

AIR FORCE INSTALLATION & MISSION SUPPORT CENTER

2018 STAKEHOLDER REPORT



A MESSAGE FROM THE COMMANDER

Wingmen,

It has now been over two years since we achieved Full Operational Capability, and I can't tell you how proud I am of our team, and how grateful I am of your support! Working together we've taken on some of the Air Force's biggest challenges and created actionable solutions in remarkable time. Just think about it; budget execution is more efficient than ever, we now have an infrastructure investment strategy signed by SECAF, we've taken on Full Spectrum Readiness, created a whole new combat capability in the Combat Support Wing concept, and saved \$1B+ through efficiency...and much more—Wow! We didn't do any of these things by ourselves; we helped do them by partnering with you...and it has been amazing!



During this dynamic time we've also matured dramatically as an organization as we began implementing the transformational actions of AFIMSC 2.0. These new processes align integration and execution levels of our command, standardize and right-size our detachments, and create a whole new organizational concept called Enterprise Management. These activities are revolutionizing Installation and Mission Support by breaking down paradigms, challenging status quo, and creating forums for innovative thought. Together, we're setting new performance standards for Air Force, DoD, and civilian industrial organizations.

This second annual Stakeholder Report continues the story of how we're maximizing our enterprise to execute Air Force priorities and pushing the envelope. On the pages that follow, you'll read about who we are, what we've done, and where we're going as an organization. This is a new era in supporting our Airmen.

We're still learning and growing and I can't wait to see where we will be this time next year. Thank you for your partnership, advocacy and support as we take the next steps in our journey together! These are indeed exciting times.

BRADLEY D. SPACY
Major General, USAF
Commander

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WHO WE ARE

Warfighters supporting warfighters

EVOLVED

AFIMSC was born out of the Secretary of the Air Force's 2014 Future Air Force Initiative. The initiative was rooted in a 2013 Secretary of Defense decision to implement efficiency reforms that included reducing the size of major headquarters across the Department of Defense. Headquarters Air Force, major commands, and direct reporting units finalized the list of installation and mission support (I&MS) capabilities that would be retained by those functions and the more than 150 I&MS capabilities that would transfer to AFIMSC in June 2014. The provisional staff - AFIMSC (P) - activated at Joint Base Andrews, Maryland, in August 2014. Sixty-five personnel assembled to organize the unit, develop its concept of operations and begin drafting Program Action Directive 14-04 to define mission and capabilities. The Air Force also 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, re-designating them as Primary Subordinate Units to AFIMSC.

In January 2015, we initiated a series of business process re-engineering (BPR) events to most effectively and efficiently deliver transferred capabilities. The Air Force also selected Joint Base San Antonio, Texas, as AFIMSC's headquarters location. Provisional staff submitted PAD 14-04 for approval in early 2015 and the Secretary and Chief of Staff signed it on February 25. AFIMSC officially activated on April 6 and the stand-up ceremony took place May 5 at Joint Base San Antonio-Lackland, Texas. Over the course of the summer,

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

We declared Initial Operational Capability (IOC) on Oct. 1, 2015, after a 12-month acceleration directed by the Secretary of the Air Force. At IOC, 340 of 350 personnel were in place at the headquarters. From the early days of our stand-up, AFIMSC positively impacted Air Force I&MS capability delivery by executing programs with an enterprise-wide view, standardizing myriad processes and benchmarking Air Force-wide best practices. As expected, we also experienced the growing pains of centralizing under one command. I&MS capabilities had been previously delivered by the HAF, nine MAJCOMs,



Our Mission

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

Our Vision

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

and two DRUs. In our initial year of operation, AFIMSC established new communication channels and worked with customers and stakeholders to refine processes and establish clear roles for the future of I&MS capability delivery. As processes continued to mature and become codified in updated policy, guidance and Air Force Instructions, we achieved Full Operational Capability (FOC) in October 2016.

Since FOC, we have continued to transform Air Force I&MS capability delivery from an ad hoc collection of efforts into a streamlined enterprise. We call this ongoing transformation effort AFIMSC 2.0. You can read about this past year's progress on page 18.

AFIMSC

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 are our forward presence and 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 is comprised of the Expeditionary Support Directorate, Installation Support Directorate, Resources Directorate, Special Staff and HQ support functions.

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 innovation across the Air Force. The Training and Support Division provides functional management and oversight for manning, force development and subject matter expertise

Warfighters Supporting Warfighters

across seven I&MS functional areas through major command functional managers. The Readiness Division manages operational requirements ranging from functional area managers, contingency operations support, planning, readiness system reporting and unit type code management for more than 900 core unit type codes.

Installation Support Directorate

The AFIMSC Installation Support Directorate consists of seven divisions, offices and activities that work closely with AFCEC, AFSFC, AFSVA and the 10 detachments to provide effective I&MS support. The Installation Engineering Division manages the enterprise facility sustainment, restoration and modernization and facility operations portfolios. The Cyber Support Division manages the enterprise base communications portfolio, to include cyber support/transmission systems and FOIA access/release. The Protection Services Division manages the enterprise integrated defense and combat support portfolios to include security forces and emergency services resource analysis/validation, Air Force Inspection System and integration of enterprise-wide first responder initiatives. The Airmen and Family Services Office manages the enterprise Airmen and family services portfolio to include morale, welfare and recreation, lodging, food, child and youth and non-appropriated funds program reach-back, oversight and support. The Installation Logistics Division manages the enterprise deployment and distribution operations portfolio to include air transportation, traffic management, ground transportation, logistics plans and support agreements. The Chaplain Corps Division provides air expeditionary force readiness functional area manager support, chaplain assignment requisition validation and resource operating instruction review. The Mission Activity Integration Division provides joint basing, basing and bed-down criteria analysis, strategic basing coordination support, and enterprise planning across the I&MS mission set.

Resources Directorate

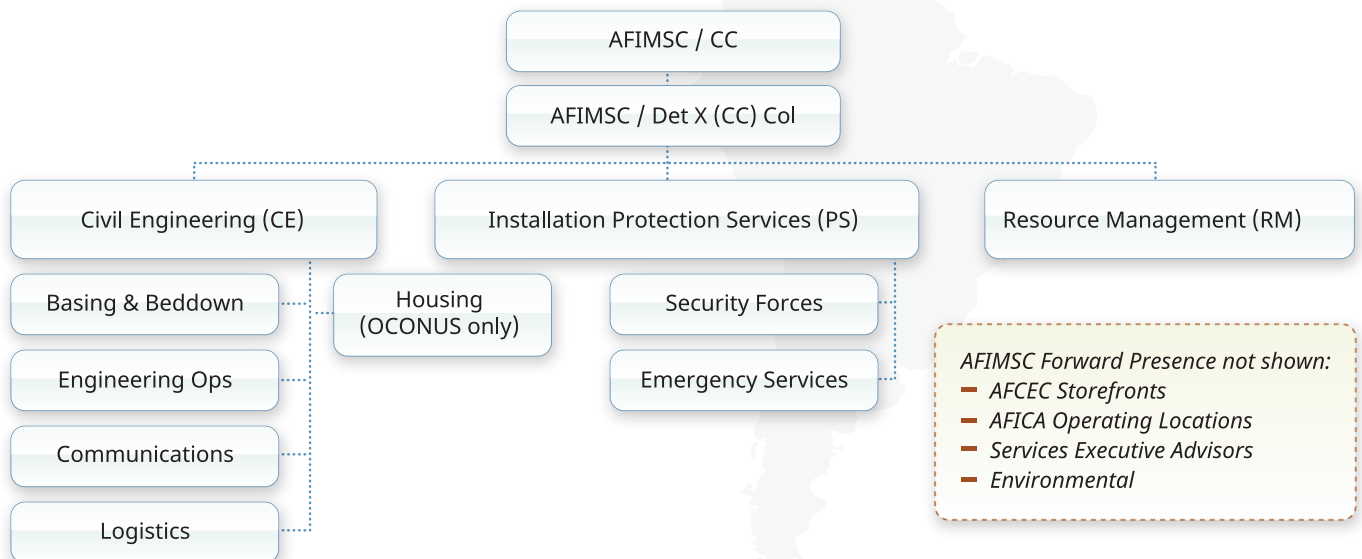
The Resources Directorate's mission, executed through its five divisions, is to skillfully program, price and resource Air Force missions, provide expert service to Airmen, and deliver superior integrated decision support to installations and senior leadership in a complex fiscal environment. The Resource Management Analysis Division delivers financial decision support and maximizes strategic resourcing allocations. The Resource Management Cost Division delivers expert, specialized financial analysis for decision support to installations and MAJCOMs. The Resource Management Financial Operations Division delivers expert support and guidance through enterprise service for pay, travel and oversight programs to execute global financial operations. The Resource Management Integration Division serves as the focal point for the directorate's integration of strategy and policy, delivering superior decision support and facilitating the flow of ideas. The Resource Management Plans & Programs Division provides enterprise-wide I&MS resource advocacy that supports national and strategic objectives through a transparent governance process.

AFIMSC

Detachments

AFIMSC's 10 detachments serve as on-site support and liaisons between the MAJCOMs where 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



Warfighters Supporting Warfighters

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 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, anti-terrorism 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

Our Strategy

Fiscal year 2018 saw a transition from the Commander's "Big Rock" focus areas to four strategic priorities with 11 supporting goals. Why the transition? The Big Rocks guided the building of our organization and our efforts toward doing what the Air Force hired us to do in our first two years of operations. In 2018, we began a process to evolve to a more refined strategy with formal priorities and measurable goals.

While we continued to transform the organization and implement our AFIMSC 2.0 construct in 2018, in

2019 we will place increasing emphasis on developing exceptional installation and mission support experts and leaders, while focusing on how we can function better as a center. These priorities support developing our people – internal and external – and our own organization. We will drive toward an optimized operating state through standardization, repeatable business practices, advanced measurement systems and integrated teaming using a mature governance process with ready and resilient warfighters.

BIG ROCKS

**TRANSFORM
THE
ORGANIZATION**

**EXECUTE
RESPONSIBILITIES**

**WARFIGHTER
INNOVATION**

STRATEGIC PRIORITIES

DEVELOP EXCEPTIONAL I&MS EXPERTS & LEADERS

FUNCTION AS A CENTER

DELIVER ROBUST & AFFORDABLE COMBAT SUPPORT

DRIVE INNOVATION TO REVOLUTIONIZE COMBAT SUPPORT

E DONE

Executing our responsibilities remains an enduring priority for AFIMSC. We must provide affordable, effective and sustained support to the warfighter, which we will track through the delivery of robust and affordable combat support.

We'll continue to drive innovation to address future needs by increasing our ability to rapidly analyze and solve I&MS problems, and then push these solutions to the field immediately. Since stand-up, we have put great emphasis on leading I&MS innovation and this year established a formal Innovation Office to

help Airmen implement their innovative ideas. See Innovation Office on page 38.

AFIMSC's FY18 strategic priorities supported Air Force and AFMC strategic guidance. In FY19, as we continue to shape our processes for resource balancing and risk acceptance across our priorities and goals, AFIMSC will ensure decisions and recommendations achieve enterprise-wide integration and facilitate higher headquarters strategic objectives and functional roadmaps.

GOALS

- 1. EMPLOY FORCE DEVELOPMENT STRATEGY**
- 2. IMPLEMENT ENTERPRISE CULTURAL ROADMAP**
- 3. DEVELOP READY & RESILIENT WARFIGHTERS**

- 1. BUILD AN INTEGRATED I&MS TEAM**
- 2. IMPROVE INTERNAL COMMUNICATION & GOVERNANCE**
- 3. MATURE SUPPORT & BUSINESS PROCESSES**

- 1. OPTIMIZE RESOURCING & DELIVERY OF I&MS CAPABILITIES**
- 2. INCREASE "SPEED TO THE FIGHT" FOR AGILE, INTEGRATED SUPPORT TO TODAY'S WARFIGHTING CHALLENGE**
- 3. IMPROVE EXTERNAL STRATEGIC COMMUNICATION**

- 1. BE RECOGNIZED AS CENTER OF INNOVATION FOR I&MS**
- 2. ENGAGE IN I&MS RESEARCH & DEVELOPMENT TO SUPPORT AGILE WARFIGHTING CAPABILITIES**

EXECUTING

ROBUST & AFFORDABLE COMBAT SUPPORT





AFIMSC leverages its Air Force-wide view of installation and mission support programs to streamline and create time and cost efficiencies, ensuring installations and major commands have access to robust, timely and affordable service.

TIE
HERE



Hurricane Michael Response

The fiscal calendar had barely turned to the new fiscal year when the unimaginable happened: Hurricane Michael wreaked mass devastation at Tyndall Air Force Base, Florida, when the storm made landfall the afternoon of Oct. 10. The base and surrounding communities took the brunt of the storm, which left much of the installation in rubble. Thankfully, the base had enough advance notice to evacuate Airmen and their families and no one was harmed. In addition, the presence in the area of members from the Tyndall-based Air Force Civil Engineer Center Civil Engineer Maintenance Inspection Repair Team (CEMIRT) and the Air Force Installation Contracting Agency Air Force Contract Augmentation Program (AFCAP) was critical in launching response operations in the immediate aftermath of the hurricane.

Before Michael made landfall, the AFIMSC Crisis Action Team (CAT) formed at headquarters in San Antonio to begin response planning. AFIMSC Warfighters not only had to posture for execution

of their I&MS capabilities to help Tyndall, but they also had 680 teammates assigned to the base, which ramped up the level of concern and urgency as the storm grew to historic proportions.

Once the storm passed and initial reports from Tyndall confirmed the massive Florida Panhandle destruction everyone was seeing on TV, the integrated AFIMSC team launched response operations. Every mission area was involved from civil engineering, financial management, communications and contracting to services, security forces, logistics, chaplains and public affairs.

AFIMSC Commander Maj. Gen. Bradley Spacy reminded members of the team that, despite the circumstances, AFIMSC was built for such a contingency – to give commanders a single center focused on installation support. The hurricane response would turn out to be the biggest test of the Center's integrated I&MS capability in its brief history.

"The Tyndall team has a massive job in front of it, and AFIMSC will stay engaged so the wing leadership can focus on the mission and the Tyndall-assigned personnel," General Spacy said.

AFIMSC began receiving requests from the Air Force, Air Combat Command and 325th Fighter Wing Crisis Action Teams (CATs) as soon as the storm passed. (See the Hurricane Michael response timeline on pages 16-17.) On Oct. 11, AFCAP received initial funding of \$500,000 for response contracts. AFCAP is a rapid response contingency contract tool for use by U.S. Government entities needing urgent assistance. The CEMIRT team hooked the fitness center up to generator power. The modern facility weathered the storm very well and was set up as a staging and operations center. CEMIRT provides Air Force-wide support for day-to-day and emergency response of electrical and power generation, aircraft arresting, and heating and air conditioning systems.

In the week after the storm, Air Combat Commander Gen. James "Mike" Holmes established three task forces to conduct recovery and repair operations, two of which were led by AFIMSC Airmen. Col. Seth Frank, chief of the AFIMSC Force Protection Division, commanded Task Force HARP (Housing, Assignment, Relocation and Posture), which helped Tyndall Airmen and families with housing, family living issues and relocation. AFIMSC

Vice Commander Col. Pat Miller commanded Task Force Phoenix, which was responsible for assessing damage to facilities, determining the course of action for each facility, preserving repairable facilities, and clearing and removing debris from the base. TF Phoenix also assisted in freeing trapped aircraft and providing safe areas to conduct aircraft maintenance. Additional AFIMSC members served on TFs Phoenix and HARP, while others joined the ACC CAT and an Air Force task force stood up to assess installations' ability to withstand severe weather events.

AFIMSC support to Tyndall steadily increased in the days and weeks after the storm with more than 40 members deployed onsite at the height of the response missions. In late November, the status of operations changed from short-term response to long-term recovery and rebuilding. The task forces stood down. TF HARP missions transferred to the Air Force Personnel Center for Airman assignments. TF Phoenix handed off its operations to an AFIMSC-led Program Management Office. Col. Scott Matthews, AFCEC director of facility engineering, served as the first PMO director. The office is responsible for repairing, reshaping and rebuilding Tyndall to support near-term resumption of mission operations and long-term redevelopment as the model Air Force installation of the future. The rebuilding of the base is expected to take up to five years.



792,450 cubic yards of debris removed

the equivalent of
580 C-5 aircraft payloads

AFIMSC Support

**HURRICANE MICHAEL
FLORIDA LAND-FALL**



10 Oct.

AFIMSC CAT Activated



10 Oct.

TF HARP Stand-up Requested

16 Oct.



Personnel sent to augment
Det 8 / ACC CAT operations



16 Oct.

**Cost-Capture
Team Sent to
Support**



24 Oct.

OCTOBER

10

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12

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28

**Sent 288
cases of MREs
to Tyndall**



11 Oct.

**AFCAP began with
\$93 Million**



11 Oct.

**Evacuation
Allowances
Guide Published**



12 Oct.

**CSW Equipment
Identified / Utilized**



13 Oct.

**Col. Beach sent
to Tyndall to
coordinate
Housing Recovery**



15 Oct.

**Col. Miller/CMSgt Swingle
sent to lead TF PHOENIX**



19 Oct.

**Det 8 / ACC CAT LNO
sent to Tyndall**

19 Oct.

**Cost-Capture
Team
Requested**



22 Oct.

**Deployed
Skywatch
Towers for
Perimeter
Security**



22 Oct.

**One Hot Meal
per Day Started**



14 Oct.

**Housing Recovery
Support Leadership
Requested**



14 Oct.

**Fresh Fruit
Delivery Started**



17 Oct.

**TF PHOENIX
Stand-up Requested**



17 Oct.

**Col. Frank/CMSgt Small
sent to lead TF HARP**



17 Oct.

**3 Hot Meals/Day +
Night Meal Started**



20 Oct.

ort to Tyndall



TF PHOENIX Completed
Initial Facility
Assessments



1 Nov.

NOVEMBER



Personnel sent
to support TF
Severe Weather
(D.C.)



29 Oct.

Requirement
Review Board



26 Oct.

AFCAP Ceiling Raised
to \$593 Million



26 Oct.

SECAF and CSAF
announce AFCEC
mission to remain
at Tyndall



02 Nov.

Environmental
team evaluates
1,165 assets



04-09 Nov.

PMO begins
operations under
leadership of
Col. Scott Matthews,
AFCEC/CF



13 Nov.

PMO achieves initial
operational capability
with stand down
of TF Phoenix



26 Nov.



Centralized budget execution

AFIMSC's Resources Directorate provided financial management support to installations across the enterprise in FY18, obligating more than \$6.9 billion to improve infrastructure, execute mission support activities and enhance the quality of life for Airmen across the Air Force. FY18 authority exceeded FY17 by \$939 million. Obligations during the fourth quarter totaled \$2.3 billion, with \$904 million in the month of September alone. We exceeded the Office of the Secretary of Defense's 75/25 obligation mandate by 10 percent.

AFIMSC took risk within the facilities sustainment, restoration and modernization (FSRM) floor to fully fund \$1.968 billion in Air Force installation must-pay requirements in spite of a \$387 million shortfall.

In FY18, we also developed and launched an all-in-one budget data tool to provide execution plan (ExPlan), continuing resolution, mid-year review and end-of-year data.

Did You Know?



AFIMSC's Resources Directorate launched an all-in-one budget tool to provide execution plan, continuing resolution, mid-year review and end-of-year data.

Integrated Priority List

AFIMSC's accomplishments in FY18 highlight the success of its three-year integrated priority list and early planning and design efforts initiatives. Through the centralized combined tasking order (CTO) program, installations submitted their ailing infrastructure projects, each of which were scored based on probability and consequences of system failure.

