 16 hours.
- AFSVA provided free bowling sessions to 45,000 children through the Kids Bowl Free program and sold 5,000 family passes.
- AFSVA delivered 90 performances to 53 CONUS installations as part of the centrally contracted entertainment program in 2017.
- AFIMSC guided installation chaplain programs to a 110 percent obligation rate for FY17. For the first time, the Chaplain Finance Branch had the enterprise-wide sight picture for chaplain program appropriated fund execution and began targeted education of wing financial managers on proper lines of accounting, which culminated in an FY18 budget build that accurately represented needed chaplain program funding levels across the Air Force.
- AFIMSC increased program awareness for the Civilian Developmental Education and Civilian Strategic Leader Program, increasing participation by 300 percent. Eighty-nine AFIMSC employees were selected to attend CDE opportunities in 2018.
- AFICA established a High Performing Workplace Team composed of members at all AFICA levels to specifically target problem areas within the workforce and resolve them in a concerted manner.

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.

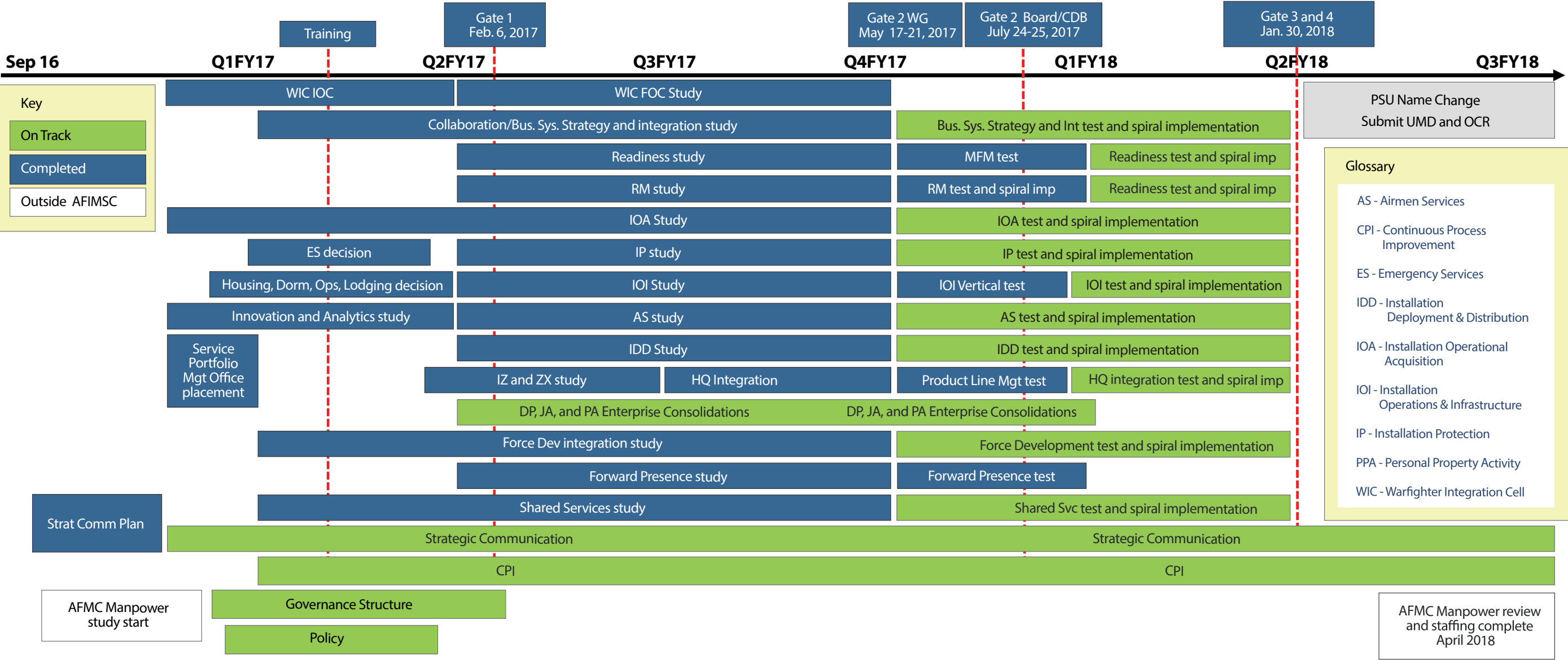
The 2.0 team established four decision gates to divide the process into manageable phases. Over 13 months, 285 experts executed 19 studies and delivered 48 courses of action (COAs). These COAs included recommendations on how to best vertically realign positions to ensure PSUs focus on execution work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

