

AFIMSC STAKEHOLDER REPORT 2019

Lethality &
Readiness

Excellence &
Innovation

AIR FORCE IMSC

Airmen &
Families

INTRODUCTION

Stakeholders and Teammates,

Welcome to the third edition of our annual stakeholder report. The Air Force Installation and Mission Support Center team provides this information annually to keep you informed about the installation and mission support programs and services we conduct across the globe.

We continued our growth as a young organization this year, just two years removed from achieving Full Operational Capability. As part of our organizational maturity, we codified in a strategy the things that are important to us in our service to you and what we want to stand for as a team: increasing Air Force lethality and readiness, taking care of Airmen and families, and pursuing organizational excellence. We also adopted six values: transparency and trust, responsiveness, innovation, family and fun, diversity and empowerment. Our strategy and values guide every mission we conduct. We'll measure how well we're meeting our goals and always seek to improve our performance, because you and our Airmen and their families deserve nothing less than our best.

As the saying goes, "We recruit an Airman, but we retain a family." That could not ring any truer when it comes to the positive impact the I&MS programs we partner with you to execute can have on retaining a fit and ready force. We're committed to making our programs and our relationship with you the best they can be in further strengthening America's Air Force.

We hope you enjoy reading the information on the pages ahead and that you find it useful. It represents a year's worth of the tireless effort to accomplish the mission by our worldwide team of more than 3,500 dedicated active duty members, civilians and contractors.

We're excited to continue to work with you and support you!

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WHO WE ARE

AFIMSC Organizational Structure



AFIMSC Values

- Diversity
- Empowerment
- Family & Fun
- Innovation
- Responsiveness
- Transparency & Trust

Strategic Priorities

- Increase Lethality & Readiness
- Strengthen Airmen & Families
- Pursue Organizational Excellence

Our Mission

Deliver globally integrated installation and mission support to enhance warfighter readiness and lethality for America's Air and Space Forces

Our Vision

One integrated AFIMSC team revolutionizing combat power and installation support for Airmen and families

INCREASE LETHALITY & READINESS

Fiscal closeout increases readiness, supports Airmen and families

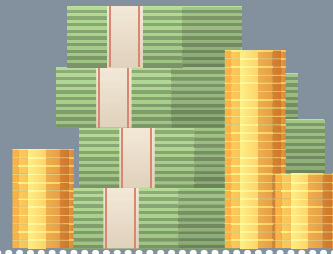
Installing new runway lights at Little Rock Air Force Base, Arkansas; replacing cooling towers at Wright-Patterson AFB, Ohio; renovating the iconic Air Force Academy chapel; and natural disaster recovery at installations around the globe — a lethal and ready Air Force depends on AFIMSC to fund the right requirements, at the right time and at the right level.

The innovation and flexibility fueling AFIMSC's centralized management of the Air Force's installation and mission support portfolio led to a successful fiscal closeout for 2019, executing a record \$7.1 billion Operations and Maintenance portfolio. With a fully funded budget passed by Congress, the Air Force encountered the first of many fiscal challenges when Tyndall AFB, Florida, sustained

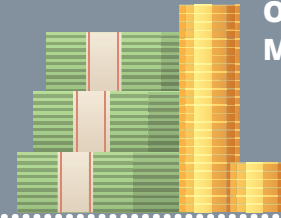
a direct hit from Hurricane Michael 10 days into FY19. The following months saw typhoons in Japan, flooding at Offutt AFB, Nebraska, and an earthquake at Joint Base Elmendorf-Richardson, Alaska.



In June 2019, Congress approved a supplemental funding package for disaster relief and recovery, which included \$1.7 billion for Air Force installations.



**\$1 billion for
planning, design
& military
construction
(MILCON)**



**\$670 million for
Operations &
Maintenance (O&M)**

AFIMSC made several organizational adjustments throughout FY19 that opened opportunities for the Resources Directorate and enterprise managers to provide a deeper level of analysis into I&MS portfolios. The improved capability ensured AFIMSC funded the right requirements at the right time and at the right level.



PMO makes progress in Tyndall rebuild

Whether it's holding industry days to glean the best commercial practices or partnering with AFWERX, the Air Force's innovation hub, to deliver faster and smarter solutions, the AFCEC Program Management Office at Tyndall was busy planning and designing the "base of the future" this past year.

Working in concert with the Air Combat Command host 325th Fighter Wing, the AFIMSC-led rebuild of Tyndall following Hurricane Michael has made significant progress toward meeting the Air Force deadline to be ready to accept F-35s by the fall of 2023.