This objective measure then created a prioritized list of requirements. The FY18 centralized CTO executed \$1.5 billion in support of 1,200 projects. The centralized CTO program unprecedentedly began the year with more than \$300 million in obligations in the first quarter, a 300-percent increase over FY17. We over-achieved July goals by obligating 86 percent and met the end-of-year goal with 100-percent obligation.

The FY18 centralized program contained the most-ever number of projects ranging from a \$4,000 removal of excess infrastructure project at Eglin AFB, Florida, to a \$30 million project to repair the Cadet Field House at the U.S. Air Force Academy in Colorado.

“When you are looking at limited Air Force investment against mission priorities, how you do that in the most efficient manner possible is really what asset management and activity management are trying to do in this process.”

Col. Dean Hartman

AFCEC Planning & Integration Directorate

The CTO was a huge contributor to the Air Force meeting its facility sustainment, restoration, modernization and demolition (FSRMD) floor. The program accepted and executed \$123 million across more than 100 FSRMD projects, completing 437 financial transactions in the last 30 days of the fiscal year.

1

1,200

CTO projects

2

300%

increase over FY17 first quarter obligations

100%

obligation rate for FY18

\$1.5 BILLION

executed through centralized CTO



Opening Comments

BGen Treviño
AFICA/CC
17 July 2018



“We’re trying to make sure that the learning that comes with enterprise sourcing – the analytics, the decision-making, the comprehensive analysis – [is shared] so that we can drive better decisions for our commanders.”

Brig. Gen. Alice W. Treviño
Air Force Installation Contracting Agency Commander

Category Management

Category Management (CM) is an approach the federal government is applying to buy smarter, by acting more like a single enterprise to eliminate redundancies, increase efficiency, and deliver more value and savings from the government’s acquisition programs.

In FY18, AFIMSC continued to enhance its reputation as a leader in the implementation, enhancement and advancement of CM with many federal agencies, including the Office of Management and Budget and the President’s Management Council. In summer 2018, the deputy defense secretary was briefed on the AFICA CM model and directed the other departments to implement a program like the Air Force’s.

The Air Force Category Management Program Support Office (PSO) developed and published numerous baseline documents, tools, templates and training to support newly appointed Air Force category managers across the \$114 billion, 5-year Air Force spend portfolio.

The Business Intelligence Competency Cell reviewed and re-engineered both the six-step CM execution and the five-step requirements analysis processes to incorporate industry best practices and lessons learned.

The Air Force Information Technology Category Council, with the AFICA commander as the provisional lead, achieved several successes over the last year, to include developing and expediting implementation of the first Air Force information technology category strategic plan to optimize IT costs, capabilities and compliance. The Air Force IT Category Council led the execution of several “early wins” focused on implementation of policy improvements, industry best practices and demand management practices. These wins enable the Air Force to manage requirement consumption and reduce unnecessary spending and contract duplication across the Air Force IT mission.

The Air Force Security and Protection Category Council, led by the Air Force Security Forces Center

commander, completed requirements analysis of security systems and services across the Air Force and identified courses of action to standardize and improve management of the various security systems installed and maintained across Air Force installations. Results of the analysis include opportunities to reduce contract duplication, improve overall procurement efficiencies and business processes, and strategically manage Air Force costs associated with these systems and services.

The Air Force Facilities and Construction Category Council, led by the Air Force Civil Engineer Center director and in conjunction with the Air Force CM PSO program and business analyst support and mentorship, completed requirement analysis of Air Force-wide heating, ventilation and air conditioning systems and the “big three” CE services: custodial, grounds maintenance and integrated solid waste management. These analyses identified numerous courses of action to improve mission performance and reduce total cost of Air Force ownership across the Air Force civil engineering enterprise.

The Air Force deputy chief management officer also appointed new category managers for both Category 5, Industrial Products and Services, or IP&S, and Category 7, Transportation and Logistics Services, or T&LS. With these appointments, the Air Force now has approximately 94 percent of targeted Air Force common goods and services spending managed at the senior leader level. Both of these category managers are working to finalize team charters and initial strategic plans. The I&PS category manager is focusing on standardization and demand efficiencies across the Air Force industrial complex, while the T&LS category manager is focusing on reducing total cost of ownership and driving cost effectiveness into Air Force logistics capabilities.

In the coming year, the Air Force CM program will work to shift its focus from initial operational capability, which includes initial assignment of category managers and implementation of the Air Force CM program and team, to full operational capability and execution of courses of action that result in improved mission performance and reduced total cost of ownership.



Did You Know?

The Air Force Category Management Program supports a \$114 billion, 5-year Air Force spend portfolio.

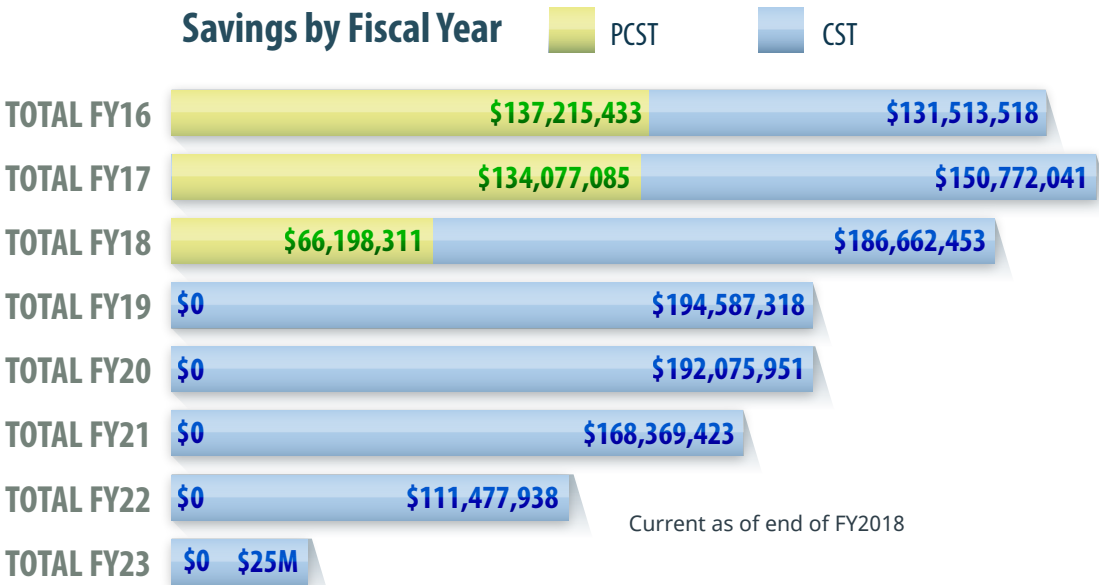
Cost-Savings Tracker

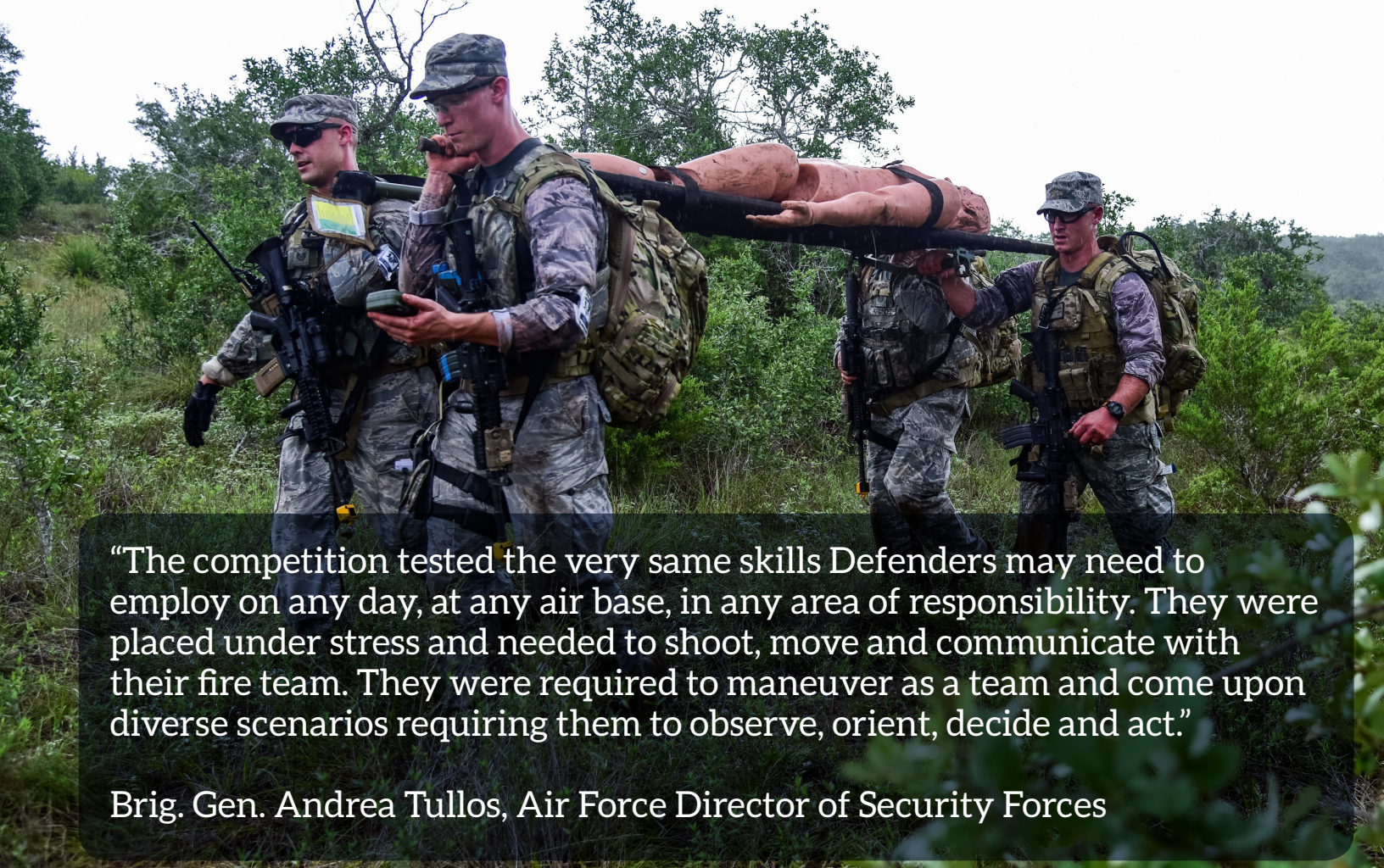
After the Air Force Installation Contracting Agency achieved the goal of more than \$1 billion in validated savings Air Force-wide, it ambitiously adjusted its objective to achieve \$2 billion in savings over the same period. As of Oct. 1, 2018, AFICA continues to support national security objectives with cost savings of \$1.43 billion captured, which equates to 70 percent of the revised objective.

The Cost-Savings Tracker (CST) is a SharePoint-based data tool that is used to systematically collect the amount of cost savings operational contracting units achieve. 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. The savings total through the end of FY18 comprises 2,846 submissions from more than

50 units captured by rate, process and demand savings. This structure enables tailored reporting to wings, major commands, Air Force, Department of Defense and federal category managers, as required by the Office of Management and Budget.

The 2016 AFICA Flight Plan served as the genesis for the tracker. The plan provided a strategic framework to shape the culture of AFICA and the entire operational acquisition community. The flight plan identifies enterprise sourcing as one of four AFICA mission areas aimed at reducing total cost of ownership of goods and services, while increasing mission effectiveness and capability. This focus aligns with the National Defense Strategy, which aims to get full value from every taxpayer dollar spent on defense.





“The competition tested the very same skills Defenders may need to employ on any day, at any air base, in any area of responsibility. They were placed under stress and needed to shoot, move and communicate with their fire team. They were required to maneuver as a team and come upon diverse scenarios requiring them to observe, orient, decide and act.”

Brig. Gen. Andrea Tullos, Air Force Director of Security Forces

Defender Challenge

AFIMSC, led by one of its primary subordinate units, the Air Force Security Forces Center, provided planning and execution support for the successful return of the Air Force Defender Challenge in September, ending the competition’s 14-year hiatus.

The three-day event, which traces its origins to the first Headquarters Air Force Office of Security Police international defender’s competition 37 years ago, was suspended in 2004.

This year, 14 four-person teams from U.S. Air Force major commands, the United Kingdom and Germany competed in a rifle and handgun weapons competition, dismounted operations and a physical challenge relay. The events tested specific skill sets to include long-distance firing, basic patrol techniques, tactical combat casualty care, actions under fire and land navigation.

Prior to the grueling competition, Air Force Director of Security Forces Brig. Gen. Andrea Tullos said Defender Challenge scenarios were designed to determine the most lethal and ready team while increasing the competitive spirit and competency of all participants. The event also reinforced Defender ethos and tapped into the competitive nature within security forces and among all ground combat forces.

The competition highlighted areas of strength and helped identify training gaps within the security forces enterprise. As a result, AFSFC, in concert with the Headquarters Air Force’s Logistics, Engineering and Force Protection’s Security Forces Directorate, is restructuring key components of SF training curriculum to create more ready and lethal Defenders.

The next Defender Challenge is tentatively scheduled for April 2020.



“Alpha Warrior offers Airmen a way to hone their skills, build confidence, and increase lethality and resiliency for our Airmen.”

Col. Donna Turner, Air Force Services Activity Commander

Alpha Warrior

The Air Force Alpha Warrior program continued to revolutionize the way the Air Force delivers fitness programs to the force. The Air Force Services Activity continued the rollout across the Air Force to introduce Airmen to the Alpha Warrior battle rigs and stations. The program also expanded this past year to include the Army and Navy in Alpha Warrior’s first-ever inter-service final battle championships.

Alpha Warrior is a movement for Airmen to embrace the challenge and become more confident in pursuing their fitness goals. Battle stations, rigs and associated exercise equipment deliver a new way to get fit and build teamwork in order to develop the warfighters we need in today’s and future environments. Unlike a typical workout session at the gym which focuses on exercising major muscle groups, Alpha Warrior stations physically challenge the entire body. Obstacles also exercise the mind by encouraging agile and critical thinking. Athletes

must strategize how best to complete a station in the shortest amount of time – striving to beat that time on every subsequent trip through the obstacle.

Building on an athletic trend to hone the four pillars of Comprehensive Airman Fitness – physical, mental, social and spiritual – we continued our partnership with Alpha Warrior to deliver customized fitness apparatuses and conducted events similar to those of the popular televised show American Ninja Warrior. This latest advancement in functional fitness assisted battlefield Airmen with grip-strength, cardiovascular endurance, and movements needed in everyday life to support the mission.

In FY18, the tour visited 27 installations, distributing fourteen 27-foot battle rigs and thirteen 12-foot battle stations. The two-day tours included setting up the equipment, familiarization and an installation competition.

AFSVA also began a new initiative in FY18, a battle rig fitness course, during which Alpha Warrior trainers train installation physical training leaders and fitness staff to use the equipment. Training is targeted to increase utilization of the Alpha Warrior equipment and familiarize trainers on conducting physical training with the equipment. Thirty-three installations will receive the Level 1 two-day training through March 2019.

In 2018, more than 2,000 Air Force participants competed across 16 regional competitions for a chance to represent their region at the Final Battle event held Nov. 16 at the Alpha Warrior Proving Grounds outside San Antonio in Selma, Texas. New in 2018, the top six Air Force finishers then took on the Army and Navy teams Nov. 17 and captured the first inter-service championship. The Airmen athletes and program leaders presented the championship

trophy to Air Force Chief of Staff Gen. Dave Goldfein Dec. 13 at the Pentagon.

Looking ahead, the program presents tremendous possibilities across the force. Adding Battle Rigs to Basic Military Training physical conditioning regimens can introduce trainees to functional fitness early in their careers and ingrain the training concepts into daily exercise routines to develop more well-rounded Airmen.

The battle rigs and stations allow Airmen to encourage and challenge each other to complete the obstacles and improve their times. Using Alpha Warrior equipment as a unit builds cohesion among warfighters, helps establish common fitness goals and allows for friendly rivalry. The versatility of Alpha Warrior equipment provides an opportunity for families to exercise and become resilient together, no matter their starting fitness level.



Integrated Defense Risk Management Program

In FY17, the AFIMSC Protection Division conducted robust analysis of 87 installations' Integrated Defense Risk Management Program (IDRMP) data. The results showed many anomalies in risk score calculations, revealing many data gaps that provided an inaccurate risk picture to wing commanders. Inaccurate criticality, vulnerability and threat data can lead to skewed risk scores and bad prioritization of wings' mission essential functions, which can be costly in terms of misplaced antiterrorism and force protection spending. Additionally, information technology problems with the legacy data collection system ForcePro and inconsistencies in subject matter expert training required action.

To address the problems, AFIMSC funded an FY18 contract effort to train 25 subject matter experts at nine Air Force installations in the IDRMP process and assist those installations in conducting their

local risk assessment, fulfilling their annual AT requirement. This effort filled data gaps and informed Headquarters Air Force on where to focus their training efforts within the Reconstitute Defender Initiative.

Moving forward, the FY18 results will shape and enable the FY19 and FY20 IDRMP training and risk assessments at the nine installations each year. The program effort is critical for the new Enterprise Protection Risk Management (EPRM) IDRMP system, targeted for rollout in early 2019, to replace the legacy ForcePRO system. The feedback from the installations has been positive and some MAJCOMs are reaching out for training at more bases. The AFIMSC team is excited about the future efficiencies to be gained by integrating the IDRMP training effort with the enterprise-wide views each base's data will provide.





Small arms range strategy

A key to Airmen's readiness to conduct their combat missions is the ability to qualify and remain proficient in the use of small arms. The Air Force relies on 99 active-duty firing ranges for small arms training, but those ranges have deteriorated over the course of many years and are in need of improvement.

The AFIMSC Installation Support Directorate, working in conjunction with AFIMSC's Air Force Security Forces Center and Air Force Civil Engineer Center, developed the first approved strategy to address these range issues and ensure Airmen get small arms training when they need it.

The team evaluated options at each installation to assess whether the Air Force should continue to own and maintain a small arms range mission there, or whether the capability can be provided by

local community or Department of Defense ranges. The team developed multiple courses of action using data on potential partnership opportunities and the AFSFC-created Small Arms Range dashboard, which prioritizes all Air Force ranges by metrics such as size, type of range, training throughput and potential hazards from overuse or age.

AFIMSC will continue to work with installations on shaping their individual small arms range projects and ensuring Airmen get the small arms training capability needed to meet home station and deployed mission requirements. The team will develop an enterprise planning document and publish specific enterprise execution directions to installation community planners, so that installations can develop appropriate plans in FY20 to support FY21 project prioritization.

Food modernization

Air Force Services Activity is improving the manner in which installations deliver meal options, food quality, speed of service and overall dining experiences to Airmen through four related food modernization programs: Food 2.0, Go for Green (G4G), Air Force smart fueling, and facility and program innovation.

In FY18, AFSVA transformed four installations' appropriated funded food operations to the Food 2.0 concept, which modernizes food and beverage operations by improving food quality, nutritional value, efficiency and the ability to adapt to Airmen's changing lifestyles. The initiative also opens dining facilities to anyone with base access, enabling Airmen to have meals with family members and coworkers.

AFSVA partnered with the Culinary Institute of America to launch the G4G program, which uses a color-coded system to show what is "green," or healthy to eat, and what should be consumed in moderation. Food 2.0 operations offer an average of 2,400 G4G menu items with 45 percent of personnel consuming green menu items compared to a non-Food 2.0 dining facility offering 644 G4G menu items and a 30-percent selection rate.

The smart fueling initiative is supported through a collaboration between AFSVA and the Army and Air

Force Exchange Service, Defense Commissary Agency and Defense Logistics Agency troop support. The initiative aims to provide Airmen with healthier eating options by making access to healthy food more convenient and financially friendly. Scott Air Force Base, Illinois, MacDill AFB, Florida, and the U.S. Air Force Academy, Colorado, are participating in the initiative.