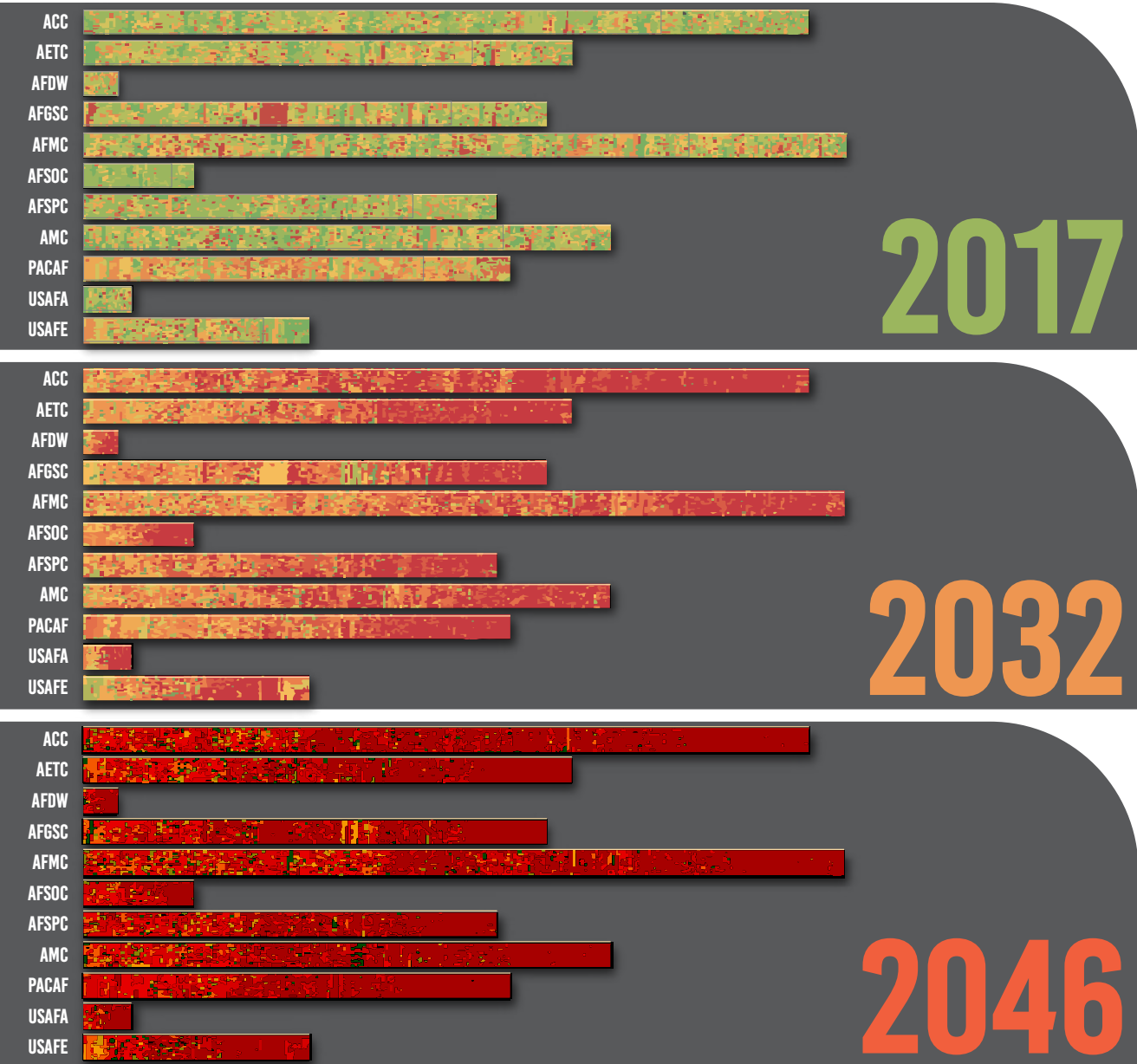
We launched several initiatives, but could not implement everything discovered in the AFIMSC 2.0 process. We learned a lot along the way and the innovation moves ahead with results rolling out over the next 13 months. We look forward to highlighting our progress in future reports, as AFIMSC continuously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

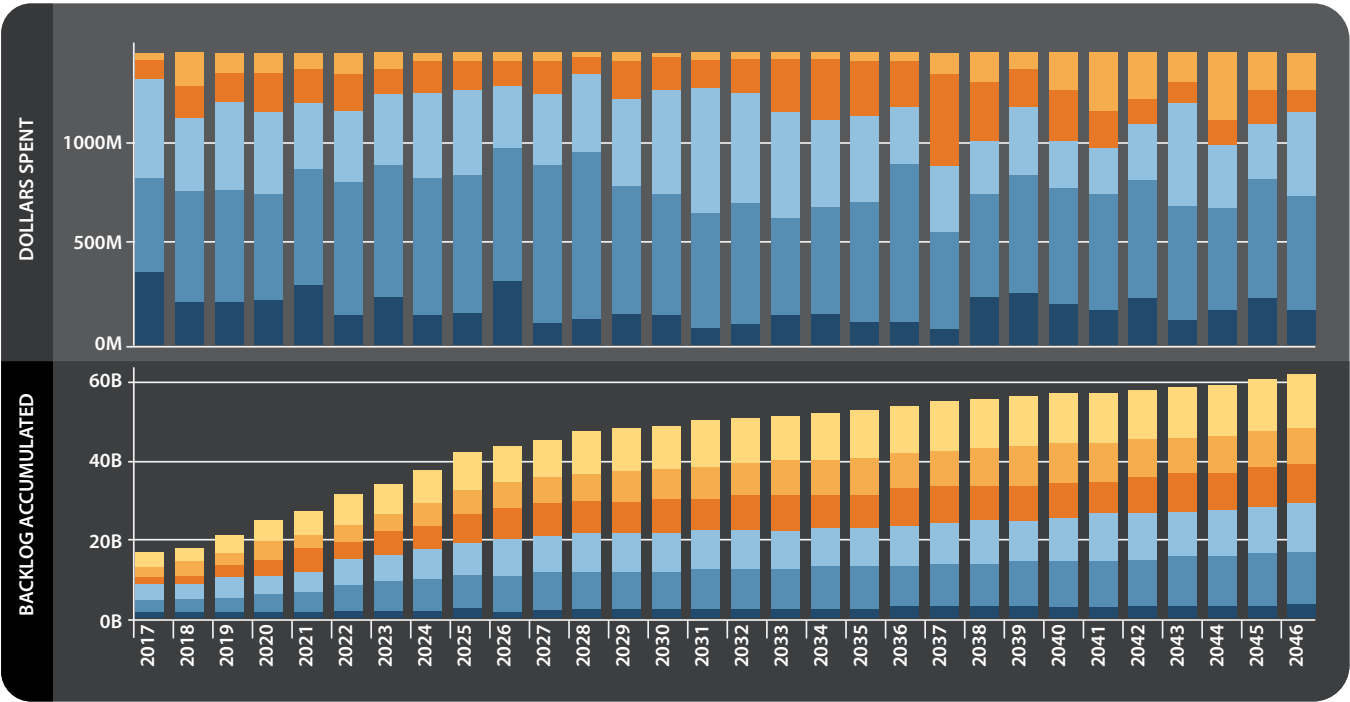
The IHA evaluates data from a variety of tools that provide a complete I&MS picture depicting performance, facilities sustainment, recapitalization and risks to the mission and force. The IHA dashboard achieved initial operating capability in January 2017. From the 22 missions in the I&MS portfolio, 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...?"