More than a year removed from the Category 5 hurricane, good news came this year when Congress appropriated more than \$4 billion for the rebuild program. To get the most out of that funding and build a smart base capable of supporting multiple missions over the next several decades, the cross-functional PMO team held three industry days and

INCREASE LETHALITY & READINESS

several events with AFWERX to ensure innovative concepts and forward-thinking is baked into the design and construction.

There's a long way to go in terms of demolition and new construction, but as the base recovers mission capability, the PMO is focused on making it a hallmark Air Force base and a beacon of hope for Bay County — Tyndall's neighbors and community partners who rely on the base for much of its economy.



A construction worker carries a cross after an excavator demolished the Tyndall Air Force Base, Florida, chapel in February. The Tyndall Chapel was unable to be restored after sustaining immense damage from Hurricane Michael on Oct. 10, 2018.

AFIMSC Completes Tests of Combat Support Wing Concept

The Air Force completed the final test of an innovative warfighting concept May 12, 2019, that could be a game-changer for future adaptive-basing constructs. The CSW proof-of-concept capstone exercise was developed by AFIMSC and hosted by Air Combat Command's 4th Fighter Wing at Seymour Johnson AFB, North Carolina. It tested the ability of three teams of about 30 Airmen each to establish and operate an airfield in a harsh environment. They had to defend



the base and refuel and rearm F-15E Strike Eagles using multifunctional skills they learned during training events over the course of a month. Under this construct, weapons loaders could drive a refueling truck, security forces defenders could refuel a jet and avionics specialists could provide airfield security while also performing their primary duties.

The CSW is an outcome of the 2017 AFIMSC I&MS Weapons and Tactics Conference, or I-WEPTAC. The capstone was the final event in the concept's phased rollout over the past year. It tested the hub-and-spoke operations of a single forward operating base at Seymour Johnson AFB and three forward operating locations at Kinston Regional Jetport, North Carolina,

Moody AFB, Georgia, and MacDill AFB, Florida. The concept supports National Defense Strategy priorities to evolve innovative operational concepts and enhance lethality in contested environments. If fielded, the CSW concept could give the Air Force the ability to rapidly deploy in smaller, more efficient and agile teams to dangerous and potentially contested areas.

Integrated Team Delivers IPL Early

A coalition of people from Air Force Installation Contracting Center, AFIMSC Resources Directorate and Air Force Civil Engineer Center produced the four-year Integrated Priority List one month ahead of schedule on April

11, 2019. The Facility Engineering and Planning and Integration directorates established business rules for the five-year IPL May 9 and held 22 training webinars to communicate changes at all levels.

The directorates also developed the Air Force Chief of Staff's public-private partnership blueprint for restoring readiness initiative.

**AFIMSC's enterprise view of requirements
forges the path to the Air Force we need**

6,000 projects | \$13 billion

INCREASE LETHALITY & READINESS

AFSFC Begins M18 Modular Handgun Delivery

During the 2019 Year of the Defender observance, the Air Force Security Forces Center in partnership with the Air Force Small Arms Program Office, began bolstering the readiness and lethality of defenders across the force by fielding the new M18 Modular Handgun System. The weapon distribution supports the Reconstitute Defender Initiative.



AFSFC
shipped and dispersed
more than
1,000 M18s
to
Security Forces Airmen
at
Fort Bliss, Texas
Commando Warrior, Guam
FE Warren AFB, Wyoming
and
Malmstrom AFB, Montana.

**The total requirement of
about 122,000 weapons
is expected to be fully
fielded by January 2021.**

AFSFC launches Civilian Police Academy



AFSFC implemented an initiative to effectively train, develop and integrate civilian defenders into the Security Forces enterprise. In an effort to improve training, the team introduced a 10-week Civilian Police Academy to ensure civilian defenders are trained to carry out all mission areas of integrated defense.

The team also upgraded the entry level police officer grade from GS-05 to GS-07 and gained approval to implement direct hire authority to fill chronic vacancies. The initiative was developed to improve recruiting, retention and reduce the hiring timeline from 180 days to 60 days, while also increasing the lethality and readiness of civilian defenders.