AFSVA is also looking at facility design and program innovation using new equipment technology and moving toward contemporary serving line and dining areas as seen in college and university food programs. Programs such as "Choice Architecture" are designed to influence consumer product selection by placing healthy menu items at locations in food service operations where customers can make smart nutritious choices.

As a result of Food 2.0 efforts, utilization for essential station messing, or meal card holders, increased 15 percent and customer satisfaction was up 11 percent in FY18. Improved menu variety, to include healthy food items and healthier cooking methods, contributed to the utilization and customer satisfaction.

AFSVA is moving ahead with plans to implement Food 2.0 at seven more installations in FY19, and up to seven bases per year through FY28 if congressional approval and funding permit.





Centralized fitness buys

Air Force Services Activity executed \$8.2 million for fitness equipment requirements in FY18. Identical to FY17, 85 installations received or will receive 3,828 pieces of replacement fitness equipment from the FY18 buy. Going forward, the goals for centralized fitness equipment purchases are to achieve greater standardization in the quality of equipment from

installation to installation and greater cost savings through buying in bulk. Equipment standardization saves time and money for equipment training and maintenance. It also provides a more predictable and dependable timeline for replacing equipment and avoids competing against other large purchases at the base level.

Did You Know?



AFSVA tracks over 22,000 pieces of equipment in 162 Air Force fitness facilities worth more than \$52 million.

TRANSFORM

DEVELOPING EXCEPTIONAL LEADERS AND F





ING

FUNCTIONING AS A CENTER

At the heart of our superior installation and mission support is our exceptional people. AFIMSC subject matter experts, known as I&MS Airmen, are highly trained and knowledgeable, each delivering specialized, robust support. Consolidated at AFIMSC, our specialists collaborate and share decades of experience to continually raise the bar for installation and major command support.

AFIMSC 2.0

Ongoing actions to implement the organization’s transformation, known as AFIMSC 2.0, featured some significant milestones in FY18. We started realigning over 500 positions within AFIMSC, evolved our 10 detachments into a standardized construct, and began institutionalization of new AFIMSC capabilities to better ensure enterprise-wide success.

First and most importantly, the headquarters and primary subordinate units began building reach-back support in the areas of financial services, budget analysis, mail management, anti-terrorism and force protection, basing and bed-down, and emergency services. This enables seamless continuation of service to the MAJCOMs and installations as the headquarters absorbs responsibilities from the detachments during draw-down. We did not stop with the forward presence, however. AFIMSC re-imagined and further optimized our directorates, special staff and PSUs too.

The Resources Directorate made large gains in consolidating and centralizing most finance and resource functions. On October 1, the Financial Management Center of Expertise at Buckley Air Force Base, Colorado, became the Cost Division (AFIMSC/RMC) under RM. The Air Force Financial Services Center at Ellsworth AFB, South Dakota, became two new branches under the RM Financial

Management Division: Travel Pay Processing (RMFK) and Travel Pay Support (RMFV). Both work centers will remain at their current locations. Budget execution functions from our PSUs also consolidated into RM, enabling agility and consistency of service to the Air Force. In addition to these realignments, RM established an Integration Division (RMI) that conducts such functions as training, civilian resource management, quality assurance, contracting officer representation, resource advisement, and workflow and database management.

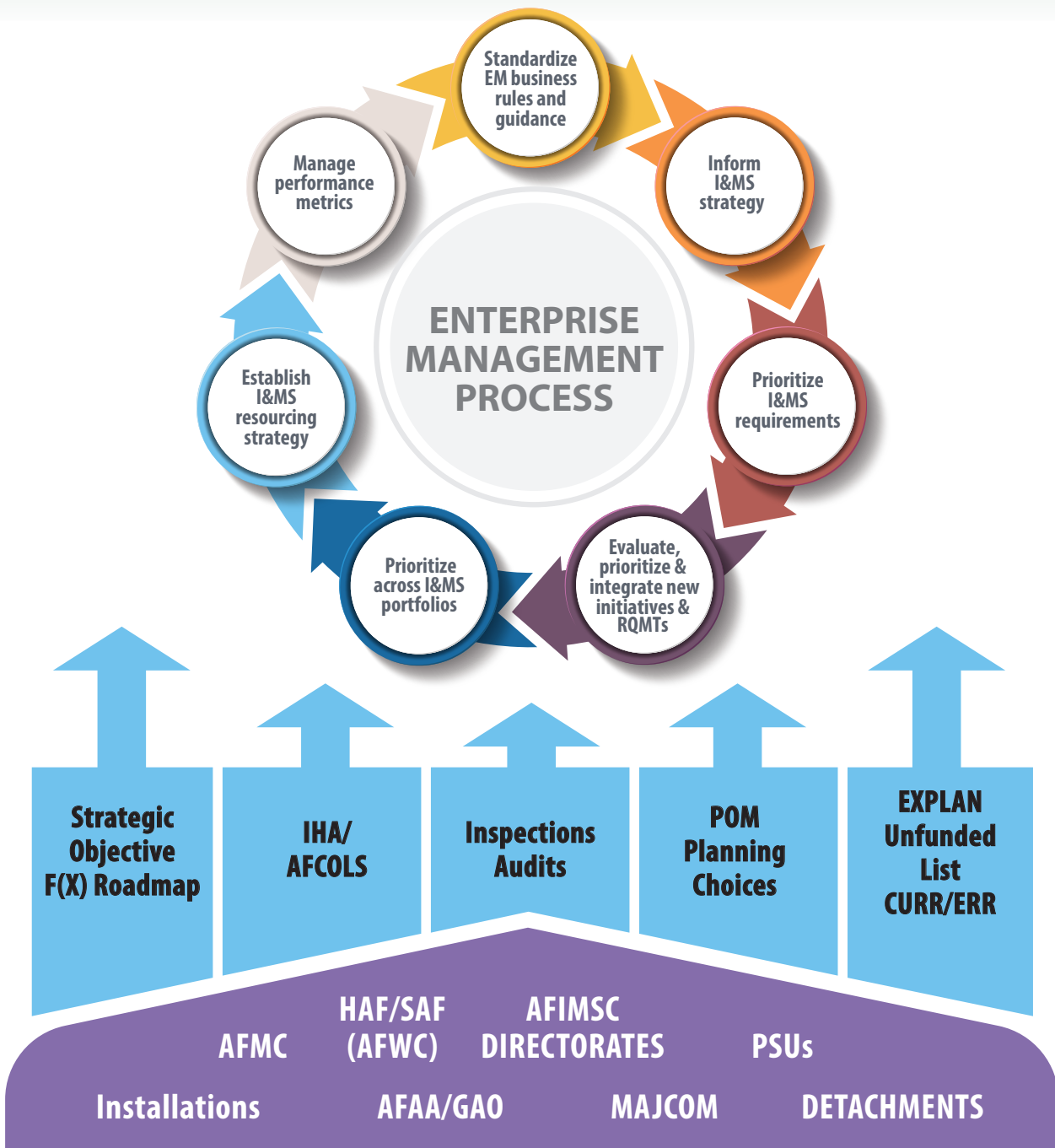
AFIMSC officially established the innovative enterprise management concept on Dec. 22, 2017. Enterprise managers are accountable, informed and engaged in the administration and oversight of our assigned I&MS capabilities. They:

- Serve as the senior portfolio representatives and develop strategy to meet warfighter needs.
- Facilitate and coordinate portfolio strategy with higher headquarters, installations and within AFIMSC.
- Develop planning and programming strategy jointly with the Resources Directorate.
- Validate execution plan requirements to meet portfolio strategy.
- Assure Installation Health Assessment, Air Force Common Output Level Standards, I&MS strategy and future capabilities reflect enterprise requirements.
- Develop cross-functional solutions and

ENTERPRISE	ENTERPRISE MANAGER	OFFICE SYMBOL
Airmen & Family Services	Michael Bensen	AFIMSC / IZA
Base Communications	Col. Richard Folks	AFIMSC / IZC
Combat Support / Protection	Col. Seth Frank	AFIMSC / IZP
Command Support	Col. W.B. Beaumont	AFIMSC / RM
Deployment & Distribution	Lynda Lowin	AFIMSC / IZL
Environmental	Suzanne Bilbrey	AFCEC / CZ
Facility Operations	Russell Weniger	AFIMSC / IZB
Facility Recapitalization & Sustainment	Keith Kellner	AFIMSC / IZB
Housing	James Fitzpatrick	AFCEC / CD

AFIMSC | PSUs & DETs | IZ/RM/XZ | HAF/SAF | Installations | MAJCOMs

POM | Metrics | EXPLAN
Playbook | ERR, CURR | Project Management Professional
AFIMSC Strategy | SIPOC Process Maps | Tasking Orders (CTO, ETO)
Unfunded Lists of EM Inputs for EW Initiatives | Product Line Management Plans
Governance Battle Rhythm | I&MS Enterprise Roadmap | Initial Distribution Planning Choices
AFMC Metric Reviews | Updated AFCOLS Objectives



Today

- Mission Delivery B+
- Successful initiatives - little institutionalization
- Siloed processes
- Immature optimization & analysis activities

Tomorrow

- Drive towards enterprise-wide strategy
- Institutionalized, standardized
- Consistently/effectively execute I&MS capabilities
- Leverage advanced analytics
- What if...

resourcing strategies in order to balance risk across the enterprise.

The Installation Support Directorate also achieved significant transformation. We stood down a division and activated the new Mission Activity Integration, Airman and Family Services, Cyber Support and Installation Deployment divisions, which better coordinate structure with mission delivery and enterprise management. The Chaplain Corps division, which supports Air Force Chaplain Corps programs across the force, realigned from the special staff. We are enhancing the Freedom of Information Act capability in the Installation Support Directorate to better manage the backlog of requests, and completed centralization of CONUS Official Mail and Postal Program management.

AFIMSC 2.0 established an initial innovation and strategy capability into the Expeditionary Support Directorate (XZ). We moved operational analytics

and the chief information officer from different parts of the organization and tied them with strategy. We finished consolidating MAJCOM functional managers and functional area managers from around our global enterprise into a single cell servicing all I&MS Airmen.

“These efforts were strengthened over the year by our new 2.0 structure which truly starts integrating teams and processes to provide a single integrated look across the enterprise. ”

Monica Anders
Director of AFIMSC Resources Directorate

In order to better support our own people, we created a single public affairs organization serving all of AFIMSC and a single manpower and personnel shop to do the same. We also centralized combat support services, facility management, security and common IT helpdesk functions into a shared service model under the director of staff.

Our four PSUs launched organizational transformation actions necessary to fully implement AFIMSC 2.0 as well. The Air Force Services Activity is in the process of collocating executive advisors supporting MAJCOMs into our detachments for increased I&MS synergies. The Air Force Civil Engineer Center inherited mission execution functions from the headquarters, to include the Air Force Engineering and Installation Work Plan mission that identifies, prioritizes, assigns funding and implements cyberspace infrastructure requirements; and the military construction and facilities sustainment, restoration and modernization for requirements development and project planning. Both the Air Force Security Forces Center and the Air Force Installation Contracting Agency initiated internal restructuring for more effective and efficient mission delivery.

FY19 and FY20 will bring more change and capability to AFIMSC and the Air Force. We'll fully implement our strategy and innovation capabilities, operationalize enterprise management, build on robust category management at AFICA, and continue realigning almost 40 capabilities back to the headquarters and PSUs from the detachments. AFIMSC aims to solidify our manpower resourcing target, provide agile surge capability, develop and execute cross-functionally integrated plans and solutions, incorporate innovation into decision-making, and balance forward delivery costs with intelligent centralized functions for enterprise-wide application.

We are focused on optimizing our processes with strong teamwork and fully networked technology. With our stakeholders, we will drive toward an enterprise-wide strategy to provide the best value to our people, the MAJCOMs, the installations and the Air Force.

**STARTED REALIGNMENT OF
500 POSITIONS**

**REALIGNED 2
PRIMARY SUBORDINATE UNITS
UNDER AFIMSC HEADQUARTERS**

**MOVED CHAPLAIN SUPPORT
UNDER AFIMSC INSTALLATION
SUPPORT DIRECTORATE**

**SET UP INNOVATION
& STRATEGY CAPABILITY
UNDER AFIMSC EXPEDITIONARY
SUPPORT DIRECTORATE**

**ESTABLISHED ENTERPRISE
MANAGEMENT CONCEPT
DECEMBER 2017**

**CENTRALIZED AFIMSC'S
PUBLIC AFFAIRS,
PERSONNEL, SECURITY,
FACILITY AND IT SUPPORT**

INNOVATING

DRIVING INNOVATION TO REVOLUTIONIZE



COMBAT SUPPORT

A person wearing a light-colored baseball cap and a dark shirt is seen from behind, looking out over a vast, flat desert landscape. In the distance, a range of mountains is visible under a clear blue sky. The foreground is filled with low-lying desert vegetation and a few scattered rocks.

The Air Force must continuously improve the speed with which it develops and deploys new capabilities to be competitive in air, space and cyberspace. We make innovation a priority in everything we do and are putting processes and programs in place to take ideas from inception to implementation in order to get cutting-edge technologies to Airmen faster.



AFIMSC INNOVATION OFFICE

Innovation office

Taking innovative ideas from the drawing board to implementation. That's the goal of AFIMSC's new Innovation Office. The office stood up Nov. 26 to solve complex challenges facing installation and mission support operations. It represents the next level of AFIMSC's evolution as the innovation center for the I&MS community.

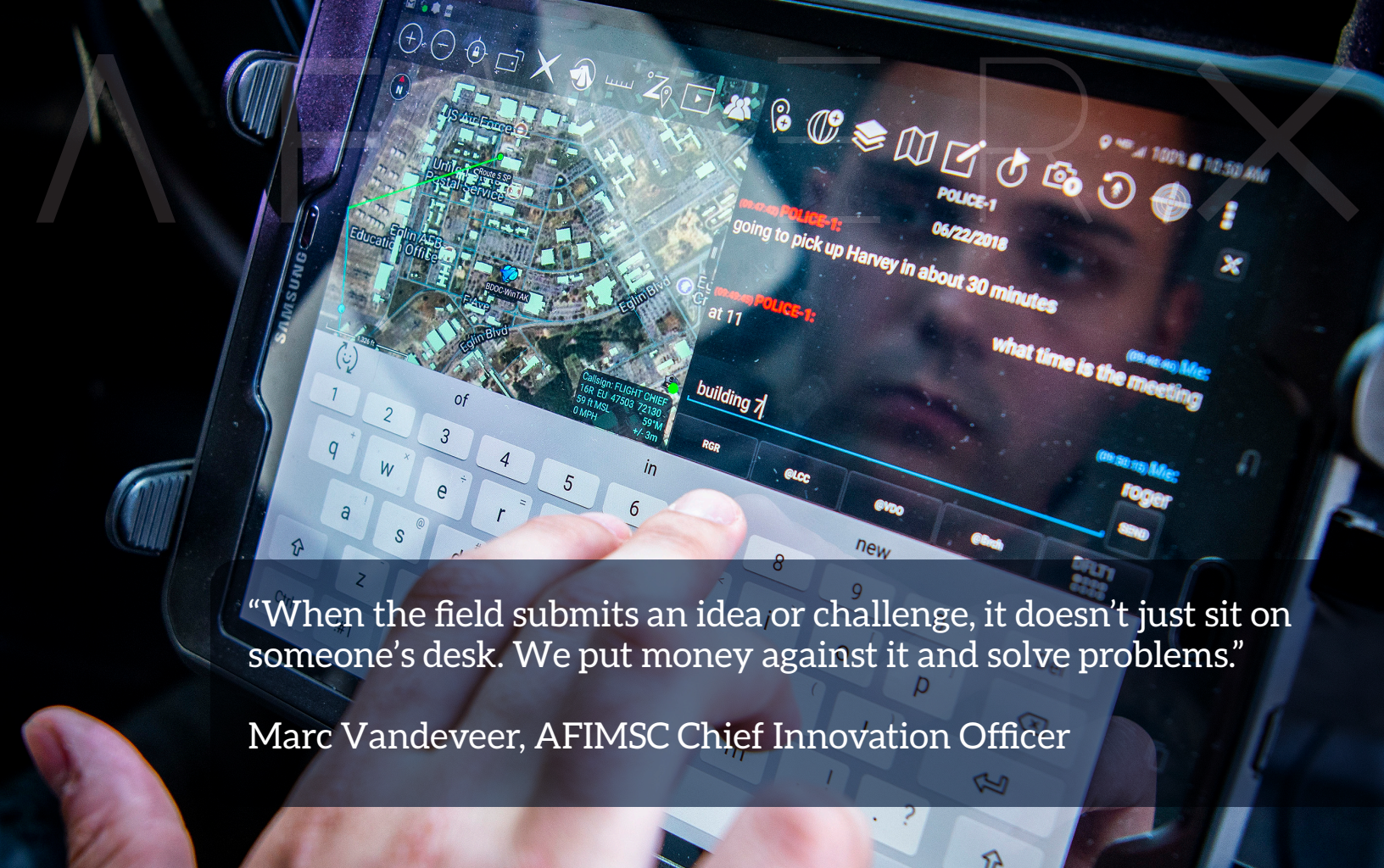
Since we stood up in 2015, the Center's Warfighters have had a keen focus on developing innovative solutions to deliver more efficient and effective Agile Combat Support programs. The stand-up of the innovation office and its full time staff of four provides a central I&MS hub where creative ideas submitted from anywhere in the Air Force get quick vetting and action toward implementation if they can deliver faster, leaner and more lethal operations.

The office is located in the Expeditionary Support Directorate, which has already been at the forefront of I&MS innovations with the Installation Health Assessment, Installation and Mission Support Weapons and Tactics Conference, and Combat Support Wing proof of concept.

"This innovation office is dedicated to tying together the vast innovation ecosystem with our Airmen at our installations as a whole," said Marc Vanderveer, chief innovation officer. "We will strive to take an idea from conception through collaborative innovation and, most importantly, through implementation."

The staff recently secured an agile \$1 million budget and issued a Mission Support Group "Call for Innovation" topics during January 2019.

This is only the beginning. As a full-time office with dedicated personnel, we're on the leading edge of partnering with the Air Force Innovation Hub Network (AFWERX), Defense Innovation Unit, Air Force Institute of Technology and MAJCOM innovation offices and installation spark cells. The goal for the year ahead is to implement new ideas, engage in three large-scale AFWERX challenges and pursue other ideas through a variety of innovation accelerators.



“When the field submits an idea or challenge, it doesn’t just sit on someone’s desk. We put money against it and solve problems.”

Marc Vandever, AFIMSC Chief Innovation Officer

AFWERX partnership

We’re excited to be partnering with AFWERX Austin to bring innovative ideas to fruition. We’re leveraging the latest technologies to address and solve Warfighter challenges. Our innovation office team is working to connect the AFWERX Austin hub across the entire \$10 billion I&MS enterprise.

One effort, launched in FY18, partners the Air Force Civil Engineer Center with a small Austin-based startup to use unmanned aerial vehicles fitted with a variety of high-tech sensors to conduct automated aerial mapping at substantially reduced costs, potentially saving \$3 million per year in mission sustainment funds.

The technology can be used to automate the mapping of floodplains, differentiating between types of vegetation and identifying the nesting locations of endangered species. This new approach

could reduce costs by upwards of 90 percent and increase inventory completion to nearly 100 percent.

The AFWERX Austin hub has been very supportive of our initiative. Starting with an initial budget of \$150,000, the path through the Small Business Innovation Research process quickly added an additional \$750,000 to expand the scope and create additional “classifications” to support program managers and subject matter experts across the enterprise, which will also allow the data to be placed in an easily accessible cloud environment.

This initiative was fast-tracked with minimal to no layers of bureaucracy. Requirements went from development to startup company selection, with funding secured in less than 30 days. We’re currently working with the startup company on the proof of concept. AFIMSC is the first government agency to execute a requirement through the Austin hub.