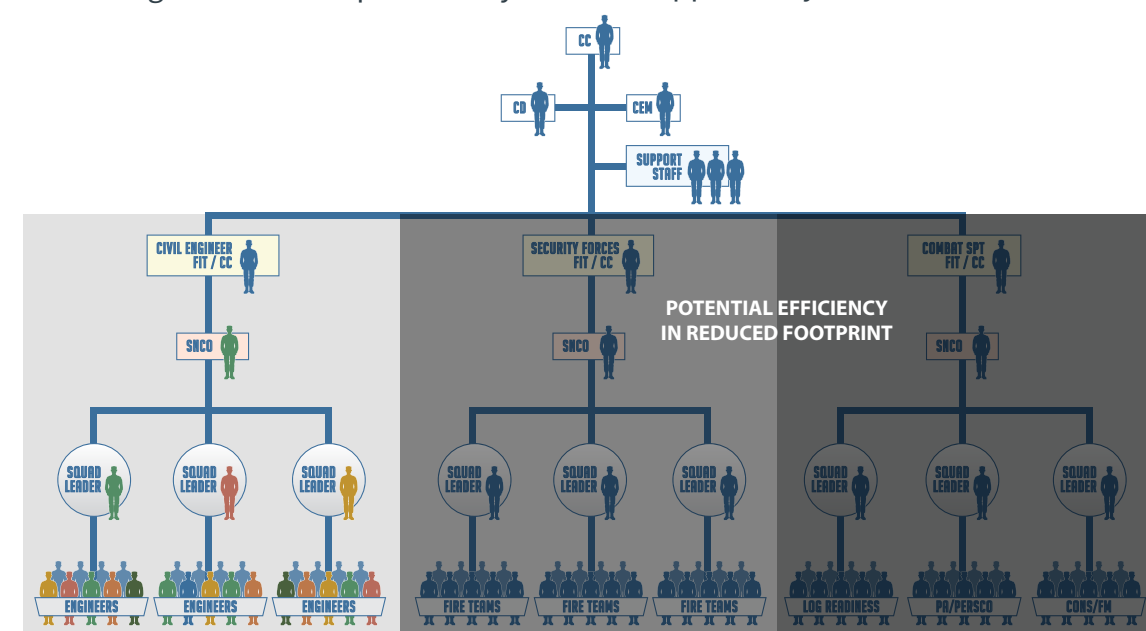
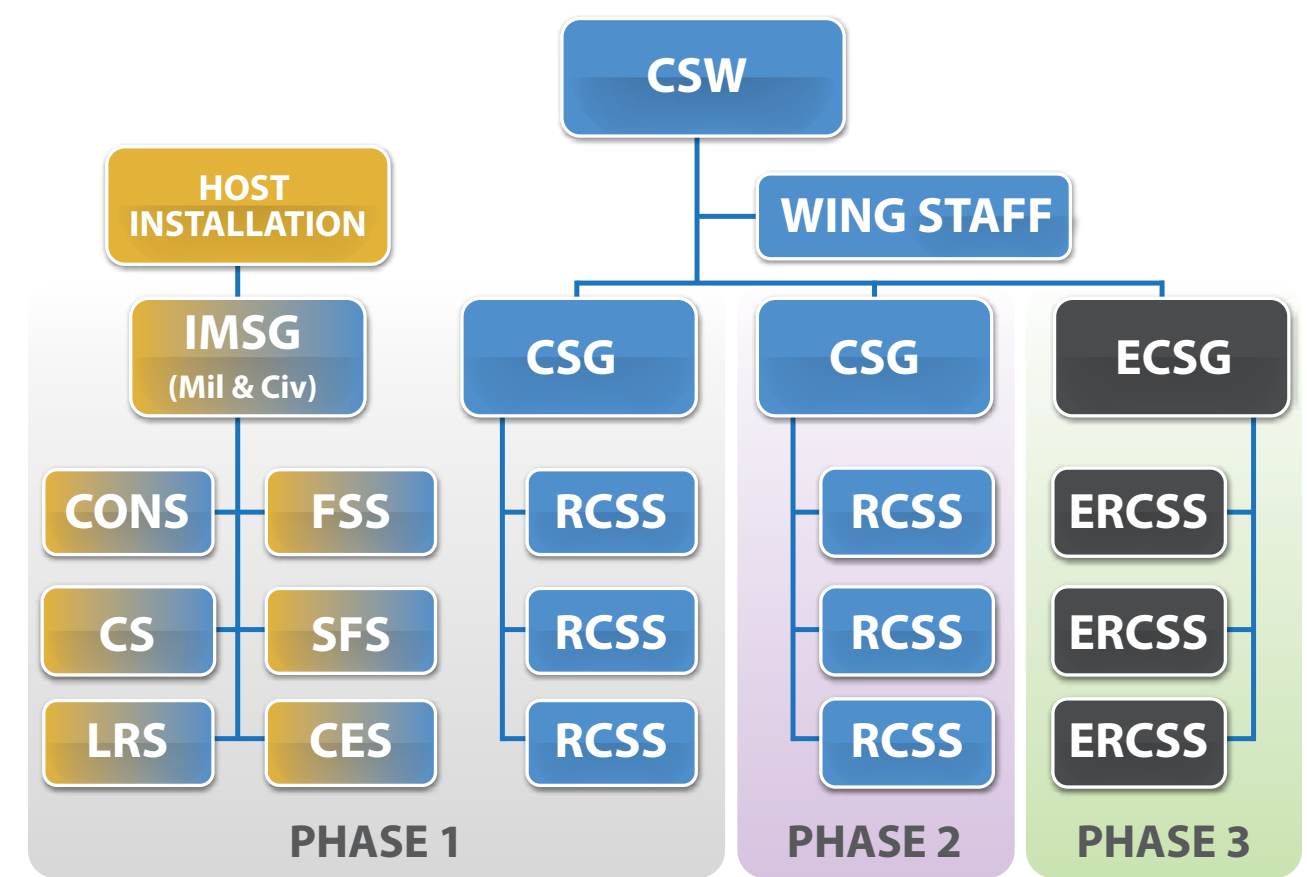


Figure 1.

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.

MAJCOM-SPECIFIC SUPPORT

BUILDING EFFICIENCY AND COST EFFECTIVENESS



Our detachments are the face of AFIMSC and boots-on-the-ground at the MAJCOMS and DRUs we directly support. Their forward presence provides critical I&MS capabilities delivery at those commands and connects the AFIMSC enterprise to our customers in the field.

Detachment 1 supporting Air Force Space Command



Highlights

AFIMSC Detachment 1 plays a crucial role in seeking the most effective and efficient means in which to support unique and diverse space missions. “Our defense efforts must be agile and adaptable to assess threat conditions in order to anticipate, deter, detect and defeat those threats that may influence a secure operating environment,” said Gen. John E. Hyten, U.S. Strategic Command commander and former AFSPC commander. The AFSPC mission continues to grow as emerging weapons systems come on board and mission partners attain operational status. Michael Reiber of Detachment 1 monitors six major operating bases and 63 geographically separated units and electronic security systems. He works directly with both the Air Force Life Cycle Management Center and Air Force Security Forces Center to develop and execute electronic security systems installation and upgrade requirements across AFSPC. Reiber works with wing personnel to educate end users on sensor performance and advocate for system support, supporting requirements and contract language development, technical evaluations of proposals, design reviews and installations, and test and turnover. This past year, the team supported 13 electronic security projects in various levels of completion, totaling almost \$56 million. Understanding equipment capabilities and limits and local environments from the Arctic to the tropics, mission systems and threats provide invaluable insight to electronic security system requirements development.