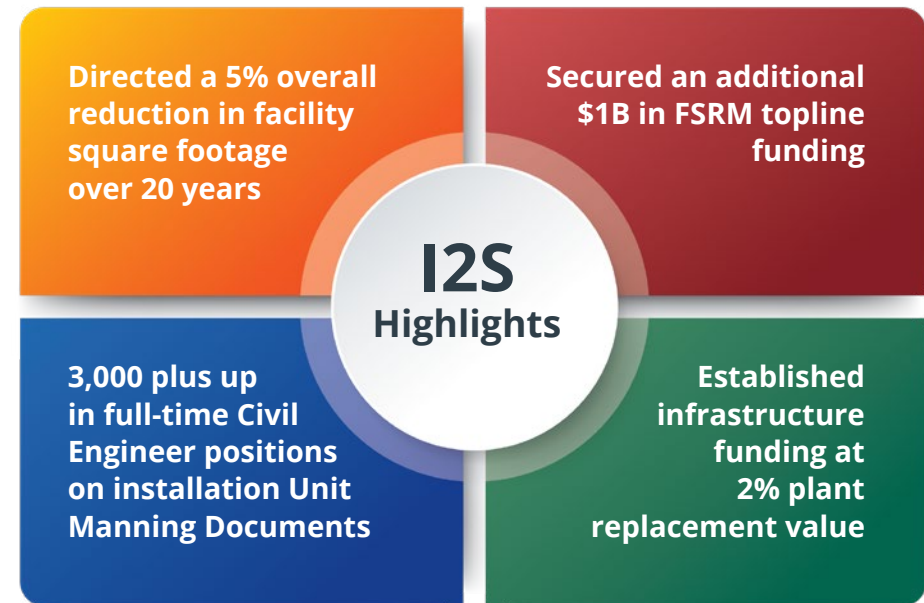


INCREASE READINESS

INCREASE LETHALITY & READINESS

AFCEC Development of I2S

The Air Force Civil Engineer Center team developed an investment strategy that earned the endorsement of the Air Force Secretary and Chief of Staff. The Installation Investment Strategy (I2S) provides an infrastructure focus to restore power projection platform readiness through cost-effective modernization and innovation. The associated 11 objectives and 64 sub-objectives established funding for infrastructure, directed a reduction of facility space and improved construction project programming and acquisition methods.



NEPA Team Mission Execution with DoD First

The AFCEC Environmental Directorate National Environmental Policy Act Division successfully supported the completion of 18 Environmental Impact Statements for 10 major commands, enabling more than \$22 billion in related MILCON and FRSM projects to move forward – a first in the DoD! The NEPA Division reduced

the time required to conduct EISs by 56% against its previous record and was nearly twice as fast as other agencies. This led to critical MQ-9, F-16, F-35 and B-21 mission beddown efforts; supported Air Force Nuclear Warfare Center and Strategic Basing Panel efforts to resolve disconnects and avoid program delays; and

secured 1.7 million acres in airspace to facilitate more than 25 years of tactical air combat training. The division was also a critical partner in the rebuild of Tyndall AFB by fast-tracking analyses, enabling 1.9 million square feet of demolition and \$2 billion in MILCON projects to proceed.

Military Working Dog Program Taskings

AFSFC manages the Air Force Military Working Dog inventory and oversees explosive detector dog taskings for the DoD. In 2019, the team tasked and deployed 1,246 MWD teams to support the president, White House Mission Office, Secret Service, Department of State, and the 74th United Nations General Assembly.



Pacific GeoBase RADAS system interoperability

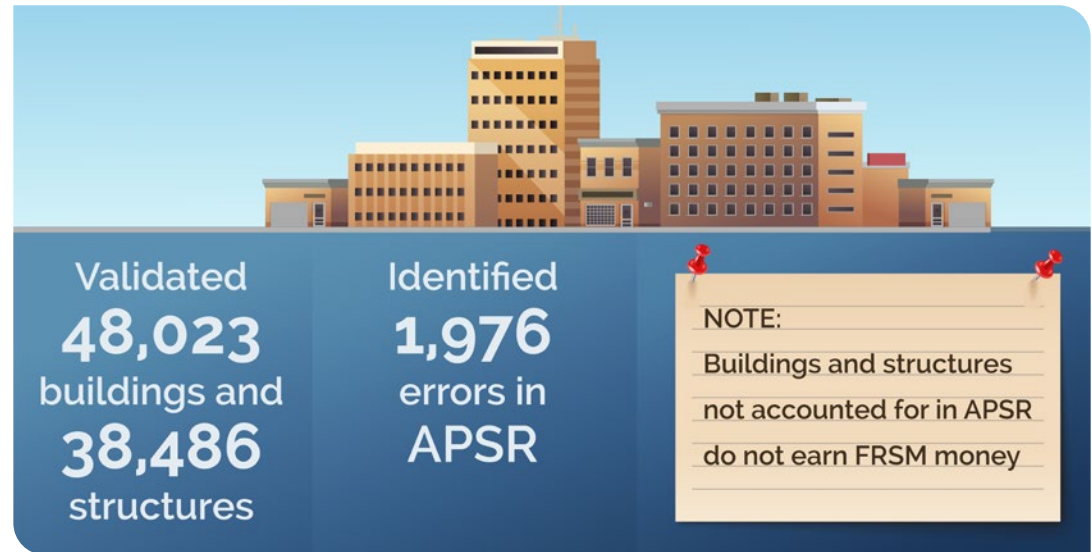
The PACAF GeoBase team enabled the first fully integrated use of Rapid Airfield Damage Assessment System at 8th Civil Engineer Squadron, Kunsan Air Base, South Korea, allowing for real time transmission of pictures and damage from the field to the decision-makers in a matter of seconds.