BRIDGING THE GAP

MULTI-DOMAIN COMBAT SUPPORT



I-WEPTAC

Innovation was alive at AFIMSC's second annual Installation and Mission Support Weapons and Tactics Conference (I-WEPTAC), held at Joint Base San Antonio in May. The 2018 theme was "Bridging the Gap: Multi-Domain Combat Support," with Airmen tackling some of the greatest challenges facing the agile combat support community.

Four teams presented innovative recommendations for infrastructure investment, resilient and agile support operations, and development of multi-functional combat Airmen to a packed auditorium of nearly 1,000 Airmen from across the force.

The out-briefs culminated a process that began in late 2017 when Warfighters from across the enterprise submitted more than 50 challenges in need of solutions. Leaders narrowed the list to the four most critical topics and four teams, called Mission Area Working Groups (MAWGs), convened in January to tackle them. The MAWGs comprised more than 100 of the best and brightest Airmen and joint service members from dozens of functional communities, who spent the next several months developing recommendations to address those challenges.

- MAWG 1: Installation Investment Initiative 2035.
- MAWG 2: Critical Base Resiliency Capabilities for Anti-Access/Area Denial (A2/AD).
- MAWG 3: Integrate Agile Unit Type Codes in Combat Support Wing.
- MAWG 4: Multi-Domain Agile Combat Support Command and Control in A2/AD.

The conference also included the second annual Mission Support Leadership Summit, which provided a platform for support group commanders and senior enlisted superintendents to better understand the programs AFIMSC conducts to enable their missions. Nearly 200 military and civilian Airmen participated in briefings, panel discussions and networking sessions to gain in-depth insight about the more than 150 centralized capabilities AFIMSC executes for the Air Force.

One concept recommended during the inaugural I-WEPTAC in 2017, which focused on a combat support wing construct, began undergoing proof-of-concept exercises in FY18. The initiative focuses on multi-functional training where Airmen learn different specialties, ultimately putting fewer personnel in harm's way and building a more

"Our most innovative ideas really come from the field, and we don't get a chance to link those ideas up unless we bring people together, we discuss them, and we bring our senior leaders in to see what those solutions are and how they might influence policy. I-WEPTAC is extremely important for the Air Force enterprise."

John Henderson, Assistant Secretary of the Air Force for Installations, Environment and Energy



ready and lethal unit. More information on CSW is available on page 43.

In addition to the out-brief and leadership summit, more than 300 people attended an associated Industry Day, where more than 40 vendors displayed cutting-edge technologies, products and services.

The third annual I-WEPTAC is scheduled for April 1-10, 2019, with the final out-brief on April 10.

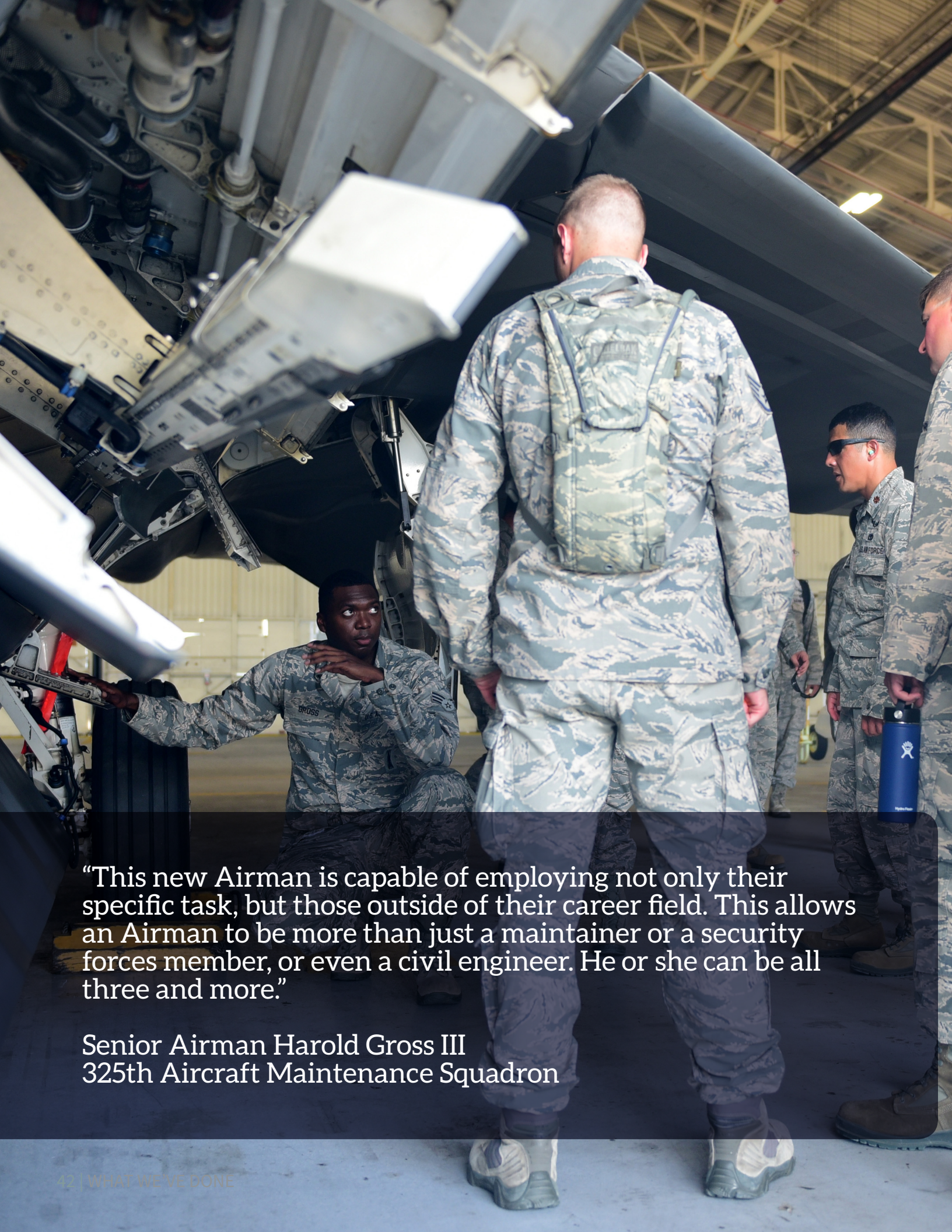
AFIMSC received 40 topics from across the Air Force for consideration. The AFMC commander selected the four topics MAWGs will focus on in 2019:

- MAWG 1: Command and Control of the Installation as a Weapons System.
- MAWG 2: Leveraging Technology and Innovation for the Installation We Need.
- MAWG 3: Integration of Training & Technology Across Multi-Domain Operations.
- MAWG 4: Logistics Under Attack.

Did You Know?



The third I-WEPTAC is scheduled for April 1-10, 2019. See the back cover for more information.



“This new Airman is capable of employing not only their specific task, but those outside of their career field. This allows an Airman to be more than just a maintainer or a security forces member, or even a civil engineer. He or she can be all three and more.”

Senior Airman Harold Gross III
325th Aircraft Maintenance Squadron

Combat Support Wing

AFIMSC, through its Combat Support Wing (CSW) concept, took additional steps to help the Air Force deliver air power lethality more effectively and efficiently anywhere in the world.

With roots in the 2017 I-WEPTAC, the Combat Support Wing concept focuses on multi-functional I&MS Airmen postured to fight across the full spectrum of combat support operations, ultimately putting fewer personnel in harm's way and building a more ready and lethal unit.

Airmen could be trained in multiple skills, working together in task-organized groups, squadrons, flights and elements. The initial concept is that there would be 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.

AFIMSC, Air Force Materiel Command and Air Combat Command held two exercises in 2018 to test the concept. In July 2018, training was held at Tyndall AFB, Florida, on rearming and refueling operations, leading to development of processes and training schedules. In September 2018, the exercise was expanded, when more than 150 Airmen from seven major commands participated in a CSW proof-of-concept exercise. Tyndall AFB served as the hub with forward "spoke" deployments to Moody AFB, Georgia, and Avon Park Air Force Range, Florida. During the exercise, Airmen stepped out of their comfort zones to learn core skills for different Air Force specialty codes, including flight-line maintenance and operations, security, communications and other agile combat support functions.

AFIMSC plans to test the concept for a third time with a capstone exercise in FY2019.

Below we show the core Combat Support Wing lesson objectives across four categories of training.

Command / Control Training:

- Communications Set-up & Operations
- Forward Operating Base & Location Site Planning
- Emergency & Crisis Planning
- Force Protection Intelligence

Multifunctional Training:

- Forward Operating Location Occupation & Survey
- Spall Repair
- Base Bed-down
- Close-in Defense
- Fuel Operations
- Tactical Vehicle Operations
- Fieldcraft

Defend / Operate / Recover:

- Flight-line Maintenance & Operations
- Security
- Communications
- Advanced Medical Saving Techniques
- Unexploded Ordnance
- Driving Multipurpose Off-highway Utility Vehicles

Familiarization Training:

- F22 Rapid Raptor
- HC-130 Load & Unload
- Cross-cultural/Foreign Weapons
- C-130 Forward Arming & Refueling Point
- R11



AFIMSC's Installation Health Assessment tool was featured at the 2018 Tableau Conference.

Installation Health Assessment

AFIMSC continued to expand its Installation Health Assessment tool in FY18, adding data for additional I&MS mission areas and enhancing predictive analytics capabilities.

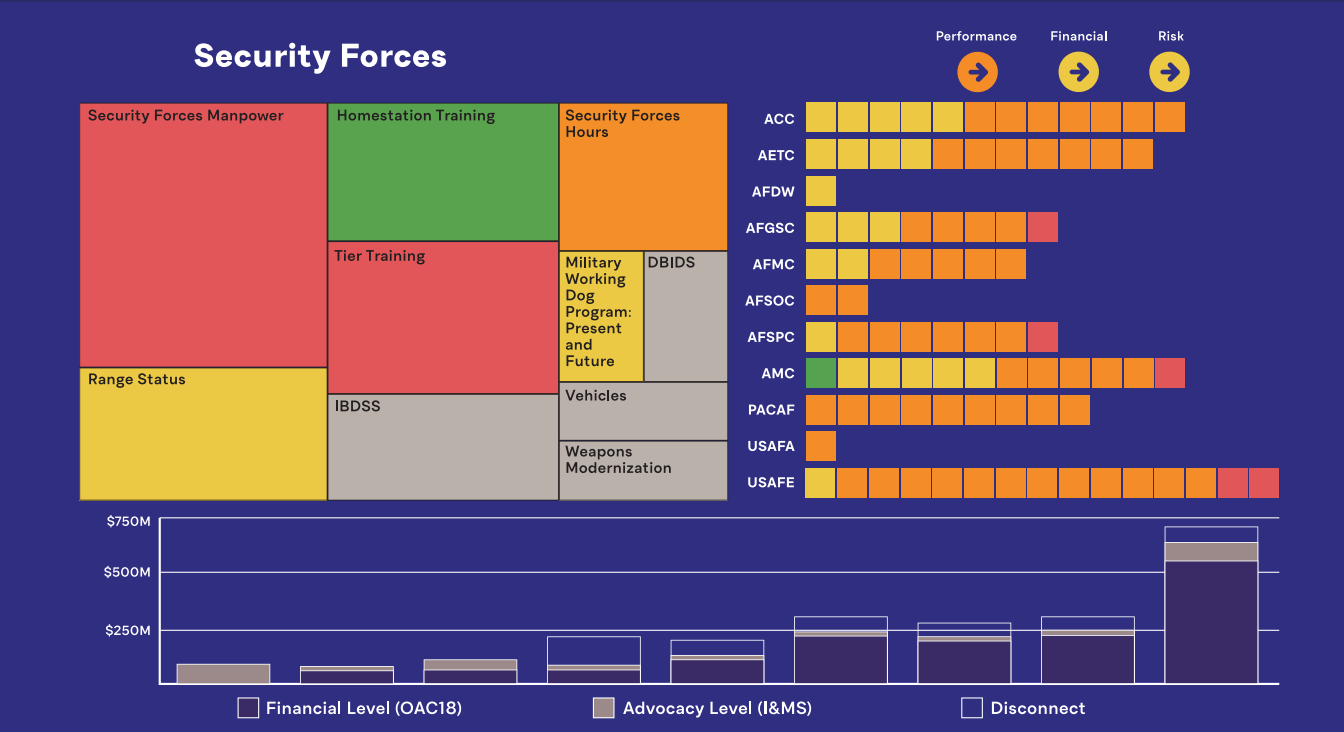
The tool is a first-of-its-kind, Tableau-based framework that combines and evaluates data from a variety of other tools and databases. One tool, the Mission Dependency Index, feeds the IHA as a scoring model that describes the relative importance of an infrastructure asset or facility in terms of its mission criticality. Together, this information provides an enterprise-wide, birds-eye view of I&MS in terms of performance, sustainment costs, modernization requirements and risks to the mission and force –providing the data necessary to make informed decisions on the best areas to invest Air Force funds.

The IHA, which became operational in 2017, initially targeted the facility sustainment, restoration and modernization mission area. Leveraging FSRM data and IHA analytics tools in FY17, AFIMSC quantified for the first time the impact of years of budget challenges and a lack of comprehensive data on facility infrastructure conditions. The team identified

almost \$24 billion in deferred maintenance across the enterprise, significantly reducing mission readiness. In 2018, that backlog had increased to \$25.2 billion. Using this data, AFIMSC was able to advocate for and obtain an additional \$4.4 billion for the FY19 FSRM budget, doubling the previous year's allotment of \$2.2 billion and holding the backlog steady.

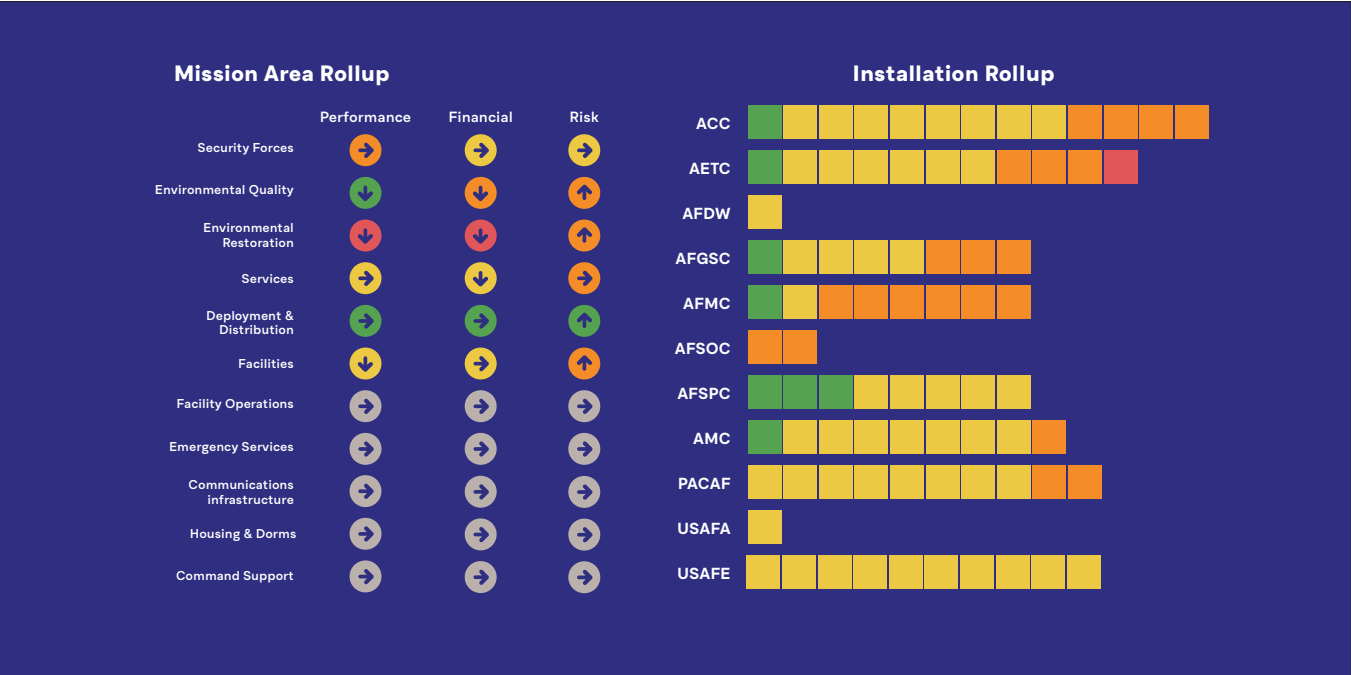
In FY18, IHA expanded beyond facilities to include five additional focus areas: security forces, environmental quality, environmental restoration, services, and deployment and distribution. Each mission area includes multiple sub-mission areas and associated metrics. Through the use of graphic heat maps and 30-year predictive analyses, IHA provides a method for users to quickly determine the performance of these I&MS mission areas enterprise-wide across 11 major commands.

Ultimately, the tool will encompass all 22 I&MS mission areas and will continue to better inform installations and Air Force senior leadership about I&MS needs, potential investment strategies and mission risks associated with funding decisions.



Above, this screenshot from the Installation Health Assessment tool captures performance, funding and disconnects for the Security Forces enterprise. The information is sortable by individual installation. This information will be housed and available on GovCloud in Spring 2019.

Below, we show how our IHA tool can help assess the overall health of various I&MS program areas across major commands. This displays performance, funding and risk with trendlines and base reports. Areas indicated in gray are still under development.



Weapons modernization

After many years of development and testing, the Air Force Security Forces Center moved forward with modernization of Air Force grenade launchers, handguns and rifles to increase the lethality and readiness of the force.

The M203 grenade launcher, in use since the late 1960s, was one of the first weapons upgraded. The M203 replacement, the M320A1, can be mounted to a rifle/carbine or can be carried as a stand-alone weapon system that provides improved accuracy through the use of a ballistic sight module.

The M18 modular handgun system is replacing the over 30-year-old M9, the M11 used by the Air

Force Office of Special Investigations and the M15 (.38 caliber) used for military working dog training. The handgun provides improved ergonomics, target acquisition, reliability and durability to increase shooter lethality.

The M4A1 will replace the M4. The M4A1 is fully automatic and optimizes the use of the enhanced performance rounds, leading to better accuracy and lethality. All advancements in the small arms program are designed to better equip Air Force warfighters in multiple domains and across current and emerging environments.





Rapid airfield damage recovery

The Air Force Civil Engineer Center's rapid airfield damage recovery (RADR) specialists were hard at work in FY18, ensuring that damaged airfields are returned to mission use as quickly as possible. The RADR program includes three interrelated processes: rapid damage assessment (RDA), rapid explosive hazard mitigation (REHM) and rapid damage repair (RDR).

AFCEC developed eight of 13 unit type code solutions for the RDR portion of the airfield recovery process this past year. The team procured and fielded \$9.3 million in vehicles and \$4.8 million in equipment and materials for U.S. Air Forces Europe, Pacific Air Forces and all three Silver Flag exercise training sites. The team established an expedient training solution for these exercise sites to increase enterprise-wide civil engineer knowledge of modernized tactics, techniques and procedures (TTPs). Over FY18, AFCEC trained more than 2,500 personnel in new RADR TTPs.

In support of damage assessment and explosive hazard mitigation, AFCEC coordinated with 10 PACAF installations to field two next-generation solutions in the Pacific theater. An \$8.4 million assessment system, known as RADAS Spiral 0.5, validates operating location preparations to ensure system efficacy, set-up and configured equipment on site.

The team also created a small unmanned aerial system operator (SUAS-O) certification course. As of the end of FY18, the SUAS-O certification course produced 37 operators.

As part of REHM, AFCEC developed and fielded a \$1.7 million interim explosive solution to the Pacific theater, known as Interim REHM. AFCEC validated requirements, procured and fielded 40 mass mechanical clearance systems, and developed employment TTPs.