Other accomplishments

- Financial management provided weekly monitoring of AFSPC FY17 wing execution rates to achieve a 100-percent obligation rate on Sept. 30, 2017. AFSPC installations executed more than \$345 million of Air Force Civil Engineer Center and AFIMSC funding in FY17.
- Emergency Services supported natural disaster recovery efforts at Peterson AFB, Colorado, Vandenberg AFB, California, and Patrick AFB, Florida. Detachment 1 staff worked diligently with wings and AFIMSC by executing \$31 million in FY17 for restoration and recovery efforts resulting from hail, fires, hurricanes and windstorms.
- Supported Emergency Management activities at seven AFSPC Installations, two launch ranges and nine GSUs providing space and cyberspace capabilities around the world. EM staff provided constant engagement on operational and policy issues, collaborating with flights, AFCEC and AFIMSC staff ensuring preparedness for more than 30,000 AFSPC members.
- Liaised with AFSPC and Vandenberg AFB for short- and long-term communications infrastructure repair and replacement by coordinating support to affect immediate repairs following a devastating launch range fire. This enabled resumption of space launch activities within 45 days of fire.
- Completed Cape Canaveral and NASA install supporting the enhanced expendable launch vehicle program to develop unique standards and meet assured access to space goals.
- Provided Explosive Ordnance Disposal Staff Assistance Visits to the 45th, 30th and 21st Space Wings’ EOD flights with focus on equipment accountability and maintenance standards.
- Served as Civil Engineer lead for 15 AFSPC strategic basing initiatives; garnered Secretary of the Air Force approval for three actions.
- Developed eight Fire Emergency Services vehicle variance justifications for five flights and coordinated approval with the 441st Vehicle Support Chain Operations Squadron at Joint Base Langley-Eustis, Virginia, and AFCEC during the enterprise-wide vehicle validation and realignment process.
- Successfully consolidated, centralized and standardized seven AFSPC GeoBase web servers that support 35 sites.

Detachment 2 supporting Pacific Air Forces



Highlights

AFIMSC Detachment 2’s many missions in support of Pacific Air Forces include facilities planning and programming for bilateral military exercises at Royal Australian Air Force Bases Darwin and Tindal. A particular area of emphasis was the integration of fuel facilities using a U.S. standard design for cut-and-cover bulk fuel storage at both installations, based on similar U.S. facilities in PACAF. Australian acceptance of the cut-and-cover design presented a challenge as it had never been attempted before in that nation and there were no Australian Defence or commercial storage facilities available to visit. To address the challenge, Detachment 2 team members escorted a team of RAAF personnel on a comprehensive tour of the fuel tank storage and distribution systems at Misawa Air Base, Japan. RAAF personnel were very impressed with the system reliability, redundancy, ease of maintenance and sustainability. After the visit, our Australian partners agreed to move forward with the cut-and-cover design.

Other Accomplishments

- Processed 14,000 Individual Antiterrorism Plans mandated by the commander of the Pacific Air Forces Command for all foreign travel, with 136 of those requiring staffing for flag officer approval.
- Framed critical force protection plans during 15 theater security cooperation and building partnership capacity events.
- Synced and coordinated a 10-year outdated memorandum of agreement with the Royal Thai Navy and Joint U.S. Military Advisory Group to secure PACAF assets.
- Organized 36 PACAF threat working groups and crafted mitigation plans for nine installations, executing the PACAF and U.S. Pacific Command mission.
- Championed Cope North Security Forces field training exercise for Australia, Japan and DoD, which honed command and control tactics, techniques and procedures for the largest security forces combined and joint event in theater.
- Led security forces exchange with seven nations, which bolstered security ties. The PACAF deputy commander lauded the program as being key to growing partner countries.
- Established the standard for resilient fuel systems in PACAF area of responsibility and developed \$35.2 million infrastructure repair plans to ensure sustainability of critical fuel nodes.
- Directed 49 U.S. Secret Service and Very Important Persons Protection Support taskings involving 98 personnel and 27,000 man-hours to safeguard the president, first family, vice president and 43 Pacific leaders.
- Managed military construction and operations and maintenance project planning and programming to overhaul 1,789 government-owned military family housing units across Japan, Korea and Guam, plus \$26 million in infrastructure upgrades to improve quality of life for thousands of Airmen and their family members, while also contributing to military readiness.
- Planned and coordinated a 13,557-room dorm update to support the PACAF Dorm Master Plan. The Detachment 2 team gathered the most up-to-date building conditions to generate a comprehensive sustainment and investment plan for the Air Force.

Detachment 3 supporting Air Force Special Operations Command



Highlights

The Detachment 3 innovation team and Air Force Special Operations Command it supports recognized the need to improve. The detachment team developed a major command supplement to Air Force Manual 32-1084, Facility Requirements and e-Tool, to establish accurate and scalable facility requirements for Special Operations Forces' unique weapon systems.

The AFSOC supplement and Toolkit to the manual offers simple selection inputs, resulting in near-instant validated facility requirements, notional manpower and rough order of magnitude costs. Real-world use of the supplement and e-tool saved Airmen time and money by accurately estimating costs for relocation of the 352nd Special Operations Wing from Royal Air Force Mildenhall, England, to Spangdahlem AB, Germany; bed-down of CV-22s at Yokota AB, Japan; and facility upgrades for the 353rd Special Operations Group at Kadena AB, Japan.

Other Accomplishments

- Supported Headquarters U.S. Air Forces in Europe-led Site Activation Task Force to relocate 352nd SOW from RAF Mildenhall to Spangdahlem AB.
- Completed AC-130J recapitalization intra-MAJCOM study to support \$5.5 billion program.
- Detachment 3 security forces developed a multi-step plan to close shortfalls in advanced designated marksman training UTC requirements by gaining Air Force Security Forces Center approval to teach the course at home station instead of the regional training center.
- Developed an interim facility solution for the C-146A Weapon System Trainer at Hurlburt Field, Florida, an AFSOC commander's priority initiative that will allow AFSOC to discontinue a \$2 million-per-year commercial training program.
- Financial managers worked with the AFIMSC Resources Directorate team and AFSOC installation comptrollers to execute financial requirements throughout FY17 and garnered \$7.45 million in additional funding for small sustainment, resiliency program, overseas contingency operations and Commander in Chief's Installation Excellence Award, and \$8.8 million for facility projects. During FY17 end-of-year, AFSOC received \$3.5 million for wing commanders' top priorities (Hurlburt Field, \$1.4 million, Cannon AFB, New Mexico, \$1.6 million, and 66th Air Operations Squadron at Pope Army Airfield, North Carolina, \$477,100).
- Supported AFSOC A4 Summit held at Hurlburt Field and attended by AFSOC mission support group commanders, squadron commanders and chiefs for civil engineers, logistics, security forces and maintenance personnel.
- Capt. Jason Sawyers excelled as the continuous process improvement learning and development team lead and chartered to institutionalize CPI within AFIMSC by training CPI practitioners. He established practical problem-solving method training for AFIMSC newcomers and developed a CPI training plan for AFIMSC.
- Supported 27th SOW Area Development Plan to address facility and infrastructure deficiencies by conducting interviews and data collection with 27th SOW personnel and reviewing contractor submittals.