INCREASE READINESS

INCREASE LETHALITY & READINESS

Audit-ready real property records

In February 2019, the Defense Department issued a memo requiring full Existence and Completeness for buildings in the Air Force Accountable Property System of Record. The AFCEC Installations Directorate Real Property Financial Improvement Audit Readiness team conducted site visits to 82 bases with the highest plant replacement value to direct and monitor E&C.



Border security for support services

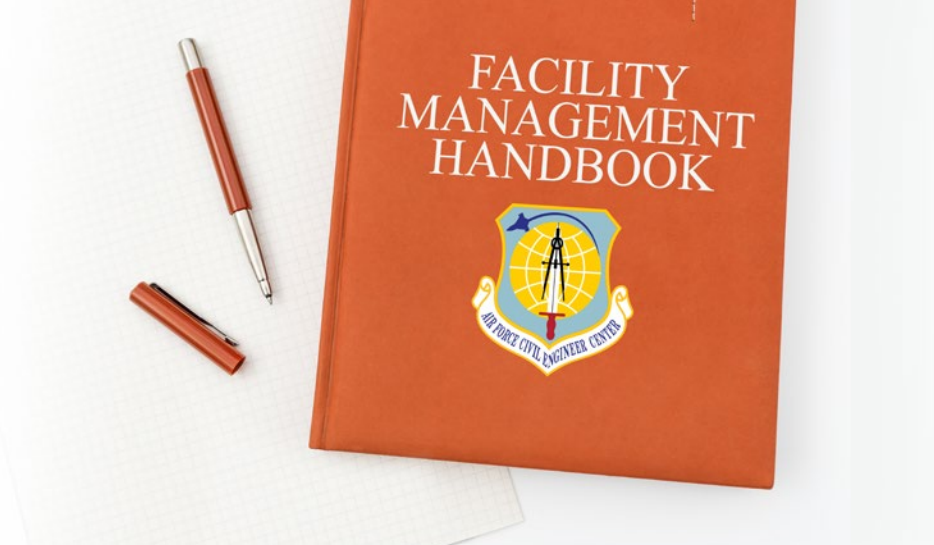
AFICC provided capabilities encompassing showers, laundry disposal, sanitation, commercial kitchen food services, and refuse to some **700** Army personnel assigned to Davis-Monthan AFB, Arizona, in support of the Department of Homeland Security border security mission. To date, locally executed "life-sustainment" contracts total **\$8 million**. The DHS mission may require contract support estimated to be up to **\$32 million** for **2,000** personnel.

AFCEC APE team ensures mission-ready airfields

It takes a lot of pavement to keep the Air Force in flight – **2.2 billion** square feet – and in 2019, AFCEC's Airfield Pavement Evaluation team at Tyndall AFB set a blistering pace to ensure that pavement was able to support aircraft worldwide in flying more than **1.2 million** hours. In addition to typical flight operations around the world, the APE team also responded to three natural disasters, including the hurricane that slammed into their home station in October 2018.

New facility management handbook

AFCEC finalized the new Facility Manager Handbook and released it to the field. The book includes guidance for performing various aspects of facility manager duty and is editable to allow bases to incorporate base-specific information and processes. The handbook standardizes information and eliminates time spent developing countless options at each base.



ARIS combat arms module implementation

AFSFC partnered with AFCEC and Headquarters Air Force Security Forces to implement the Automated Readiness Information System. The new program of record for weapons training data replaced the Security Forces Management Information System. AFSFC is designated as the program manager. AFCEC developed a first-phase module for combat arms.



AFICC legal and contract field support

Air Force Installation Contracting Center attorneys provided support to **515** contract actions valued at **\$10.8 billion** in FY19. The team strategically crafted legal opinions in support of a groundbreaking initiative that supports the AFCEC and local contracting units worldwide.