\$9.3 M in vehicles
procured &
fielded

>2,500 personnel trained
in new RADR tactics,
techniques & procedures

HEADQUARTS

AFIMSC DIRECTORATES SUPPORTING INSTA



*HQ Air Force Installation and Mission Support Center
Joint Base San Antonio-Lackland, Texas*

ERS STAFF

RELATION & MISSION SUPPORT ACTIVITIES



J. F.



Installation Support Directorate (IZ)

The Installation Support Directorate further refined the process to re-baseline the facility Mission Dependency Index (MDI) this past year. The new tactical MDI approach uses operational risk management techniques to allow installations to define a facility's MDI score, characterizing how dependent a particular mission is on a particular facility to support that mission. AFIMSC is collaborating with industry to interview leadership at each installation and tactically realign facility priorities based on the mission they support. The MDI helps wing commanders affect project funding by making local infrastructure investment determinations that focus on the most critical facilities to mission execution.

The MDI survey interviews squadron, group and wing leadership by asking two questions for each facility with respect to interruptibility and replicability. Interruptibility is based on time; it measures how fast an organization's mission will be impacted if the facility's function were interrupted. Replicability is based on capability; it measures how difficult it will be to relocate, replicate or reconstitute the facility's function to another location. The answers to the survey questions are scored using a matrix.

After the initial MDI re-baselining efforts, installations will own the new dynamic metric, with specific triggering events, such as change in mission needs or unit bed-down, prompting the MDI scores to be revisited. MDI re-baselining began in FY17 and as of Oct. 15, 2018, 30 of 76 bases were complete. Surveys will continue through the spring of 2019 with final results available by Sept. 30, 2019.

With the success of standardized support for distribution of chaplain program funds, the Chaplain Corps Division executed over 100 percent of programmed amounts, totaling \$15.3 million, for chaplain-led resiliency events. Our success in managing and distributing funds for the Chaplain Corps led to centralization for the \$450,000 chaplain credentialing training program.

In order to streamline chapel tithes and offerings fund (CTOF) collection, the CTOF accounting section initiated electronic offerings at six test bases. After three months of success, 82 percent of installations Air Force-wide came online and received more than

\$810,000 in the first year. This initiative simplifies CTOF collections and chapel event registration at CONUS and OCONUS locations.

The Chaplain Corps Division improved customer interaction by initiating a bi-monthly deep-dive with MAJCOM Chaplain Corps personnel. During these teleconferences, the team reviews installation assessments, readiness posturing and funds status. Our enterprise-wide view allows us to share trends within a MAJCOM and compare them across the Air Force, enhancing spiritual support to Airmen.

The Traffic Management Branch completed Phase II of an initiative to achieve substantial cost savings and reduce transit time with no lost shipments. The total savings exceeded \$222,000 for 343 tested shipments, 94 percent less than tendered trucks, and the processing time was reduced from an average 3-5 days to 24 hours, resulting in an impressive 80-percent cut in transit time. Traffic management, in conjunction with Air Staff and TRANSCOM policy managers, are collaborating to determine a way-ahead for possible implementation into guidance for all DoD shippers.

The Ground Transportation team championed the holistic adoption of the American Association of Motor Vehicle Administrators (AAMVA) Commercial Driver's License (CDL) testing standard for operator certifications on tractor-trailer, passenger bus and fuel tanker vehicles. By the end of 2018, the team reached a milestone of 125 trained CDL examiners. Ten bases transitioned their training, validation and operations sections to the AAMVA standard, making the Air Force the first military component to mandate compliance with Department of Transportation policy.

The directorate successfully rolled out the Small Air Terminal manpower study, impacting over 600 air transportation personnel at 72 installations. The directorate engineered the station reporting tool to effectively gather and validate required workload data, enabling subsequent implementation by the Air Force Manpower Agency. The new manpower standard ensures viable manning footprints at each installation to support the respective wing's deployment and sustainability mission.



Resources Directorate (RM)

The Resources Directorate enhanced readiness and implemented efficiencies across the Air Force enterprise in FY18, obligating more than \$6.9 billion to improve infrastructure, execute mission support activities and enhance quality of life for Airmen across the Air Force.

In addition to supporting facilities sustainment, restoration, modernization and demolition and military construction programs through the integrated priority list and combined tasking order, RM also executed the Air Force environmental quality program, to include the environmental tasking order. More than 2,500 projects across more than 80 installations attained Air Force common output level standards of level 3 to 4 across the enterprise, improving base capabilities to accomplish Air Force missions. RM led the AFIMSC enterprise in obligation rate consistently across the

entire fiscal year, exceeding 90 percent in July. The team was postured and able to obligate enterprise end-of-year fallout funds in support of the program. Their efforts enabled the environmental restoration account to assume the Air National Guard ERA workload beginning in FY18, and supported the mitigation, monitoring and reporting program with 26 awards valued at \$16.8 million. This program provides access to ranges and training facilities supporting the warfighter and accomplished \$83.1 million in perfluorooctane sulfonate (PFOS) and perfluorooctanoic acid (PFOA) cleanup.

To enhance communications, we created a weekly electronic publication, "Fiscal Fury," and hosted an inaugural Financial Management Analyst Conference including installation analysts, directorate members, enterprise managers, and AFIMSC detachment financial managers and primary subordinate units.

The directorate also conducted a business process re-engineering event to streamline the avenue by which the installations request funding for emergencies, and implemented a \$200 million facilities sustainment restoration and modernization stimulus program to encourage top installation execution performers.

The directorate expanded in FY18, as two former AFIMSC primary subordinate units, Air Force Financial Services Center and the Financial Management Center of Expertise (FMCoE), became part of the RM structure.

AFIMSC's newest branches (RMFK/V), formerly known as the Air Force Financial Services Center, worked closely with installation financial managers, providing them assistance during surges and emergency situations, and maximizing oversight of career development. The team collaborated with Joint Base Langley-Eustis, Virginia; Pope Field, North Carolina; Moody AFB, Georgia, and Joint Base Charleston, South Carolina, to establish proper procedures and instructions to receive and process 4,500 evacuation travel claims resulting from Hurricane Florence.

We championed an Air Force-wide group remission for flat rate per diem debts. They were able to secure debt forgiveness of 884 debts worth \$1.1 million. Additionally, in partnership with AFIMSC Judge Advocate and the Air Force Deputy Assistant Secretary for Financial Operations, the directorate closed six potential Anti-Deficiency Act violations in FY18 as "no violations," averting the requirement to notify Congress and the President of the United States of ADA violations.

The directorate also hosted the 2018 Air Force Financial Services Office Worldwide Training Workshop. More than 350 financial managers attended the workshop and each earned 17 hours of continuing education and training hours. The division also reinvigorated the financial services metrics program. They took an in-depth look of each metric, provided trend analysis and suggested process improvement actions to base-level offices. They also developed new metrics to better support customers and gauge performance.

Another new division (RMC), formerly known as Financial Management Center of Expertise, provides the director the ability to leverage AFIMSC directors and be more proactive in accomplishing economic and business case analyses. The team completed 83 analyses that involved long-term economic and business case analyses (ECAs and BCAs), as well as other decision-support formats to better inform active Air Force resource decisions at 46 bases and in all MAJCOMs. The long-term analyses included research on more than \$1.6 billion net present value in lifecycle costs of alternatives, and recommended over \$2.1 billion in one-time operations and maintenance investments to achieve operational Air Force requirements. The RMC division completed 28 long-term ECAs and BCAs in support of the Air National Guard and Air Force Reserve, analyzing more than \$256 million in net present value in lifecycle costs of alternatives, and recommending over \$240 million in one-time operations and maintenance (O&M) investments. These analyses allowed ANG and AFRC leadership greater insight regarding resource trade-offs in terms of costs, benefits and risks.

"We looked for the opportunities to improve the performance of the financial services operations by looking at all the processes and finding more effective and efficient ways to deliver entitlements and benefits to the Airmen."

Maj. David Collins
AFIMSC continuous process improvement director

Expeditionary Support Directorate (XZ)

The AFIMSC Expeditionary Support Directorate's mission is to train, equip and deliver agile combat support to warfighting commands. The directorate is composed of three divisions with a \$7 million portfolio that delivers worldwide expeditionary installation and mission support capabilities to more than 90,000 warfighters across the I&MS enterprise.

The plans and analysis division provides analysis and evaluation of strategic and operational concepts and plans, focusing on innovation across the Air Force. In FY18, the division focused on base resiliency, Air Force common output level standards (AFCOLS), Fight the Base, innovation through industry collaboration and other future strategic capability

concepts. In support of AFIMSC strategic priorities, the division focused on driving innovation to revolutionize combat support, working to recognize AFIMSC as the Air Force's center for I&MS innovation and engaging in research and development to support agile warfighting.

The division is also the Air Force's AFCOLS lead. AFCOLS reporting assists leaders, resource advisors and program managers in identifying where installation support is reduced due to resourcing or programmatic deficiencies. Seven AFCOLS functions, with limited ties to resourcing decisions, were removed from program data calls and eight functions were revised to improve ties to resourcing.



The division also hosted the Headquarters Air Force-led Fight the Base Summit, which brought together 104 total force Airmen from multiple functional areas to address various points laid out in the 2018 National Defense Strategy and FY20-24 defense planning guidance.

The training and support division provides functional management and oversight for manning, force development and subject matter expertise across seven I&MS functional areas through major command functional managers (MFMs). In FY18, MFMs successfully allocated 7,500 technical training graduates, 9,600 overseas returnees and 430 continental U.S. mandatory movers, and submitted 1,400 equal plus ads.

The readiness division manages operational requirements ranging from functional area

managers (FAMs), contingency operations support, planning and readiness system reporting, and UTC management for more than 900 core UTCs. In FY18, FAMs established 190 new I&MS UTCs, re-balancing and optimizing personnel packages for the Chief of Staff of the Air Force's "Team of 3" concept. The division also analyzed non-war reserve materiel I&MS UTCs, identifying more than \$117 million in required funding to address I&MS UTC shortfalls.

The team created an ability to survive and operate "Exercise in a Box," that compiled 25 different instructions to create the first Air Force SharePoint for wing phase II guidance. The division also developed a \$1.3 billion war chest for Air Force readiness needs, organizing priorities for maximum warfighting impact, leading to the execution of \$323 million for Pacific Air Force protection and recovery capability requirements.





Special Staff support to field

Public Affairs

The AFIMSC Public Affairs Division conducts several programs on behalf of the PA functional community across the force. In 2018, the PA team completed the Air Force's first-ever trends analysis of the continuous evaluation data more than 90 wings report. The analysis rolled each base's data up into their MAJCOM to give the commands a view of their overall compliance health in order to see how they were trending. We also rolled up MAJCOM analyses into a single AF-wide view of PA compliance so that the Air Force Director of Public Affairs and staff could have a sight picture of the overall compliance health of the PA community. The data informs resource and manning decisions to support improved compliance of mandated items each Wing PA office is required to accomplish.

PA conducts the security and policy review program for Wings that need to elevate cases for review before those offices release any information publicly. This information can include articles, books, speeches, thesis papers, multimedia and any other information that will be made available to the public. PA coordinates these cases at the MAJCOM level or elevates to the Secretary of the Air Force PA for higher-level review. In 2018, the caseload jumped from

an average of three cases per month to more than 30 cases per month. The jump was due to a renewed focus on operations security by the Office of the Secretary of Defense. Despite the tenfold increase in cases processed, the PA team kept information flow on track.

We conducted two major outreach activities in 2018 to help us continuously improve two critical capabilities: command information (CI) and environmental public affairs operations. Both efforts included extensive focus group events designed to obtain grass-roots feedback to better understand awareness, knowledge and understanding of the two topics. The CI groups surveyed more than 100 members of the AFIMSC team in small-group settings to hear their thoughts on internal communication. The information from those focus groups is informing the broader AFIMSC strategic planning process so we can improve two-way communication between the leadership and members of the team.

The environmental focus groups reached across the Air Force to query members of the PA community about their needs for environmental resources and training. As the reach-back center for all PA environmental issues, the PA team sought to first under-

stand the capabilities in the field, while also seeking common challenges we can focus on in the year ahead to bolster the PA community’s capabilities to tell the environmental story. Going into 2019, AFIMSC/PA has built a plan that will provide resources and training to help PAs in the field better communicate PFOS/PFOA information to their audiences.

Inspector General

The Inspector General Division provides I&MS technical expertise in support of MAJCOM IG and squadron commander Air Force Inspection System programs. We oversee and administer the AFIMSC twice-annual reviewing and reporting of Wing continuous evaluation data in the Management Internal Control Toolset for the mission sets that transferred to AFIMSC in FY 2016. This AFIMSC continuous evaluation mission ensures I&MS functional communities and MAJCOM IG teams get four independent looks at the compliance health of their reporting units during each unit’s two-year inspection cycle. In addition, IG supports MAJCOMs with AFIMSC subject matter experts who support command Unit Effectiveness Inspections when commands don’t have that in-house expertise. The team also supports validation of deficiencies and corrective action plans of Inspector General Enterprise Management System findings for the field.

Judge Advocate

The Judge Advocate Division provides fiscal law advice on all I&MS issues in AFIMSC’s purview. We support the Resources Directorate by serving as legal advisor for all preliminary and formal Anti-Deficiency Act investigations at all levels of the Air Force.

We support the Installation Support Directorate by serving as legal advisor for the Air Force-wide intermediate headquarters Freedom of Information Act program, advising FOIA managers, providing training to installation-level FOIA managers and MAJCOM OPRs, and providing reach-back advice for installation-level legal offices. These efforts ensure critical programs in AFIMSC’s charge have the proper legal review and counsel to meet regulations and program requirements. JA also coordinates with installation and MAJCOM legal offices, Air Force Legal Operations Agency, Air Force General Counsel and the Air Force Judge Advocate General on the full-spectrum of I&MS issues.

Personnel

The Workforce Development team of the Personnel Division conducts the AFIMSC Mission Readiness Training Program in partnership with the MAJCOM Functional Manager cells in the Expeditionary Support Directorate’s Training and Support Division. The program ensures I&MS Airmen across the force get the appropriate training they need on time to ensure their mission readiness. The workforce team manages AFIMSC’s Mission Readiness Training Program portfolio in support of more than 26 Air Force specialties and the MFM cell manages the allocation for each one of their respective career fields, ensuring all allocations are filled. Together they manage the largest mission readiness training account in the Air Force, which equates to 24 percent of all Air Force MRT funds. This collaboration was instrumental with first-year execution in FY17 of 94 percent and an unprecedented rate in FY18 of 101 percent.

Mission Readiness Training Requirements

	FY17	FY18	FY19	FY20	FY21-22
Funded Level-1 (FL-1) <i>Centrally Funded</i>	4,420	4,530	4,836	5,003	5,203
Funded Level-2 (FL-2) <i>Unit Funded</i>	2,263	2,681	3,808	3,835	3,835
Non-Resident (NRT)	1,688	1,688	1,688	1,688	1,688
Total	8,371	8,899	0,332	10,526	10,726

PRIMARY SUBO

SPECIALIZED CENTERS EXECUTING ROBUST I



ORDINATE UNITS

INSTALLATION & MISSION SUPPORT





Air Force Civil Engineer Center (AFCEC)

The Air Force Civil Engineer Center provided full-spectrum installation engineering services to installations world-wide in FY18. Support included facility investment planning, design and construction, operations, real property management, energy, environmental compliance and restoration, audit assertions, acquisition and program management. In 2018, the center continued to focus on enhancing readiness, cost-effectively modernizing, developing exceptional leaders, driving innovation and enhancing partnerships across all installations.

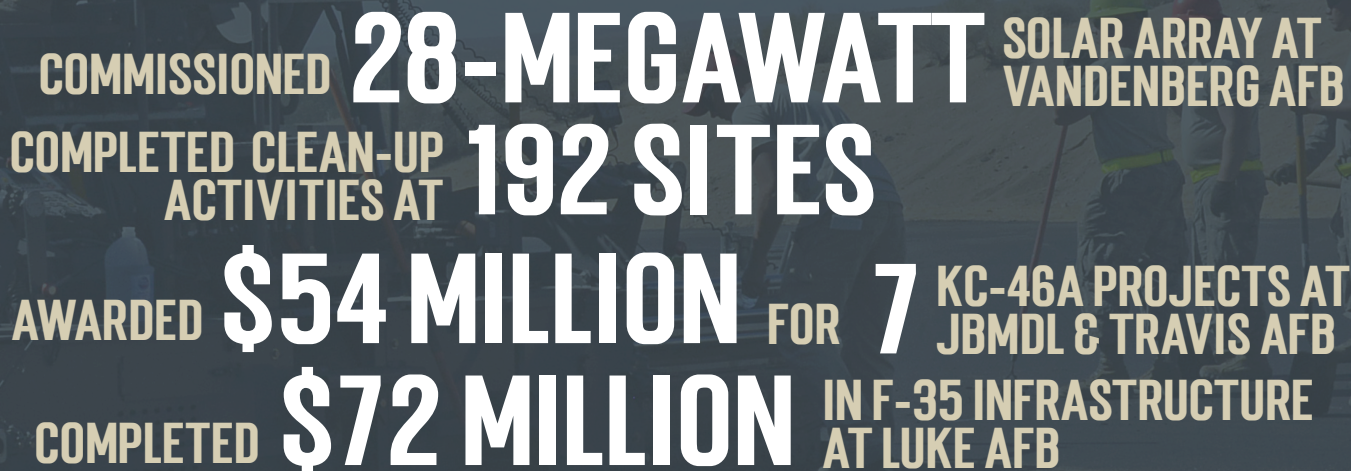
The AFCEC energy team commissioned a 28-megawatt solar photovoltaic array to power critical missions at Vandenberg Air Force Base, California. The center also privatized electric, water

and wastewater systems at Grand Forks AFB and Cavalier Air Force Station in North Dakota for \$272.5 million, with a projected cost avoidance of \$217.1 million.

We performed prescribed fires across 100,000 Air Force acres to protect federally listed threatened and endangered species and reduce wildfire risk to Air Force missions. The center expanded its wildland fire support program, adding support modules at Vandenberg AFB, California, Mountain Home AFB, Idaho, Joint Base McGuire-Dix-Lakehurst, New Jersey, and Kirtland AFB, New Mexico.

AFCEC environmental specialists completed cleanup activities at 192 Air Force sites. Of these, 126 were closed ahead of schedule, saving \$4.6 million for





COMMISSIONED 28-MEGAWATT SOLAR ARRAY AT VANDENBERG AFB
COMPLETED CLEAN-UP ACTIVITIES AT 192 SITES
AWARDED \$54 MILLION FOR 7 KC-46A PROJECTS AT JBMDL & TRAVIS AFB
COMPLETED \$72 MILLION IN F-35 INFRASTRUCTURE AT LUKE AFB

use at other sites. Of particular focus this year, the center received \$58.8 million in Congressional funding for restoration activities associated with perfluorinated compound contamination, successfully mitigating drinking water and eliminating the threat to human exposure for more than 60 communities and 150,000 residents.

We slashed costs by reducing the number of individual installation restoration contracts and creating fence-to-fence installation contracts. AFCEC also executed \$239.3 million in support of 2,999 environmental quality projects and successfully removed an eroding landfill at the Oliktok Long Range Radar Station in Alaska.

The center launched a Geographic Information System Environmental Viewer, which houses updated environmental data standardized in Spatial Data Standard for Facilities, Infrastructure, and the Environment format for 87 installations.

To support installation planners, AFCEC assembled and deployed 11 installation planning teams to multiple locations including Cheyenne Mountain AFS, Colorado, Edwards AFB, California, and Kadena Air Base, Japan. Their expertise helped installations tackle challenging planning and development issues and more accurately define requirements and scope potential solutions.

AFCEC's portfolio of 13 enhanced use lease projects met or exceeded all compliance lease risks metrics. The portfolio, valued at \$200.4 million over the lease term, has received \$59.5 million to date, which is \$1.3 million more than expected due to interest earned from projects.