Detachment 4 supporting U. S. Air Forces In Europe



Highlights

Detachment 4 managed \$497 million across U.S. Air Forces in Europe-Air Forces Africa in FY17, spanning 104 countries and 71 geographically separated units across Europe and Africa. Through deliberate planning and a phased approach to managing information technology services, the communications division oversaw a combined \$21 billion in IT services and infrastructure across the USAFE theater.

Detachment 4's civil engineers oversaw an \$18 billion physical plant in FY17 across the command. The CE division directs long-range planning and execution of more than \$1 billion in basing actions in 56 countries supporting the North Atlantic Treaty Organization and U.S. objectives. The CE team also created a tracking mechanism for all explosive ordnance device personnel in USAFE-AFAFRICA, sorted by specialized training courses. This enables Detachment 4's subject matter experts to have immediate visibility on which personnel require training, significantly reducing the time required to match personnel against training slots. This tool has been adopted and modified by the Expeditionary Support Directorate at HQ AFIMSC to track EOD personnel training enterprise-wide.

Other Accomplishments

- \$2.4 million in wing commander's number one unfunded requirements.
- \$2.6 million got Aviano Air Base, Italy, land mobile radio replacement and upgrades, resolving a two-year-old issue of aged equipment.
- \$2 million for an Incirlik AB, Turkey, lease shortfall.
- \$1.9 million for Air Force Civil Engineer Center combined tasking order project at Ramstein AB, Germany, Moron Air Base, Spain, Lajes Field, Portugal, and Royal Air Force Lakenheath, England.
- Executed \$3.8 million in European Infrastructure Consolidation projects and \$54 million in European Reassurance Initiative projects.
- Funded \$66 million in overseas contingency operations requirements throughout FY17.
- Executed \$538,000 for USAFE's Space and Naval Warfare Systems Command contract for electronic security systems.
- Led USAFE cyber engineering and installation project management for 54 planners, which involved engineering solutions and advocating funding for 63,000 personnel.
- Managed execution of 56 cyber projects; mapped \$9.9 million in IT requirements for support of the \$112 million F-35A bed-down program to ready USAFE for its first squadron of fifth generation aircraft.
- Managed USAFE FY19 existing mission MILCON program composed of 47 projects and \$1 billion in requirements across five countries, enabling three MILCON projects postured for funding in Future Year Defense Program.
- Oversaw a \$114 million FSRM program, validating and advocating for 485 projects across 11 installations.
- Formulated a \$1.2 million MAJCOM blanket purchase agreement contract that streamlined safety gear requirements for 1,000 firefighters and 13 bases across USAFE, saving \$290,000 in FY17.
- Acquired 11 new EOD response vehicles providing dual response capabilities, effectively allowing one on-base team and one off-base team to respond at the same time.

Detachment 5 supporting Air Force District of Washington



Highlights

AFIMSC Detachment 5 delivers agile installation and mission support across the Air Force District of Washington enterprise and is the designated single Air Force voice for planning and implementing Air Force and joint solutions concerning the National Capital Region. Engineers plan and prepare for significant management in the NCR, supporting senior leader and continuity of government. Detachment 5 engineers deliver airfield and base infrastructure support, response and staging of forces at Joint Base Andrews, Maryland, aerospace control, and defense over the NCR and president of the United States support activity missions, which ensure the safety and protection of the president and other senior leaders. The detachment orchestrated future recapitalization of Joint Base Andrews’ critical airfield infrastructure and led a \$300 million military construction planning and programming effort to support bed-down of the Presidential Aircraft Recapitalization Program. Detachment 5 safeguarded a \$13 million, 21-point firing range MILCON project, securing a future training facility for DoD and interagency personnel across the NCR. Detachment 5 also teamed up with the Air Force Financial Management Center of Expertise to steer an economic analysis effort and determine the most systematic solution to design a new \$13 million child development center construction project.

Other Accomplishments

- Directed MILCON planning and programming strategy in support of the more than \$300 million Presidential Aircraft Recapitalization Program.
- Executed a wetlands and stream mitigation bank, the first of its kind in the Air Force, which established standard processes to offset wetlands destruction on Air Force bases.
- Obtained Secretary of the Air Force Installations, Environment and Energy approval for a four-phase, \$129 million taxiway reconstruction at Joint Base Andrews.
- Synchronized major efforts to enable funding for a \$66 million east runway and airfield drainage project for the 113th Wing and District of Columbia Air National Guard and supported multiple construction projects including a \$50 million communications center consolidation, a \$13 million 21-point enclosed firing range and a \$13 million child development center.
- Advocated for repair of an electrical substation reprogramming effort, which safeguarded a \$16.2 million operations and maintenance funded project and achieved re-approval by SAF Installations, Environment and Energy.
- Supported one of the largest air shows in the Air Force at Joint Base Andrews, which showcases the Air Force to thousands of people in the National Capital Region.
- Delivered significant support to the 11th Wing during the financial year-end closeout. Detachment 5’s budget analyst was personally responsible for AFDW achieving a more than 99-percent obligation rate.
- Assisted AFDW in assuming control and responsibility for the operations and maintenance of the Air Force Memorial from Air Force Association, which guarantees this national monument in the NCR will be sustained for generations to come.

Detachment 6 supporting Air Force Materiel Command



Highlights

Detachment 6 provides I&MS support to the Air Force Materiel Command and its nine host bases.

In FY17, Detachment 6 achieved a significant accomplishment by rectifying a major programmatic funding shortfall of \$59 million per year across the Future Year Defense Program, totaling \$300 million. This benchmark event had not been accomplished for the command since September 2011.