The center focused on modernizing Air Force infrastructure globally. Support included award of \$54 million in construction contracts for seven of 11 FY18 KC-46A projects at JBMDL and Travis AFB, California, with the remaining four postured for advertising. AFCEC completed design of a \$254 million FY18 Presidential Aircraft Recapitalization Complex, which is advertised and postured for contract award. The center completed construction of \$72 million in F-35 hangars, maintenance facilities and fuel systems at Luke AFB, Arizona, in support of the Pilot Training Center bed-down, and successfully completed construction of a \$23 million F-35 maintenance hangar complex at Nellis AFB, Nevada, in support of the Test and Evaluation bed-down. AFCEC also completed 99-percent of a comprehensive design to repair the historic and iconic U.S. Air Force Academy Chapel in Colorado. AFCEC awarded the first two pathfinder projects in Australia, valued at \$29.6 million, and awarded five European Defense Initiative projects in four countries, totaling \$20.7 million.

All Air Force housing programs were successfully centralized at AFCEC. The center successfully restructured the privatized housing project terms for Joint Base Anacostia-Bolling, Washington, D.C., Joint Base Langley-Eustis, Virginia, and Barksdale AFB, Louisiana. The government housing operations and maintenance program saw a 99-percent obligation rate, the highest in years.

The center exercised the first use of the bi-lateral U.S. and Sweden EOD Research, Development, Test and Evaluation Information Exchange Agreement, shared mutual concerns in six broad areas and visited five sites while supporting future U.S. engagement in a 2019 Scandinavian airfield clearance exercise.



Air Force Installation Contracting Agency (AFICA)

AFICA comprises four mission areas: Enterprise Sourcing, Expeditionary Operations, MAJCOM Support and Mission Execution, and its key enabler High-Performing Workplace. The organization employs acquisition professionals from multiple career fields such as Contracting, Program Management, Financial Management, and Engineering. AFICA is represented in 17 Air Force locations to enable the management of its \$50 billion contract portfolio under AFIMSC.

We support Air Force-wide installation contracting and expeditionary combat support activities while promoting smarter, informed acquisition strategies through Enterprising Sourcing and Category Management. AFICA's overarching goal is to drive cost effectiveness into the capabilities it provides and reduce costs by \$2 billion by 2020. To date, the agency has reached 75 percent of that goal. Our Flight Plan continues to guide its team forward within each respective mission area.

AFICA's significant accomplishments for 2018 showed direct support to every Warfighter from Air Force Headquarters to installations.

An AFICA representative served as a key member on Air Education Training Command's Aircrew Crisis Task Force, crafting courses of action and a business case to tackle the pilot-shortage. Those actions were briefed at CORONA in support of the Chief of Staff's top priority. AFICA also supported the Air Force Chief of Staff's venture to produce 1,500 pararescue personnel a year by delivering a \$3 million Battlefield Airmen training site contract two months early. This effort will enable the activation of a new Special Warfare Training Wing.

Our professionals also awarded numerous high-level contracts in FY18. These included a \$45 million contract to stand up the Iraq Air Academy and provide initial support for Foreign Military Sales (FMS) Air & Technical Training; and a \$741 million Air Force Recruiting Service advertising and marketing contract to facilitate increased recruiting goals. AFRS were able to beat the FY18 Secretary of the Air Force goal of 29,000 enlisted and 1,500 officers.

The agency also completed the Air Force's largest source selection for Information Analysis Center (IAC) acquisition for operational Research Development Test and Evaluation (RDT&E) requirements across the Department of Defense for the next nine years. This \$28 billion award is a strategic evolution of the multi-billion dollar DoD IAC program with improved small business opportunities.

We executed a \$432 million Installation Support Services contract for the operation and maintenance of installation infrastructure, utilities, services, and airfields. This means aircraft commanders given emergency diverts can now land at Eareckson Air Station and King Salmon Airport in Alaska, and Wake Island Airfield in the western Pacific Ocean, with just 30 minutes notice.

Agency professionals championed U.S. Air Forces in Europe's Synthetic Theater Operations Research Model database contract, known as STORM, in just 45 days. With AFICA's help, USAFE-Air Force Africa concept of operations and operation plan development was enhanced with in-depth analysis

ACHIEVED

\$1.5 BILLION

IN COST SAVINGS

EXECUTED

\$50 MILLION

IN FUNDED REQUIREMENTS
DURING FY18 Q4

AWARDED

\$45 MILLION

TO STAND UP IRAQ
AIR ACADEMY

AWARDED

\$741 MILLION

FOR AIR FORCE RECRUITING
SERVICE CONTRACT

of campaign-level contributions by air, space, sea, land and cyberspace forces.

Our 767th Specialized Contracting Squadron, working with Air Force Global Strike Command, led the AFICA Commander's enterprise initiative for \$835 million in Rotary Maintenance support of four major commands. The Agency's 763rd SCONS ingenuity prevented the lapse of U.S. Army Headquarters' Adobe Creative Suite program with the Air Force's \$250,000 enterprise license agreement two days before the end of FY18.

AFICA's enterprise sourcing squadrons showed their skills of developing and executing enterprise-wide strategic sourcing solutions. In just 60 days, the 771st ESS established an AFICA-wide Basic Ordering Agreement based on Small Business Innovation Research to support Air Force Space Command's top priority to unleash the value of

data across the Air Force. The 772nd ESS awarded a \$2.4 million Architectural and Engineering effort for bed-down and basing initiatives at 19 locations in support of Air Force Pacific Stability requirements, providing Air Staff with analysis of each location's ability to support Air Force mission requirements. Our 773rd ESS chaired an 8-member team for a Family Advocacy Program Industry Day resulting in collaboration with 22 registrants, 26 vendors and 50 attendees. The program supports 76 military treatment facilities throughout the Air Force with an estimated value of \$240 million.

AFICA finished the year strong when, in the face of significant manning shortfalls, AFICA's Peterson AFB, Colorado, team partnered with the 21st Contracting Squadron's headquarters Support Flight during the final quarter of FY18 to ensure the successful end-of-year execution of \$50 million in funded requirements.





Air Force Security Forces Center (AFSFC)



The Air Force Security Forces Center mission is to organize, train and equip Air Force security forces worldwide. The center develops force protection doctrine, programs and policies by planning and programming resources to execute the missions of nuclear and non-nuclear weapon system security, physical and information security, integrated base defense, combat arms, law enforcement, antiterrorism, resource protection and corrections. The center also acts as the executive agency for the Department of Defense military working dog program, the world's largest training center for military dogs and handlers.

In FY18, Desert Defender (DD) personnel designed first-of-their-kind transportable base defense and joint defense operations centers capable of rapid deployment, mission integration and redeployment in support of operations conducted in non-permissive environments. More than 100 personnel from the Air Force, Department of Defense and industry partnered to provide these mobile operations centers which offer state-of-the-art command, control, communications, computers, and intelligence, reconnaissance and surveillance capabilities to deployed defense and ground force commanders across geographic combatant commands. This initiative aligns directly with the Basing and Logistics Capability Area Development Plan portion of the Chief of Staff of the Air Force's Air Superiority Plan 2030.

As the largest of four Air Force readiness training centers, Desert Defender trains the majority of Security Forces members across all ranks, many of whom deploy after training to different combatant

commands around the world. In FY18, DD trained 4,500 force protectors, more than the other three readiness training centers combined, supporting missions within Africa Command, European Command, Pacific Command, Central Command, Northern Command and Southern Command. Training consisted of sustainment, or home station training, for more effective execution of wing commanders' integrated defense plans so as to better support different combatant commanders' missions when deployed.

DD also houses the recently established Air Force Security Forces logistics detail (LOGDET) equipment centralization center. As the primary logistic hub for the entire career field, LOGDET maintains and deploys state-of-the-art equipment to Air Force defenders, protecting U.S. interests in theatres worldwide in as little as 96 hours. In addition to 463 individual capability sets in direct support of the combatant commands, LOGDET also houses, maintains and mobilizes SF war reserve materiel, providing critical force protection to both the Pacific and European theaters. The combined postured value of these three contingencies is upwards of \$1.4 billion.

AFSFC partnered with Air Force Materiel Command to respond to the growing small unmanned aerial system threat. They implemented the SKYNET shotgun round, providing the first c-SUAS response and allowing time for further coordination to develop a greater c-SUAS plan.

AFSFC obligated funds and executed multiple projects in support of enhancing readiness. The center

**TRAINED 4,500 FORCE PROTECTORS
THROUGH DESERT DEFENDER**

OBLIGATED \$200 MILLION TO ENHANCE READINESS

EXECUTED \$151 MILLION IN CONTINGENCY FUNDS

CERTIFIED 27,000 GROUND AMMUNITION REQUIREMENTS

obligated 100 percent of its \$200 million operations and maintenance budget, which included over \$16 million in base physical security system/airbase defense and anti-terrorism program upgrades, \$7 million in Brig support to Marine Corps Air Station Miramar, California, and Joint Base Charleston, South Carolina, \$2.6 million in SF Management Information System program modernization and licensing, over \$1 million bolstering the President of the U.S. military working dog program, and \$16 million toward bolstering Fort Bliss Readiness Training Center (RTC), Texas, LOGDET unit type codes and s-UAS programs.

AFSFC executed \$151 million in contingency funds in addition to O&M, including \$104 million for UTC modernization, common remotely operated weapons, and Javelin system upgrade; \$39 million in joint light tactical vehicle equipment purchases, career field-wide holster retrofit, sustainment training for RTCs with over 1,000 Defenders trained; and \$8 million in European Deterrence Initiative mobile armory, tactical field operation system and LOGDET UTC modifications.





Air Force Services Activity (AFSVA)

The Air Force Services Activity's (AFSVA) mission is to deliver services capabilities, programs and activities that help build and sustain ready, resilient Airmen and families. We ensure successful operation of essential food, fitness, child care, lodging, libraries, and recreational opportunities such as golf, bowling and outdoor recreation programs for Airmen and their families.

FY18 marked a year of significant accomplishments and continued focus on delivering programs and services to meet the needs of Airmen and their families. AFSVA allocated \$8.1 million to Air Force installations in support of Recharge for Resiliency (R4R) programs. R4R is the capstone for resiliency programming across the Air Force. The program allows Airmen and their families the opportunity to recharge, reintegrate and reunite through morale, welfare and recreation programs. Funds cover or offset the cost of programs and equipment, thereby providing opportunities to reduce stress by promoting educational fun, creating active social opportunities, restoring esprit de corps and promoting safe physical events.

We expanded the number of hours of free child care for families of military members deployed or on

remote assignment. The change provides 16 hours of pre-deployment, 16 hours each month during deployment or remote assignment, and 16 hours of post-deployment care per child. This increases free care from a maximum of 48 hours total in 2017 to a possible maximum of 244 hours total depending on the length of the deployment or remote assignment. We also invested \$1.2 million in a "no cost to parents" endeavor for 19 family child care and expanded child care programs to deliver high quality, 24/7 care.

The Services team developed and fielded expanded youth camp opportunities in 2018, including regional Science, Technology, Engineering and Math and America's Kids Run camps. Installations could choose from Missoula Children's Theatre, Sideline Sports, Soccer, Archery, Science, Say It with Music and Chef K Culinary Camp. In addition, more than 550 teens participated in residential camps with aviation, space, teen leadership, military youth of the year and sports themes.

To better support the recreation needs of families with younger children, we executed more than \$21 million worth of projects to repair or replace 103 playgrounds at 35 installations. AFSVA continued to

"If the foundation of readiness is training, then the core of what makes an Airman more lethal is resilience."

Kaleth O. Wright, Chief Master Sergeant of the Air Force

PROVIDED **130** ENTERTAINMENT PERFORMANCES
INVESTED **\$7.8 MILLION** TO ENHANCE BOWLING
AND GOLF FACILITIES
REPLACED **103** PLAYGROUNDS AT **35** INSTALLATIONS
ALLOCATED **\$8.1 MILLION** FOR RECHARGE FOR
RESILIENCY PROGRAMS

upgrade and improve the aesthetics, functionality, guest experience, efficiency and overall appearance of 39 Air Force Bowling and Golf facilities through a \$7.8 million investment for 86 projects. Services also executed a robust entertainment program that included 130 performances featuring 16 major concerts at 55 installations. Entertainment tours included comedy shows, illusionists and musical performances.

AFSVA remains focused on delivering innovative Services capabilities to generate combat-ready, resilient warfighters ... Airmen taking care of Airmen. With this in mind, we'll continue to roll out new programs and initiatives aimed at meeting the needs of Airmen and their families. We are committed to the support of our unit commanders in the field, our Airmen and their families.



MAJCOM-SPEC

ON-THE-GROUND I&MS SUPPORT



CIFIC SUPPORT



Our detachments are the face of AFIMSC and boots-on-the-ground at the MAJCOMS and direct reporting units we 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



Detachment 1 was proud to provide another year of vital installation and mission support services to Air Force Space Command, supporting command priorities to: 1. Build combat readiness and lethality for the contested multi-domain fight; 2. Innovate and accelerate to win – institutionalize agility to outpace the threat; 3. Develop space and cyberspace joint warfighters; and 4. Organize for sustained success. In partnership with AFIMSC, AFSPC installations executed more than \$362 million in FY18 AFIMSC funding – an increase of \$30 million over FY17. We concluded the year leaner and organizationally realigned to the new AFIMSC 2.0 configuration.

Other FY18 highlights included monitoring and influencing AFSPC FY18 I&MS wing execution rates to achieve obligation milestones and augmenting the AFIMSC “War Room” to provide seamless end-of-year financial management support. As a result, Los Angeles AFB, California, and Schriever and Buckley Air Force Bases in Colorado received an additional \$12.1 million for high performance in the third and fourth quarters and \$17 million at year end. Our financial management division was key in providing \$3.1 million to support recovery from a violent July storm at Buckley AFB. We also advocated for 96 AFIMSC centrally funded construction projects in FY18, valued at \$89.2 million. Most notable were the \$17.5 million Dorm 98 repairs and \$7.4 million in generator repairs at the M-Plant building at Thule Air Base, Greenland, and \$22.3 million in infrastructure repairs at Cheyenne Mountain AFS, Colorado, Cape Canaveral AFS, Florida, and Vandenberg AFB, California.

Det. 1 supported basing, bed-down and programming plan activities for 20 initiatives impacting AFSPC. This support ranged from continued engagement with the long-range discrimination radar at Clear Air Force Station, Alaska, and the homeland defense radar in Hawaii, to new initiatives such as the transfer of cyber capabilities to Air Combat Command and supporting AFSPC with basing activities associated with the establishment of U.S. Space Command, a component of the President’s emphasis on the space domain.

We collaborated with the Headquarters AFSPC Directorate of Integrated Air, Space, Cyberspace and ISR Operations on enterprise land mobile radio upgrades supporting 22 continental U.S. bases benefiting AFSPC, Air Force Global Strike Command, Air Force Materiel Command, Air Force Special Operations Command and the U.S. Air Force Academy. The existing systems are at end-of-life and end-of-service. This initiative, valued at \$17 million, was awarded at the end of the year with AFIMSC funding. We also pursued other communications solutions, including identifying a telephone switch deficiency at Thule AB, developing a solution and implementing the fix; advocating for and garnering \$4.5 million for five cable replacement projects addressing communication infrastructure damaged during fires at Vandenberg AFB; and developing a solution and securing funding to replace Schriever AFB’s end-of-life radio dispatch consoles.

In addition, we continued advocacy for the rebuilding of Vandenberg AFB’s “Hot Shot” firefighting team. In coordination with the wing and HQ AFSPC, the command established 14 over-hire positions and the Hot Shot team was declared fully mission capable in August 2018. The permanent manning solution is currently at the Air Force Manpower Analysis Agency for approval. Of the 168,823 man-hours Air Force Fire Emergency Services has spent fighting wildland blazes between 2006 and 2018, more than 46 percent, or 78,474 man-hours, have been at Vandenberg AFB alone.

We provided key inputs, support and advocacy to the Air Force Life Cycle Management and Security Forces centers to upgrade 12 AFSPC installation integrated defense systems totaling \$58 million. This support has since been transferred from Det. 1 to the Air Force Security Forces Center for FY19 and beyond.

SUPPORTED

7 INSTALLATIONS

EXECUTED \$362 MILLION
OVER IN I&MS REQUIREMENTS

\$3.1 MILLION RECOVERY SUPPORT AT
BUCKLEY AFB

ADVOCATED CONSTRUCTION
FOR 96 PROJECTS VALUED AT **\$89.2 MILLION**

SUPPORTED **\$17 MILLION** @ **22** CONUS
INSTALLATIONS
IN ENTERPRISE LAND MOBILE RADIO SYSTEMS



DORM 98 REPAIRS
THULE AIR BASE
\$17.5 MILLION

GENERATOR REPAIRS
THULE AIR BASE
\$7.4 MILLION

INFRASTRUCTURE REPAIRS
MULTIPLE BASES
\$22.3 MILLION

Detachment 2

Supporting Pacific Air Forces



AFIMSC Detachment 2 played a key role in supporting Pacific Air Forces' top two priorities of "Forward Deployed Ready Forces" and "Capability and Capacity to Win" in 2018. We supported PACAF, as the component major command, in lethality, resiliency and innovation through sustaining and maintaining resilient and enduring infrastructure, building partnerships and partnership capabilities, and theater cooperation.

Det. 2's basing and bed-downs branch helped PACAF reinvigorate the "Pivot to the Pacific" by assessing, evaluating and developing basing strategies and validating and fine-tuning critical facility requirements for divert locations throughout the Pacific. The branch assumes all duties of the base civil engineer for "places without bases" requirements, to include environmental coordination with local engineers. We also helped the Department of Defense, combatant commander and major commands in negotiating Australian and U.S. fuels facility standards to ensure the design and construction of a fuel system meeting both governments' operational parameters and all applicable codes and regulations.

The Det. 2 team choreographed the Defense Logistics Agency's largest military construction program, valued at more than \$367 million. We developed requirements documents and area development plans to build and enhance U.S. and foreign capabilities, to include the potential bed-down of a Singapore training squadron at Andersen, Joint Region Marianas, Guam.

The detachment supported PACAF in the planning and procurement of a critical water and fuel emergency repair system to include the concept of operations and unit type code acquisition. The team also led air traffic control communications upgrades at Osan and Kunsan Air Bases, Korea, for a combined effort of over \$2.1 million, to enable critical command and control for air assets and provide joint and combined forces the capability to "fight tonight."

We ensured the execution of more than \$656 million in sustainment, restoration and modernization and over \$75 million in military family housing repair funds. Det. 2 also managed military construction and operations and maintenance project planning and programming to improve 495 government-owned military family housing units across Japan, Korea and Guam, plus an additional \$28.8 million in infrastructure upgrades to improve the living conditions for 12,000 Airmen and their families.

On the protection services front, we reviewed and coordinated 19,538 travel requests and facilitated 54 PACAF threat working groups. The detachment provided antiterrorism, or AT, operational support for 15 joint and combined events, preparing 11 AT officers and physically conducting 15 site assessments to provide risk evaluation for every major aerial exercise in the Pacific Theater. In addition, the protection services division coordinated two PACAF-hosted multilateral subject matter expert engagements that brought together security forces from four partner nations for security force tactics and technique exchanges.

We spearheaded four Pacific Defender Outreach engagements, resulting in the expansion of previous capacity building security efforts in PACAF by 36 percent. The protection services' emergency services section conducted four emergency management inspections that validated \$12.8 million in war chest requirements and drove two changes to aircrew policy within PACAF and the Air Force. The protection services division's efforts also increased chemical warfare and detection equipment availability throughout the command and provided 22,600 ability to survive and operate manuals to PACAF installations. We also procured and fielded training for hazard prediction and plume modeling software, greatly improving key installations' response and recovery capabilities.

Det. 2 supported PACAF's manpower and training requirements by managing 273 MAJCOM assignment actions and requesting 90 more in an effort to ensure proper manpower strength. Collectively, these efforts yielded a steady 99-percent overall manning status for the year.

SUPPORTED
9 INSTALLATIONS

CHOREOGRAPHED **\$367 MILLION**
FOR DEFENSE LOGISTICS AGENCY'S LARGEST MILCON PROGRAM

EXECUTED **\$656 MILLION** AND **\$75 MILLION**
IN SRM FUNDS IN MILITARY FAMILY HOUSING
REPAIR FUNDS

IMPROVED **495** MILITARY FAMILY HOUSING UNITS
ACROSS JAPAN, KOREA AND GUAM

COORDINATED **19,538** TRAVEL
REQUESTS



MANAGED 273
MAJCOM MANPOWER
ASSIGNMENT ACTIONS

PROVIDED 22,600
ABILITY TO SURVIVE AND
OPERATE MANUALS

VALIDATED \$12.8
MILLION IN WAR CHEST
REQUIREMENTS



Detachment 3

Supporting Air Force Special Operations Command



AFIMSC Detachment 3 serves as the AFIMSC liaison for Air Force Special Operations Command staff and installations. Det. 3 civil engineers provided engineering, planning and programming expertise to multiple site activation task forces, including the 352nd Special Operations Wing move to Spangdahlem Air Base, Germany, as part of the European Infrastructure Consolidation program and CV-22 moves to Yokota AB, Japan, in support of AFSOC's worldwide special operations forces' commitments.

Det. 3 developed an electronic toolkit to supplement Air Force Manual 32-1084 to quickly identify permanent, programmatic AFSOC facility requirements and costs for any location based on the unit type code construct of personnel, equipment and airframes. The detachment was also instrumental in helping to establish area development plans for the northwest flight line and munitions storage area at Cannon Air Force Base, New Mexico, and also the Hurlburt Field flight line in Florida.

Our emergency management professionals provided chemical, biological, radiological and nuclear oversight and execution of \$2 million in support of AFSOC's unique transportable collective protection and decontamination missions.

Det. 3 security forces members led a multi-functional detachment and major command team to evaluate access control points and perimeter security at Hurlburt Field, Cannon AFB and Melrose Range, New Mexico. This resulted in immediate improvements to procedures and the base's physical security posture.

Our financial managers coordinated with the Deputy Assistant Secretary for Financial Management (Air Force Financial Systems Office-North), AFIMSC Resource Management Directorate and the 27th Special Operations Wing to gain approval to issue EagleCash cards to 27 SOW deploying members prior to departure. This improved their financial readiness due to the limited opportunity members have to get EagleCash cards while deployed.

We deployed Master Sgt. Mirta Jones to Panama in support of Exercise New Horizons 2018 as the team's antiterrorism officer. Jones' unique training as part of the Language Enabled Airman Program enhanced the team's ability to communicate with local communities and the Panamanian National Border Service.



SUPPORTED
2 INSTALLATIONS

PROVIDED **EXPERTISE**
TO MULTIPLE SITE ACTIVATION FORCES

OVERSAW
\$2 MILLION

IN TRANSPORTABLE COLLECTIVE
PROTECTION AND
DECONTAMINATION MISSIONS

DEVELOPED **ELECTRONIC TOOLKIT**
TO IDENTIFY FACILITY REQUIREMENTS AND COSTS



ISSUED EAGLE CASH
CARDS TO 27
DEPLOYING AIRMEN

DEPLOYED
ANTITERRORISM OFFICER
FOR EXERCISE NEW HORIZONS

LED MULTI-FUNCTIONAL
TEAM TO EVALUATE
SECURITY AT 3 BASES

Detachment 4

Supporting U.S. Air Forces in Europe



Detachment 4 facilitated \$585 million in FY18 installation and mission support obligations across U.S. Air Forces in Europe and U.S. Air Forces Africa, spanning 104 countries and 71 geographically separated units. The civil engineer division managed \$773 million in base infrastructure, European Infrastructure Consolidation (EIC) and facility sustainment, restoration and modernization requirements; and \$82 million for the military family housing program, which supports 3,660 military family units across nine USAFE installations.

The communications division led USAFE cyber engineering and installation (E&I) project and contract management for \$104 million in information technology services and infrastructure requirements. The security forces division synchronized USAFE entry control point tactics, techniques and procedures, and initiated over \$60 million in antiterrorism and force protection enhancements and upgrades.

The Det. 4 team executed \$73 million for European Deterrence Initiative (EDI) and EIC projects and funded \$139 million in overseas contingency operation requirements throughout fiscal year.

We obligated \$247 million in FSRM and acquired \$36 million additional funds for five USAFE installations with high obligation rates. Det. 4 also led two facility site activation task forces, developed mission bed-down plans for three wings and created a \$460 million construction program, saving \$125 million per year in operating costs.

We shored up GeoBase utility gap analyses for five installations, rectifying mapping disparities and saving the command \$500,000 in additional contract costs.

The Det. 4 team coordinated U.S. European Command's largest explosive ordnance disposal exercise, Operation Northern Challenge, and trained 250 personnel from 16 NATO nations.

We also finalized Department of State and AFRICOM missions and executed a 10-week Niger operation, training 107 personnel on a \$330,000 budget and excelling at a two-year plan for achieving remote piloted aircraft full operating capability.

Det. 4 Warfighters organized Defense Threat Reduction Agency joint mission assurance assessments for five wings, inspected seven programs, prioritized resources and assets worth \$40 million, and mitigated risk to 15,000 personnel.

We supported USAFE fire protection capabilities by formulating a fire trainer maintenance contract, which provided support to six installations, saving bases \$30,000 per year in operations and maintenance funds while providing required training for 1,100 firefighters.

Det. 4 served as the DoD lead for bed bug remediation training. We coordinated inputs across all services and established a standardized plan that closed the training gap for 430 pest management shops.

SUPPORTED

9 INSTALLATIONS

MANAGED \$773 MILLION

IN INSTALLATION INFRASTRUCTURE, EUROPEAN
INFRASTRUCTURE CONSOLIDATION & FACILITY SRM

MANAGED \$82 MILLION

MILITARY FAMILY HOUSING PROGRAM SPANNING

3,660 UNITS **ACROSS 9** INSTALLATIONS



**INITIATED \$60 MILLION
FOR ANTITERRORISM AND
FORCE PROTECTION**

**EXECUTED \$73 MILLION
FOR EUROPEAN DETERRENCE
AND CONSOLIDATION**

**FUNDED \$139 MILLION FOR
OVERSEAS CONTINGENCY
OPERATIONS**

Detachment 5

Supporting Air Force District of Washington



Joint Base Andrews, “America’s Airfield” and home to Air Force One, is undergoing an extensive base-wide infrastructure recapitalization. During FY18, Detachment 5 assisted the 11th Wing and the Air Force District of Washington (AFDW) in project execution for a number of major projects that were either completed or under construction or design. The detachment supported the \$382 million military construction planning and programming effort to support the bed-down of the Presidential Aircraft Recapitalization program, to include a new aircraft hangar for Air Force One, new hazardous cargo pad and construction of a joint defense operation center.

We also provided ongoing project execution and award support for a four-phase/four-year plan, valued at \$129 million, to recapitalize Taxiway Whiskey. The Det. 5 team oversaw the \$28 million project to complete the first phase of Taxiway Whiskey construction by delivering ongoing task support for this major FSRM project. In FY18, AFDW executed \$64.3 million in FSRM funding, of which 100 percent was obligated. The CTO program funded 14 projects including \$13.5 million for the second phase of a project to repair South Taxiway Whiskey, \$2 million project to design and repair outfalls and security fences and \$1.8 million for demolition of airfield obstructions and various buildings.

AFIMSC took \$29.8 million of risk in FY18 to fully fund AFDW critical requirements, which included utilities, base maintenance, refuse and custodial contracts, non-appropriated Air Force strategic memorandums of agreement, and dining facilities. Additionally, AFIMSC funded \$10.4 million in base emergency special program requirements for full-spectrum readiness, Secret Service support, storm damage, commander’s readiness funds and overseas contingency operations.

We supported AFCEC design efforts for a \$50 million MILCON project to build a consolidated communications center, which will facilitate future critical communication functions for the Air Force, the Defense Information System Agency, Senior Leaders Command, Control and Communications Systems and the White House. The detachment also supported a \$13 million, 21-point firing range MILCON project, securing a future training facility for Department of Defense and interagency personnel across the national capital region.

The team advised and assisted all of the 11th Wing’s planning and requirements in support of a \$54 million FSRM program. The team facilitated completion of a new \$26 million helicopter operation facility MILCON project. The structure will accommodate the 1st Helicopter Squadron and the 811th Operations Support Squadron at Joint Base Andrews.

Det. 5 teamed up with AFCEC to steer the effort to design a new \$13 million child development center MILCON project in order to meet mission requirements in terms of comparative costs and benefits.

We partnered with AFCEC and the AFDW and developed a \$12 million “Sikes Act” cooperative agreement between the Air Force and Green Trust to establish the first Air Force Wetlands Mitigation Bank in support of Joint Base Andrews’ construction projects in Maryland.

SUPPORTED
1 INSTALLATION

PLANNED & PROGRAMMED **\$382 MILLION** FOR
PRESIDENTIAL AIRCRAFT RECAPITALIZATION
PROGRAM BED-DOWN

OVERSAW PROJECT FOR THE FIRST PHASE OF
\$28 MILLION TAXIWAY WHISKEY CONSTRUCTION

SUPPORTED **\$50 MILLION**
TO CONSTRUCT CONSOLIDATED COMMUNICATIONS CENTER

SUPPORTED CONSTRUCTION OF A
\$13 MILLION 21-POINT FIRING RANGE



FACILITATED \$26 MILLION
HELICOPTER OPERATION
FACILITY MILCON PROJECT

STEERED DESIGN OF \$13
MILLION CHILD DEVELOPMENT
CENTER MILCON PROJECT

SUPPORTED \$2 MILLION
PROJECT TO ENHANCE
SECURITY

Detachment 6

Supporting Air Force Materiel Command



AFIMSC Detachment 6 consists of 32 personnel who liaison with Headquarters Air Force Materiel Command (AFMC) to support and advocate for AFMC installation commanders' critical installation and mission support requirements, ensuring timely and responsive delivery of capabilities to a \$55 billion physical plant including nine bases, three geographically separated units and five Air Force plants supporting 90,000 personnel.

In 2018, Det. 6 modernized the AFMC's command and control capabilities, receiving an additional \$12.8 million to support ongoing operational needs. We also completed a \$31 million AFMC command-wide Enterprise Land Mobile Radio Regionalization Initiative ahead of schedule and below budget. The detachment team worked diligently to procure another mission defense tool kit supporting the AFMC cyber operations center concept and also modernized the AFMC command-wide secret internet protocol router network capability with a \$10.9 million upgrade.

Det. 6 supported a joint 6-member Base Access Control High Performance Team (HPT). Tech. Sgt. Tyler McLeod performed vulnerability assessments in support of a Secretary of the Air Force directive at eight AFMC installations, one Air Force Special Operations Command installation and four Air Force plants. Ed Cichy trained 30 personnel at an AFMC Electronic Security Systems training course, a 5-day state-of-the-art learning opportunity that offers Security Forces ESS personnel the skills necessary to successfully implement unit level programs by providing a common education and experience level.

Det. 6 authored the AFMC Energy Assurance Campaign Plan (EACP) that reframes the dialogue about energy from a conservation-centric focus to one that views energy as a critical full-spectrum mission resource. The Deputy Assistant Secretary of the Air Force for Environment, Safety and Infrastructure lauded the EACP as "first of its kind" that shows AFMC's intent to lead the way for the Air Force in the area of energy assurance.

We also managed enterprise-wide contracts supporting GeoBase programs on 70 installations valued at \$16 million. We conducted technical review and coordination for more than 30 National Environmental Policy Act documents affecting critical Air Force testing and sustainment missions.

Det. 6 conducts the largest Air Force explosive ordnance disposal (EOD) operation supporting more than 2.2 million acres of land ranges for research and development and weapons verification of such munitions as small diameter bomb, Hellfire II and sensor fused weapons. We modernized the only Air Force EOD capability to remotely excavate, recover and disassemble high explosive ordnance for failure analysis. The Det. 6 team also modernized the capability to disrupt malfunctioned high-explosive, anti-tank and personnel mines from a safe standoff distance. We supported more than 627 missions, including 343 for research and development, 33 responses to civil authorities, 15 large missile motor disposals in support of START II treaty and 74 missions supporting the U.S. president. Det. 6 expended over 37,597 man-hours without incident.

We manage 364,000 EOD munitions assets, valued at \$1.7 million, supporting home station mission, training and contingency operations. In addition, Det. 6 planned and conducted two ability to survive and operate (ATSO) focus events in support of AFMC installations and Exercise AGILE WARRIOR. They developed tactics, techniques and standard operating procedures for standardizing and implanting chemical, biological, radiological and nuclear, or CBRN, and ATSO training attended by major command personnel to reinvigorate atrophied skill sets.

SUPPORTED
8 INSTALLATIONS

COMPLETED **\$31 MILLION**
AFMC-WIDE ENTERPRISE LAND MOBILE
RADIO REGIONALIZATION INITIATIVE

PERFORMED **\$10.9 MILLION**
UPGRADE TO SIPR NETWORK CAPABILITY

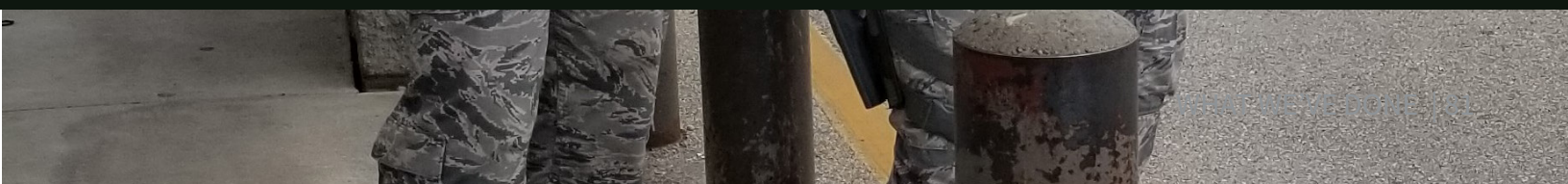
MANAGED **\$16 MILLION** 70
IN GEOBASE PROGRAM CONTRACTS ON INSTALLATIONS



SUPPORTED 343
RESEARCH & DEVELOPMENT
MISSIONS

SUPPORTED 33 RESPONSES
TO CIVIL AUTHORITIES

SUPPORTED 15 LARGE
MISSILE DISPOSALS



Detachment 7

Supporting Air Education & Training Command



Detachment 7 cemented Air Education and Training Command's deliverance of the Secretary of Defense's vision to reinvigorate lethality and combat readiness. We developed the ability to survive and operate in chemical, biological, radiological or nuclear warfare environment with "Go, No-Go" evaluations, maximizing training effectiveness during response and recovery from attack. Det. 7's support of first responders was brought to the forefront by kicking off the combat rescue helicopter upgrade's simulator facility and the mooring, striping, and parking plan at Kirtland Air Force Base, New Mexico.

We championed the Altus AFB, Oklahoma, Resource Allocation Dashboard, a dynamic, locally developed tool linking BUILDER, TRIRIGA and GeoBase to create "on demand, on command" products ranging from shop-level work output analysis to installation heat maps on facility conditions. The dashboard was showcased at the Air Force Institute of Technology's enterprise-wide conference in April 2018.

The detachment's civil engineer, security forces and information technology efforts cemented teamwork and collaboration by providing critical support to the \$521 million F-35 bed-down for the Air Force's largest fighter wing by adding new military construction projects to reconfigure a parking ramp and mitigate excessive heat issues. We increased AETC installation participation in the engineering installation work plan process by 26 percent.

Det. 7 resolved 22 of 33 significant findings following an AETC deputy commander-directed staff assistance visit of Joint Base San Antonio, the Air Force's largest joint base, prompting the creation of the Air Force's newest civil engineer group. The Det. 7 team also launched the Air Force's one-of-a-kind acquisition of 24 German facilities at Holloman AFB, New Mexico, and delivered \$90 million in hangars, shops and dorms for F-16, T-38 and MQ-9 missions at one-fourth of the replacement cost for \$15 million.

We delivered key support for a \$68.5 million aquatic training center, expected to serve more than 1,000 special warfare candidates annually. Det. 7 took on the mantle of responsibility for the Air Force's directive to "Grow the Force" to 350,000 Airmen in FY19 via a \$512 million effort directed at the basic military training (BMT) program. Direct support to this effort will field construction of four cutting-edge Airman training complexes and two ultramodern dining-classroom facilities, upgrading dated campus infrastructure from the 1970s and boosting student pipeline capacity by over 1,000 bed spaces, a 14-percent increase.

The Det. 7 team also facilitated \$676 million in FY17 installation and mission support obligations, the Air Force's largest program. We championed AETC installation active construction execution programs, aligning to both AFIMSC and AETC goals, spanning 117 projects at a value of \$169 million in facilities sustainment, restoration and modernization and 41 projects valued at \$726 million in military construction.

We advanced AETC's capacity to train Airmen by planning, programming and advocating for \$400 million in BMT recapitalization and \$22 million in repairs to student housing facilities, including medical education and training campus dorms at Joint Base San Antonio.

Det. 7 Warfighters reshaped fighter pilot training, driving the final basing decision for the F-16 formal training unit, or FTU, from Luke AFB, Arizona, to Holloman AFB. We led development, advocacy and execution of \$14 million in facility renovations to bed-down 45 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 AFB.

We provided infrastructure guidance and facilitated repairs and enhancements of special warfare campus facilities at JBSA and assisted execution of \$20 million to meet this Air Force Chief of Staff priority item. The Det. 7 team also 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
11 INSTALLATIONS

SUPPORTED **\$521 MILLION** F-35
BED-DOWN

DELIVERED **\$90 MILLION** FOR ONLY
IN FACILITIES FOR **F-16 T-38 MQ-9 MISSIONS** **\$15 MILLION**
AT HOLLOMAN AFB

FIELDDED TO DELIVER TRAINING COMPLEXES,
\$512 MILLION DINING FACILITIES AND UPGRADED
CAMPUS INFRASTRUCTURE

FACILITATED **\$676 MILLION** 117 41
IN I&MS OBLIGATIONS INCLUDING FSRM MILCON PROJECTS

ADVOCATED FOR \$400 MILLION
IN BASIC MILITARY TRAINING
RECAPITALIZATION

DELIVERED SUPPORT FOR
\$68.5 MILLION AQUATIC
TRAINING CENTER

ADVOCATED FOR \$22
MILLION IN REPAIRS TO
STUDENT HOUSING

Detachment 8

Supporting Air Combat Command



Detachment 8 supported Headquarters Air Combat Command across the spectrum of installation and mission support functions. Det. 8 provided facility, environmental and logistics expertise to HQ ACC's Strategic Basing Division, supporting 28 basing actions by tracking, reviewing and validating more than 70 facility sustainment, restoration and modernization, military construction, unspecified minor military construction and logistics requirements valued at \$1.2 billion. These actions supported 17 mission areas to include the F-35; RC-135 European infrastructure consolidation; RQ-4; EC-37B; Common Mission Control Center; MQ-1/9 Formal Training Unit and culture and process improvement program; 363rd Intelligence, Surveillance and Reconnaissance Wing; RQ-170; 9th Air Force Joint Task Force; Combat Rescue Helicopter, HH-60W; Guardian Angel consolidation; German Air Force draw-down; light attack aircraft; F-35 Aggressor; Qatar Royal Air Force; and the Close Air Support Integration Group.