Improving communications and technology were critical focus areas for Detachment 6 in FY17. The team effectively managed the AFMC Defense Information Systems Agency’s \$67 million information technology portfolio, directly supporting the warfighter. As part of their support, the detachment garnered \$9.2 million in funding for 11 critical cyber infrastructure projects and funded a \$1.1 million Operating Location-Plant 42, California, enterprise land mobile radio system at Edwards AFB, California. The network expansion linked 2,200 research, test, development and evaluation LMR system users. In addition, the team spearheaded a \$3 million effort at a joint fire station at Eglin AFB, Florida, which decreased airfield response to under two minutes for 22,500 flights per year.

Other Accomplishments

- Levied congressional Omnibus reprogramming funds of \$2.6 million to modernize and double capacity of a 30-mile, point-to-point digital microwave, line-of-sight, radio system at Edwards AFB, California, to modernize critical communications base infrastructure.
- Funded fiber optic cabling modernization project, allowing critical communications base infrastructure to support the expansion of Air Force Research Laboratory, National Museum of the Air Force and Midwest Federal Emergency Management Agency Regional Disaster Recovery Area missions.
- Authored Robins AFB, Georgia, security system project description in order to replace an uncertified security system on the certified list, making the system eligible for centrally funded fix site sustainment, saving the installation from having to pay the maintenance costs out of its own budget.
- Tinker AFB, Oklahoma, awarded a \$243 million energy savings performance contract which placed the federal government over the top of the President’s Performance Contracting Challenge goal. Tinker’s effort was further recognized with a White House Award.
- AFIMSC Detachment 6 manages contracts supporting GeoBase programs on 50 installations in AFMC, ACC, AFSOC, AETC, AFSPC, Air Force Central Command and Air Forces Southern, including a \$4.2 million mapping and geographic information systems support contract. Maintained network certification and provided technical support to AFMC installation and MAJCOM online mapping systems serving more than 20,000 users.
- Conducted high level, technical review of over 30 National Environmental Policy Act-related documents for AFMC senior command civil engineer approval. Actions included test support for facility construction for the Verizon Wireless Tower at Arnold AFB, Tennessee, a solar array enhanced use lease, a National Aeronautics and Space Administration proposal on Rogers Dry Lake bed and a California Department of Transportation Kramer Junction Expressway at Edwards AFB.

Detachment 7 supporting Air Education & Training Command



Highlights

Detachment 7, in support of Air Education and Training Command, facilitated \$676 million in FY17 installation and mission support obligations. This was the Air Force's largest program. The detachment championed AETC installation active construction execution programs in alignment with both AFIMSC and AETC goals and supported 117 facility sustainment, restoration and modernization projects valued at \$169 million and 41 military construction projects valued at \$726 million.

Other Accomplishments

- Provided infrastructure guidance and facilitated repairs and enhancements of Battlefield Airmen campus facilities at Joint Base San Antonio, Texas. Assisted execution of \$20 million to meet the Chief of Staff of the Air Force priority item and coordinated \$4.9 million in equipment and \$8 million in operations and maintenance requirements, including \$3.1 million to repair the aquatics training facility.
- Supported advancement of AETC's capacity to train Airmen by planning, programming and advocating for \$400 million in basic military training recapitalization and \$22 million in repairs to student housing facilities, including medical education and training campus dorms at Joint Base San Antonio.
- Supported relocation of F-16 Formal Training Unit from Luke AFB, Arizona, to Holloman AFB, New Mexico. Led development, advocacy and execution of \$14 million in facility renovations to bed-down 45x F-16s and enable the stand-up of a new Block 40 FTU flying unit to complement the two F-16 FTU fighter squadrons previously moved to Holloman.
- Provided civil engineer program management for other strategic basing efforts, including various FTUs (F-35A, F-16, KC-46A, MQ-9 and Combat Rescue Helicopter) and T-X basing plans in actions totaling more than \$810 million in new infrastructure. Supported the preparations to transfer Holloman AFB from Air Combat Command to AETC in FY19.



Detachment 8 supporting Air Combat Command



Highlights

Detachment 8 supported Headquarters Air Combat Command across the spectrum of installation and mission support functions. The Basing and Bed-down Branch provided facility, environmental and logistics expertise to HQ ACC's Strategic Basing Division, supporting 33 basing actions by tracking, reviewing and validating more than 130 facility sustainment, restoration and modernization, military construction, UMMC and logistics requirements valued at \$1.7 billion. They guided ACC Air and Space Operations' crafting of Program Objective Memorandum inputs for new Remotely Piloted Aircraft operations group and wing, totaling over \$350 million in military construction for the Future Year Defense Program to support one of ACC's top mission priorities.

The Expeditionary Support Division developed the Fire and Emergency Services Budget Management Tool in coordination with the Air Force Civil Engineer Center and HQ AFIMSC. This spreadsheet-based tool provides a straightforward method for fire emergency services flight chiefs to capture all funding requirements needed to operate a fire department. It was presented to the AF Fire and Emergency Services working group and adopted for use across the enterprise. The division also created the emergency response capability dashboard for ACC installations, allowing leadership to identify gaps in emergency response capabilities. The ERC tool is an important step to the eventual "Health of the Installation" or "Mission Assurance" Integrated Risk Management Program.

Other Accomplishments

- Resource Management Division facilitated 14 ACC wing commanders in executing their top priorities at end-of-year FY17, totaling over \$8.9 million.
- Allocated sufficient manpower from existing mission set to fulfill critical National Environmental Policy Act liaison role to steer the NEPA process to ensure critical milestones are being met and the mission is progressing.
 - Combat Air Force Adversary Air: Coordinated scoping of environmental impact analysis process leading to award of an environmental analysis contract for six NEPA-ready sites and hosting of initial site visit to meet the performance start date of May 19.
 - MQ9 - BASE X EIAP: Ensured all ground work was done to award the environmental assessment contract ahead of schedule to meet a Nov. 30 need date.
 - MQ9 - BASE Y EIAP: Facilitated AFCEC to stabilize the description of proposed action and alternatives and EIAP contract documents.
- Provided vital aircraft arresting system subject matter expert support to ACC bases and other major commands.
 - Provided design work on projects to install BAK-14 cable retraction systems on Nellis AFB, Nevada. Runway approved and continued technical guidance is currently being provided to the 820th RED HORSE Squadron.
 - Provided comments to Joint Strike Fighter program office with regard to Lockheed draft report on F-35A compatibility testing with the Air Force's standard arresting system (BAK-12/MAAS) and participated in key discussions.