The Det. 8 team spearheaded command interests in clear zones, water use management, installation deployment plans, installation complex encroachment management action plans, air installation compatible use zones, aircraft arresting systems, National Environmental Policy Act (NEPA) compliance, operations support and real property facilities requirements and proactively filled gaps due to divestiture of the major command planning capability.

We reviewed and validated 181 active airfield waivers, staffed 18 waiver packages for approval and avoided a \$22.4 million project to eliminate an airfield waiver. The Det. 8 team also provided aircraft arresting system technical support for temporary installation and construction projects at more than 40 installations and coordinated NEPA compliance for over 25 proposed actions related to basing and bed-down, airspace and range, and training and exercise initiatives. We also managed reviews and status tracking on 59 ACC projects valued at \$411 million that provide real property facilities to support installation missions.

We partnered with the Expeditionary Support Directorate to conduct Combat Support Wing proof-of-concept exercises this past year and will be heavily involved with the May 2019 capstone event at ACC's Seymour-Johnson AFB, North Carolina. The CSW concept is an adaptive basing strategy that leverages the doctrinal principal of Agile Combat Support and serves as a nexus where Rapid Combat Support Squadron and Rapid Operational Support Squadron activities meet in order to swiftly and safely conduct refuel and rearm activities against a near-peer or peer competitor in an anti-access and area denial environment. See the full CSW story on pages 42-43.

Looking ahead to FY19, the Det. 8 team will execute the AFIMSC Expeditionary Support Directorate-developed Rescue Task Force in ACC by establishing the standard and tracking the training and equipping via installation working groups to integrate related functions. The task force provides first responder tactics, techniques and procedures to improve the survivability of victims and the safety of responders in the event of an active shooter incident or improvised explosive device detonation. The task force teams two security forces members with two to three firefighters or emergency medical services personnel. It's based upon the application of proven tactical emergency casualty care, and builds upon established terminology and response practices to include hot, warm and cold zones with the objective of decreasing the time victims suffer before being transported to receive lifesaving medical treatment.

SUPPORTED
11 INSTALLATIONS

SUPPORTED **28** BASING
ACTIONS
ENCOMPASSING

70+ LOGISTICS AND
CONSTRUCTION
REQUIREMENTS

VALUED AT **\$1.2** BILLION

VALIDATED **181** AIRFIELD WAIVERS

TRACKED VALUED AT
59 ACC PROJECTS \$411 MILLION

COORDINATED NEPA
COMPLIANCE & TRACKED **25** PROPOSED
ACTIONS
FOR BASING & BED-DOWN, AIRSPACE & RANGE AND TRAINING & EXERCISE



PROVIDED KEY SUPPORT FOR
ONGOING COMBAT SUPPORT
WING INITIATIVE

DEVELOPED RESCUE TASK
FORCE TO IMPROVE VICTIM AND
RESPONDER SAFETY

PROVIDED AIRCRAFT
ARRESTING SYSTEM SUPPORT
AT 40+ BASES



Detachment 9

Supporting Air Mobility Command

Detachment 9 at Scott Air Force Base, Illinois, is responsible for synchronizing Air Mobility Command's installation and mission support to deliver rapid global mobility. We manage personnel readiness, financial management, installation engineering, physical security and base communications plant maintenance to support more than \$24 billion in facilities and infrastructure at 23 continental U.S. and overseas en route locations.

FY18 was another successful year across the detachment's portfolio. We spearheaded a \$232 million KC-46A bed-down at McConnell AFB, Kansas, on time and within budget, ensuring the installation was ready for delivery of the Air Force's new tanker. Det. 9 civil engineers drove award of seven military construction projects worth \$47.6 million to ensure KC-46A bed-down successes at Joint Base McGuire-Dix-Lakehurst, New Jersey, and Travis AFB, California, simultaneously advocating for and earning \$5.3 million for five emergent requirement requests to relocate multiple agencies at Travis displaced by the bed-down.

We also facilitated a course of action to maintain legacy KC-10 operations during KC-46A ramp up, relocating a KC-10 simulator displaced by KC-46A construction at JBMDL to allow uninterrupted training for both systems. At Joint Base Andrews, Maryland, the detachment participated in the Presidential Aircraft Complex construction source selection, helped complete the Joint Air Defense Operations Center design and the environmental impact statement for the \$321 million Presidential Aircraft Recapitalization program, and coordinated a way ahead to ensure program funding — critical elements to enabling an on-time FY23 aircraft delivery.

Det. 9 also played a key role in increasing full spectrum readiness by advising and augmenting the AMC inspector general during short notice on-site visits to evaluate phase I and II exercises. These evaluations set the baseline for installations to build plans that increase and report their readiness posture. The team supported Air Force-level readiness initiatives, such as standardizing the installation phase II exercise equipment list and realigning civil engineer unit type codes to ensure organizations could satisfy the Air Force's deployed teams of three concept. Team members also completed an explosive ordnance disposal vehicle study to evaluate and correctly posture combat support vehicles across AMC and Air Force District of Washington, and validated and managed annual munitions allocations to sustain training requirements and ensure combat readiness.

We championed a \$370 million higher headquarters master plan, capturing a 20-year roadmap for current and future U.S. Transportation Command and AMC missions. Launching that effort, the detachment synchronized a \$150 million AMC Headquarters renovation, putting AMC's number one priority on a path to success. We also secured \$9 million for an expedient Little Rock AFB, Arkansas, runway repair fix after a failed contract, bringing the sole runway back online in less than seven months after being down for nearly three years. The team then oversaw design award for a \$172 million replacement contract, guaranteeing the long term viability of a runway that supports the largest C-130 fleet in the world.

Det. 9 executed AMC's more than \$100 million transportation working capital fund program, including \$74 million in facility and infrastructure projects, to optimize en route capabilities. We also guided a banner year for communications infrastructure upgrades, earning \$4.6 million from the Air Force engineering installation work plan, which represents 13 percent of the plan's budget.

Det. 9 members championed electronic security system requirements (ESS) across AMC. They garnered \$1.4 million for JBMDL's ESS contract, overhauling three antiquated systems and eliminating an average of 16 critical failures annually. Recognizing the need for a Priority Level 3 Security System Certification Plan, the Det. 9 team engaged the Air Force Security Forces Center to develop and establish the necessary plan. Team members also incorporated wide-area detection (WAD) in the joint base operational requirements survey for Joint Base Charleston, South Carolina, an item not included in the original design, establishing the foundation to incorporate WAD at AMC installations in the future.

SUPPORTED
10 INSTALLATIONS

SPEARHEADED
\$232 MILLION
KC-46A BED-DOWN AT MCCONNELL AFB

AWARDED **7 MILCON PROJECTS** VALUED AT **\$47.6 MILLION**
FOR KC-46A BED-DOWN AT JBMDL AND TRAVIS AFB

SUPPORTED **\$321 MILLION**
PRESIDENTIAL AIRCRAFT RECAPITALIZATION PROGRAM



CHAMPIONED \$370
MILLION HIGHER HQ
MASTER PLAN

SYNCHRONIZED \$150 MILLION
AMC HQ
RENOVATION

GARNERED \$9 MILLION FOR
LITTLE ROCK AFB RUNWAY
REPAIR

Detachment 10

Supporting Air Force Global Strike Command



As the nation's premier provider of nuclear and bomber forces, Air Force Global Strike Command relies heavily on Detachment 10 to support an increasing demand for deterrence and long-range precision strike capabilities on a global scale. Fiscal year 2018 was another busy year for Det. 10 in enabling AFGSC missions, not only supporting current requirements but posturing the command for decades to come.

AFIMSC continued to provide much-needed funding for AFGSC's eight installations, which have some of the most significant infrastructure issues in the Air Force. The command received more than \$430 million in FY18, a 37-percent increase above FY17, which included funding for 147 combined tasking order projects valued at \$138 million and stimulus funding for another 73 projects valued at \$35 million. We successfully engaged to secure \$17 million for enterprise land mobile radio support, which will significantly strengthen command and control across the intercontinental ballistic missile and bomber enterprise. Throughout most of the fiscal year, AFGSC installations had the highest execution rate in the Air Force, a true testament to the hard work by base personnel with strong Det. 10 support and advocacy.

Our engineers heavily influenced some of the Air Force's largest basing and bed-down programs for new weapon systems, to include the MH-139 helicopter, B-21 Raider Bomber, ground-based strategic deterrent, (Minuteman III ICBM replacement), global aircrew strategic network terminal (nuclear C3 system), counter-unmanned aerial system, and the emerging hypersonics weapon. These weapon systems and associated infrastructure, totaling billions of dollars, represent one of the largest recapitalization efforts in Air Force history. For example, since the B-21 Raider Bomber acquisition program is being managed outside traditional channels via a rapid capabilities office, Det. 10 members have been instrumental in quickly shaping the bed-down options and highlighting hundreds of millions of dollars in unidentified requirements.

The engineers in Det. 10 have also been involved in numerous other strategic efforts, such as AFGSC's study of current global bomber operations across the Indo-Pacific and European theaters, where Det. 10 provided several cost options for potential bomber support realignment for four-star decision. The Detachment team is also helping lead the Air Force's renewed interest in high-altitude electromagnetic pulse, or HEMP, protection. Det. 10's HEMP efforts include collaboration across the Department of Defense and industry, creation of a new DoD reference book and facilitation of an inter-governmental HEMP infrastructure working group. Det. 10 supported AFGSC with world-class fire protection, explosive ordnance demolition, emergency management and GeoBase efforts which include staff assistance visits to all AFGSC installations, resolving several complex issues to enhance base readiness.

Detachment security forces members supported a command-wide review to mitigate installation access control challenges. Defenders visited all eight AFGSC installations to provide advice on access point physical layout, control operations, training and standardization. They also partnered with AFGSC to prepare the six installations targeted to receive C-UAS systems as part of the \$330 million effort to defend critical infrastructure against emerging asymmetric threats, and facilitated dozens of other efforts and conversations essential to the nuclear enterprise.

Det. 10 logisticians also tackled several challenges raised by commanders in the field. One such effort was the "LRS Lethality Review," which consolidated 155 issues down into a list of actionable items for facilities, manpower, vehicles and training. Additionally, they performed integration for Full Spectrum Readiness, Agile Combat Support Force Presentation, Russia Readiness Review and Fight the Base initiatives.

Finally, the communications professionals of Det 10 also increased AFGSC lethality by advocating and ensuring the execution of \$30 million in AFGSC cyber projects and contracts, greatly improving infrastructure, replacing end-of-life equipment, and expanding Land Mobile Radio coverage. Additionally, they managed the \$1.6 million AFGSC official mail program, which delivers critical, time-sensitive mail to the installations. Finally, they ensured high enlisted manning levels and officer training at all installations.

SUPPORTED
8 INSTALLATIONS

DELIVERED
MORE THAN **\$430 MILLION**
FOR INSTALLATION INFRASTRUCTURE PROJECTS

FUNDED **147 PROJECTS**
ON CONSTRUCTION TASKING ORDER

VALUED AT **\$138** MILLION

OBTAINED **\$35 MILLION** IN STIMULUS FUNDING FOR **73** PROJECTS

CONDUCTED LOGISTICS
READINESS SQUADRON
LETHALITY REVIEW

SECURED \$17 MILLION
FOR ENTERPRISE LAND
MOBILE RADIO SUPPORT

MANAGED \$6.6 MILLION
IN AFGSC CYBER
PROJECTS

WHERE WE'RE GOING

2019: Year of Innovation

"We are committed to truly revolutionizing combat support and we will innovate, innovate, innovate!" Those are the words I wrote to conclude the "Where We're Going" section of our 2017 Stakeholder Report. A year later, innovation was and remains at the forefront of everything we do at AFIMSC. As you read in this year's report, we built on some of our innovations, such as the IHA, to deliver more meaningful data for commanders to use in their decision-making. We put the Combat Support Wing concept to the test. We held our second annual I-WEPTAC, and those topics are being further studied for implementation across the force.

There's much more to come, and we're putting our money where our mouth is to get more I&MS innovations to the field! We're making 2019 the Year of Innovation and started the campaign Jan. 1 through a partnership with AFWERX to challenge all Mission Support Groups worldwide to submit their best ideas. We'll directly fund some great ideas, others will be connected to Small Business Innovation & Research funding, and the three best ideas will compete as official AFWERX CHALLENGES this year. Each \$200,000 challenge is funded by our Innovation Office and runs for 30 days to connect global experts, start-ups, venture capitalists and select finalists for implementation. Our Innovation Office staff is laser focused on taking "Idea to Innovation to Implementation."

Our third annual I-WEPTAC – the only I&MS innovation forum in the Air Force – takes place in April with the outbrief on April 10. See the back cover of this report for more information and the registration link. If the results are anything like the two previous conferences, we'll be working later this year with Air Force OPRs to turn approved solutions into actionable programs for the Agile Combat Support community. Also this spring, we'll conduct the capstone exercise for the CSW proof of concept for this innovative approach to deliver airpower lethality more effectively and efficiently anywhere in the world.

In addition to the innovation campaign, we'll complete the major movements in our transformation (AFIMSC 2.0) this year and begin operating under that new organizational construct. We'll also continue our strategic planning process so we can begin measuring and analyzing our key programs and processes. The resulting plan will serve as our roadmap for the next 3-5 years.

Finally, we'll continue to improve execution of the more than 150 capabilities in our charge. Each year we get better at making these programs more effective and efficient, and we'll never waiver in our efforts to give commanders, Airmen and their families the best programs we can field.

We are Warfighters Supporting Warfighters!

BRADLEY D. SPACY
Major General, USAF
Commander

Resources

Download a digital version of the 2018 AFIMSC Stakeholder Report at www.afimsc.af.mil/SR2018.

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://org2.eis.af.mil/sites/14000/SitePages/About%20AFIMSC.aspx>

AFIMSC Capabilities Phonebook

<https://org2.eis.af.mil/sites/14000/SitePages/New%20Capabilities%20Phonebook.aspx>

PAD 14-04: Implementation of AFIMSC

https://org2.eis.af.mil/sites/14000/cs/ds/Shared%20Documents/PAD%2014-04%20Basic%20Plan%20and%20Annex%20A/PAD_14-04_Basic_Plan_and_Annex_A_Approved_25Mar15.pdf

PAD 14-04: AFIMSC Functional Annexes

https://org2.eis.af.mil/sites/14000/cs/ds/Shared%20Documents/PAD%2014-04%20Functional%20Annexes/PAD_14-04-Functional_Annexes-Approved_151202.pdf

Taking Care of Airmen: A Guide to AFIMSC Resources

[https://org2.eis.af.mil/sites/14000/cs/ccx/Shared%20Documents/Taking%20Care%20of%20Airmen%20Guide/Taking%20Care%20of%20Airmen%20-%20A%20Guide%20to%20AFIMSC%20Resources%20\(20%20Oct%202017\).pdf](https://org2.eis.af.mil/sites/14000/cs/ccx/Shared%20Documents/Taking%20Care%20of%20Airmen%20Guide/Taking%20Care%20of%20Airmen%20-%20A%20Guide%20to%20AFIMSC%20Resources%20(20%20Oct%202017).pdf)

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

Glossary of Terms

AAMVA - Association of Motor Vehicle Administration
AFAA - Air Force Audit Agency
AFCEC - Air Force Civil Engineer Center
AFCAP - Air Force Contract Augmentation Program
AFCOLS - Air Force Common Output Level Standards
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
AFWC - Air Force Warfare Center
ATSO - Ability to Survive and Operate
BCA - Business Case Analysis
BPR - Business Process Reengineering
CA - Combat Arms
CAT - Crisis Action Team
CBRN - Chemical, Biological, Radiological, Nuclear
CDL - Commerical Driver's License
CEMIRT - Civil Engineering Maintenance Inspection Repair Team
CM - Category Management
CONUS - Continental United States
CSG - Combat Support Group
CST - Cost Savings Tracker
CTO - Combined Tasking Order
CTOF - Chapel Tithes and Offerings Fund
CURR - Critical Unforeseen Requirement Request
C-SUAS - Counter Small Unmanned Aircraft System
DoD - Department of Defense
DRU - Direct Reporting Unit
E&I - Engineering and Installation
EACP - Energy Assurance Campaign Plan
ECA - Economic Analysis
ECI - European Consolidation Initiative
EDI - European Defense Initiative
EM - Enterprise Management
EOD - Explosive Ordnance Disposal
ERR - Emergent Requirement Request
ETO - Environmental Tasking Order
EPRM - Enterprise Protection Risk Management
ESS - Electronic Security System
ExPlan - Execution Plan
FAM - Functional Area Manager
FM CoE - Air Force Financial Management Center of Expertise
FOC - Full Operational Capability
FOIA - Freedom of Information Act
FMS - Foreign Military Sales
FSRM - Facility Sustainment, Restoration and Modernization

FTU - Formal Training Unit
FY - Fiscal Year
F(X) - Functional
GAO - Government Accountability Office
GIS - Geographic Information System
HARP - Housing, Assignment, Relocation and Posture
HPT - High Performance Team
HQ - Headquarters
IAC - Information Analysis Center
I&MS - Installation and Mission Support
IDRMP - Installation Defense Risk Management Program
IHA - Installation Health Assessment
IP&S - Industrial Products and Services
IOC - Initial Operational Capability
I-WEPTAC - Installation and Mission Support Weapons and Tactics Conference
IZ - Installation Support Directorate
LOGDET - Logistics Detail
LRS - Logistics Readiness Squadron
MAJCOM - Major Command
MAWG - Mission Area Working Group
MDI - Mission Dependency Index
MFM - Major Command Functional Manager
O&M - Operations and Maintenance
PA - Public Affairs
PAD - Program Action Directive
PCST - Program Cost Savings Tracker
PFOA - Perfluorooctanoic Acid
PFOS - Perfluorooctane Sulfonate
PMO - Program Management Office
POM - Program Objective Memorandum
PSU - Primary Subordinate Unit
RADAS - Rapid Airfield Damage Assessment System
RADR - Rapid Airfield Damage Recovery
RDA - Rapid Damage Assessment
RDR - Rapid Damage Recovery
RDT&E - Research, Development, Test and Evaluation
REHM - Rapid Explosive Hazard Mitigation
RM - Resources Directorate
RTF - Rescue Task Force
SCONS - Specialized Contracting Squadron
SIPOC - Suppliers, Inputs, Process, Outputs, Customers
SUAS - Small Unmanned Aircraft Systems
SUAS-O - Small Unmanned Aircraft System Operator
T&LS - Transportation and Logistics Services
TF - Task Force
UTC - Unit Type Code
XZ - Expeditionary Support Directorate

Air Force Installation and Mission Support Center

SHIELD



Ultramarine blue and Air Force yellow are the Air Force colors. Blue alludes to the sky, the primary theater of Air Force operations. Yellow refers to the sun and the excellence required of Air Force personnel. The globe represents the Center's global reach and its scope of operations, while the background colors represent day and night, reflecting the Center's delivery of core capabilities at all times. The knight's mailed glove symbolizes the support that is grounded in an Airman's pledge to be a warrior, relevant, wearing the armor of integrity, not faltering in their promise to support commanders. The contrail, generated from the supporting gloved hand, denotes the AFIMSC generating their expeditionary-enabling core capabilities and responsiveness to the warfighter anywhere.



EVENTS

31 Mar -10 Apr	I-WEPTAC 2019
8-10 Apr	Worldwide Mission Support Leadership Summit
9 Apr	Industry Day
9 Apr	GO/SES Summit
10 Apr	I-WEPTAC Outbrief

All events in San Antonio

TOPICS:

- Command and Control of the Installation as a Weapons System
- Leveraging Technology and Innovation for the Installation We Need
- Integration of Training & Technology Across Multi-Domain Operations
- Logistics Under Attack

REGISTRATION:

<https://org2.eis.af.mil/sites/14000/I-WEPTAC>

For More Information, email AFIMSC.I-WEPTAC@us.af.mil