Detachment 9 supporting Air Mobility Command



Highlights

Detachment 9 is AFIMSC’s first stop for Air Mobility Command Mission Support Groups. They work closely with installations to provide guidance for developing facility sustainment, restoration and modernization and military construction programs to ensure they are execution-ready. As a result, civil engineer squadrons awarded 101 FSRM projects in FY17 valued at \$55.7 million, capitalizing on AMC year-end dollars in addition to AFCEC’s combined tasking order project funding. Additionally, the emergency services team partnered with AFCEC and various installations to implement an Air Force Firefighter Personal Protective Equipment contract. After five years of working the details, the Air Force Installation Contracting Agency awarded this strategic PPE contract. In support of basing and bed-down, the team collaborated with users and headquarters staff to prepare McConnell AFB, Kansas, Joint Base McGuire-Dix-Lakehurst, New Jersey, and Travis AFB, California, to receive KC-46A aircraft while simultaneously posturing Fairchild AFB, Washington, and MacDill AFB, Florida, to receive additional KC-135s.

One example of the team’s DNA was exhibited by Tech. Sgt. Christopher Clohessy. He quickly mobilized to Tampa, Florida, and Charleston, South Carolina, to provide financial services expertise for Hurricane Irma post-evacuation efforts. From Sept. 14-30, he standardized evacuation payment procedures, facilitated paying more than 6,500 vouchers valued at \$11 million, and briefed 1,000 members and dependents at two bases providing crucial claims guidance to affected families. Clohessy exhibited the highest standards of professionalism and dedication ... a model AFIMSC Wingman.

Other Accomplishments

- Led \$100 million end-of-year closeout for AMC bases; balanced efforts across 12 units and stakeholders—significant facility sustainment, restoration and modernization investments in strategic capability.
- Planned, programmed and synchronized I&MS for AMC’s acquisition-related new mission bed-down programs.
 - Teamed with multiple agencies working the MILCON projects, environmental impact statement and wetland bank mitigation in support of the Presidential Aircraft Recapitalization Program.
- Planned, programmed and synchronized I&MS for AMC’s existing mission basing actions
 - Shepherded C-17 Weapons Instructor Course bed-down emergent requirement.
 - Enabled 60th Aeromedical Evacuation Squadron activation at Travis AFB, California.
- Assessed AMC’s 63 Entry Control Points against 25 items of interest and yielded quantifiable data for establishing projects on the most degraded elements of AMC ECPs.
- Supported Integrated Data Call requirements.
 - Analyzed FY20 installation MILCON submittals, totaling 50 projects valued at \$1.5 billion.
 - Coordinated development of AMC’s integrated priority list and 633 requirements totaling \$978 million; assisted civil engineering squadrons by ensuring projects were programmed correctly and scored appropriately.
- Fashioned DoD Commercial Gateway Force Protection memorandums of understanding with both Seattle-Tacoma International Airport and Baltimore Washington International Airport to enhance force protection through collaboration with civilian agencies.
- Provided operational test and evaluation emergency management and chemical, biological, radiological and nuclear support to 120,000 AMC and 32,000 Air Force District of Washington members — Mobility Air Forces and District of Washington postured for mission continuity.

Detachment 10 supporting Air Force Global Strike Command



Highlights

At the request of Air Force Global Strike Command deputy commander, Detachment 10 coordinated with installations and multiple AFIMSC offices to create a comprehensive “State of The AFGSC Dorms” briefing, which validated dorm quality and quantity shortfalls at several AFGSC bases. Detachment 10 then supported the deputy commander’s and CCC’s engagement with Headquarters Air Force and Secretary of the Air Force leadership as they pressed for a revised AF dorm policy and funding strategy. This effort resulted in a new Headquarters Air Force Logistics, Engineering and Environment “Installation of the Future” initiative that reviewed several AF dorm policies for potential adjustment, which was reviewed and endorsed by the Chief Master Sergeant of the Air Force and major command CCCs.

Detachment 10 provided the AFGSC deputy commander a comprehensive dashboard that gives an overview of the status of all security forces small arms ranges and military working dog kennels for the eight AFGSC installations. As a result, the deputy commander asked the AFIMSC enterprise for an in-person subject matter expert site visit to every AFGSC kennel and range. Detachment 10 partnered with the AFIMSC Installation Support Directorate, Air Force Civil Engineer Center and Air Force Security Forces Center to arrange visits. On very short notice, the SME teams performed deep-dive, on-site visits at all eight installations and prepared a tailored report for each base with dozens of recommendations installation leadership could pursue to start improving the quality and safety of their ranges and kennels. Using the AFGSC data, the SME team also brought back several action items for the AFIMSC enterprise to work on behalf of all AF installations.

Other Accomplishments

- Advocated fiscal needs for the eight AFGSC installations and secured \$315 million in FY17 funding, including \$97 million for 133 construction task order projects, of which 11 were pulled forward from FY18.
- Led over \$1 billion in basing and bed-down efforts ranging from B-21 to UH-1 replacement, transforming the nuclear enterprise.
- Supported AFGSC Logistics, Engineering and Environment Directorate for an estimated \$1.3 billion corporate initiative to replace 1960s-era weapon storage areas with a single facility.
- Oversaw the detailed electronic security system acquisition procedures for the Global Aircrew Strategic Network Terminal bed-down and developed the headquarters and unit level plans of action and milestones.
 - Detachment 10 supported the Helicopter Gunnery Ranges Tiger Team, which was established after AFGSC stood up armed overwatch capability on Oct. 1, 2016, and after MAJCOM established training requirements.
- Reviewed vehicle maintenance UTC Air and Space Expeditionary Force posturing at AFGSC nuclear wings.
 - Compared FY17, FY18 and proposed FY19 posturing and made a posturing recommendation to better balance across like organizations.
 - All logistics squadrons reviewed their FY19 posturing and made adjustments based off Detachment 10 recommendations.
- Executed \$4.3 million in cyber projects across AFGSC, improving communication infrastructure, replacing end-of-life equipment and expanding land mobile radio coverage and constraints with the goal of improving Vehicle In-Commission rates and Missile Field support.

WHERE WE'RE GOING

Every day in AFIMSC brings new challenges and new opportunity—it is a very exciting place to be! As we look back at 2017, we're proud of our people and the work they have done across the Air Force; supporting Commanders on the ground, in garrison, and in combat Theaters. We also know that we have more work to do. We know there is still chaos behind the walls and much of what we do is still being figured out real time. Some processes have not been redesigned, some processes still need to be established, and all of our work needs to become repeatable. We're still working to better connect the diverse parts of our enterprise and move beyond functional excellence toward our goal of establishing a "shared consciousness" among all of our people. We are working hard on all of these things, and we're very excited about where we are going.

As we look forward to 2018, we see nothing but opportunity; opportunity to mature our organization, integrate functions, and innovate across our mission areas. Some of this progress is a direct result of our AFIMSC 2.0 effort. We have put a ton of work into redesigning our organization and optimizing our capabilities to make best use of extremely limited manpower. As we mature our organization, we will vertically align integration and execution functions and consolidate where we've found efficiency not already achieved. We will also implement the Enterprise Management Construct and organize our 90 different products into 17 functional product lines, establish Enterprise Managers to horizontally integrate product lines, then create Product Line Management Plans deliberately tied to an I&MS strategy. And we will streamline and standardize our MAJCOM detachments to fill any residual gaps created by our stand-up and strengthen our direct connection to our primary MAJCOM customer.

It doesn't stop with 2018; it doesn't even slow down. We will leverage AFIMSC's agility to capitalize on I-WEPTAC initiatives, expand our Installation Health Assessment, maximize dollar savings with Category Management, turn readiness reporting into predictive analysis, operationalize the Integrated Risk Management Program, and add to our current list of 45 other initiatives...then use Big Data to tie it all together. We are committed to truly revolutionizing combat support and we will innovate, innovate, innovate! We are Warfighters Supporting Warfighters!

Maj. Gen. Bradley D. Spacy

Resources

A digital version of this publication is available on the AFIMSC website at www.afimsc.af.mil/SR2017.

Here are links to other resources for AFIMSC news and information:

AFIMSC Website

www.afimsc.af.mil

AFMC Website

www.afmc.af.mil

Air Force Website

www.af.mil

AFIMSC SharePoint

<https://eis.afimsc.us.af.mil/SitePages/Home.aspx>

AFIMSC FaceBook

<http://www.facebook.com/AirForceIMSC>

AFIMSC YouTube

<https://www.youtube.com/AirForceIMSC>

AFIMSC Unit Listing and Organization Chart

<https://eis.afimsc.us.af.mil/SitePages/About%20AFIMSC.aspx>

AFIMSC Capabilities Phonebook

<https://eis.afimsc.us.af.mil/SiteAssets/Phonebook.aspx>

PAD 14-04: Implementation of the AFIMSC

https://eis.afimsc.us.af.mil/cs/ds/master/PAD_14-04-Basic_Plan_and_Annex_A-Signed_150225.pdf

PAD 14-04: AFIMSC Functional Annexes

https://eis.afimsc.us.af.mil/cs/ds/master/PAD_14-04-Functional_Annexes-Approved_151202.pdf

Taking Care of Airmen: A Guide to AFIMSC Resources

https://eis.afimsc.us.af.mil/ss/pa/Shared%20Documents/Communication_Resources/Taking_Care_of_Airmen-A_Guide_to_AFIMSC_Resources.pdf

For more information on AFIMSC, email ask.afimsc@us.af.mil or call (866) 725-7617.

Glossary of Terms

ACS - Agile Combat Support

AEF - Air Expeditionary Force

AFCEC - Air Force Civil Engineer Center

AFCOLS - Air Force Common Output Level Standards

AFFF - Aqueous Film Forming Foam

AFFSC - Air Force Financial Services Center

AFICA - Air Force Installation Contracting Agency

AFIMSC - Air Force Installation and Mission Support Center

AFSFC - Air Force Security Forces Center

AFSVA - Air Force Services Activity

APF - Appropriated Funds

ATSO - Ability to Survive and Operate

BRAC - Base Realignment and Closure

CA - Combat Arms

CAF - Comprehensive Airmen Fitness

CAMP - Comprehensive Asset Management Program

CCT - Combat Control Teams

CDE - Civilian Developmental Education

CIO - Chief Information Officer

C-sUAS - Counter Small Unmanned Aircraft Systems

CTO - Combined Tasking Order

D-DEX - Defense Data Exchange Service

DIBRS - Defense Incident-Based Reporting System

DoD - Department of Defense

DPMAP - DoD Performance Management and Appraisal Program

EOD - Explosive Ordinance Disposal

ESPC - Energy Savings Performance Contract

FAM - Functional Area Manager

FAR - Federal Acquisition Regulation

FIAR - Financial Improvement and Audit Readiness

FM CoE - Air Force Financial Management Center of Expertise

FOC - Full Operational Capability

FOIA - Freedom of Information Act

FR - Firing Ranges

FSRM - Facilities Sustainment, Restoration and Modernization

FY - Fiscal Year

HQ - Headquarters

I&MS - Installation and Mission Support

IHA - Installation Health Assessment

IOC - Initial Operational Capability

I-WEPTAC - Installation and Mission Support Weapons and Tactics Conference

IZ - Installation Support Directorate

LOGDET - Logistics Detail

MAJCOM - Major Command

MAWG - Mission Area Working Group

MDI - Mission Dependency Index

MFM - Major Command Functional Manager

MICT - Management Internal Control Toolset

O&M - Operations and Maintenance

OT&E - Operation Training and Exercise

PAD - Program Action Directive

PFOA - Perfluorooctanoic Acid

PFOS - Perfluorooctane Sulfonate

POM - Program Objective Memorandum

PPA - Power Purchase Agreement

PPBE - Programming, Planning, Budgeting and Execution

PSU - Primary Subordinate Unit

RADAS - Rapid Airfield Damage Assessment System

RADR - Rapid Airfield Damage Repair

RM - Resources Directorate

S&PR - Security and Policy Review

SECDEF - Secretary of Defense

sUAS - Small Unmanned Aircraft Systems

UTC - Unit Type Code

VOIP - Voice Over Internet Protocol

XZ - Expeditionary Support Directorate



EVENTS

6-16 May	I-WEPTAC 2018
14-16 May	Worldwide Mission Support Leadership Summit
15 May	Industry Day
15 May	I-WEPTAC GO/SES Summit
16 May	I-WEPTAC Legacy Day
16 May	I-WEPTAC Outbrief

All events in San Antonio

TOPICS:

Installation Investment Initiative 2035
Critical Base Resiliency Capabilities for Anti-Access/Area Denial (A2/AD)
Integrate Agile UTCs in Combat Support Wing
Multi-Domain Agile Combat Support Command and Control in A2/AD

REGISTRATION:

<https://eis.afimsc.us.af.mil/I-WEPTAC/SitePages/Home.aspx#!/home>

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