Budget officer summit

The day-to-day talent and hard work of hundreds of Air Force installation budget officers shined in September 2018 when the Air Force achieved a successful, historic fiscal year close out in the record **\$6.9 billion** I&MS portfolio. To build on their momentum and prepare for a successful fiscal 2019, AFIMSC's Budget Office hosted more than **160** funds managers and analysts at the Air Force Budget Officers Summit in San Antonio, Feb. 26-28, 2019.

AFIMSC DETACHMENTS

Our detachments are the face of AFIMSC and boots-on-the-ground at the major commands 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 U.S.
SPACE FORCE



Thule Range Support

Detachment 1 led a critical AFIMSC-enterprise effort to quickly provide a modular firing range for the 821st Air Base Group at Thule AB, Greenland. In less than 70 days, the detachment, with the support of the AFIMSC enterprise, delivered a temporary range that provides adequate space to train and ensures the safety and well-being of base personnel.

**EXECUTED
\$301 MILLION
IN IGMS
REQUIREMENTS**

**GARNERED
\$9 MILLION
FOR FOUR
CRITICAL COMBAT
COMMAND PROJECTS**

**SECURED
\$10 MILLION
FOR TURTLE
HABITAT
RESTORATION**

DETACHMENT 2

SUPPORTING PACIFIC
AIR FORCES



EXECUTED \$83 MILLION IN MILITARY FAMILY HOUSING REPAIR FUNDS AND
\$6 MILLION IN DESIGN ACTIONS FOR **1,928 UNITS**

EXECUTED 93 MILCON PROJECTS VALUED AT MORE THAN **\$4.1 BILLION**

SUPPORTED PACAF'S "FLIGHT PLAN 2030" AND "PIVOT TO THE PACIFIC"
VISION BY COMPLETING SITE SURVEYS, PLANNING CHARRETTEs AND AIRFIELD
DEVELOPMENT PLANS AT REMOTE AND ISOLATED LOCATIONS

LED SIX OUTREACH ENGAGEMENTS THAT BROUGHT
36 PARTNER NATIONS CLOSER TO COMMON LANGUAGE, TACTICS
AND COMMAND STRUCTURE

DEVELOPED A COMPREHENSIVE REPAIR PLAN TO ADDRESS
THE AGING FUELS INFRASTRUCTURE AT ANDERSEN AFB, GUAM, AND SECURED
\$76 MILLION FOR REPAIRS

COORDINATED 18,700 TRAVEL REQUESTS

Enable PACAF mission in Australia

Construction of the Air Force's first two projects at Royal Australian AFB Darwin continued in July 2019 with significant support from the Detachment 2 team. The new facilities, an aircraft parking apron and an equipment storage facility, will provide the initial operating capability for joint RAAF and USAF Enhanced Aircraft Cooperation events.

DETACHMENT 3

SUPPORTING AIR FORCE
SPECIAL OPERATIONS COMMAND



Next generation EOD combat support package

Detachment 3 organized and led an initial planning team to design and develop an EOD capability to match the current Pacific Theater threat. A multi-MAJCOM team of EOD subject matter experts conceptualized an adaptive basing unit type code that is lighter, leaner and more cost effective than the traditional EOD combat support package. The detachment also helped revise an EOD unit type code to improve support to AFSOC's newer gunship platforms.

CREATED A FACILITIES REQUIREMENT TOOL FOR HUMAN PERFORMANCE TRAINING CENTER PROJECTS IN SUPPORT OF AFSOC'S PRESERVATION OF THE FORCE AND FAMILY INITIATIVE

LED A FEASIBILITY STUDY SITE VISIT TO KIRTLAND AFB, NEW MEXICO, TO ASSESS THE POSSIBILITY OF MOVING THE AC-130J FLYING TRAINING UNIT FROM HURLBURT FIELD, FLORIDA, TO STREAMLINE AIRCREW TRAINING

CONDUCTED SITE SURVEYS AND TABLETOP CONSTRUCTION ESTIMATE REPORTS TO DETERMINE FEASIBILITY AND READINESS TO BED-DOWN GUARDIAN ANGEL ASSETS AT NELLIS AFB, NEVADA, AND DAVIS-MONTHAN AFB, ARIZONA TRAINING

DETACHMENT 4

SUPPORTING U.S. AIR FORCES
IN EUROPE



F-35 bed-down construction at RAF Lakenheath

Detachment 4 at Ramstein Air Base, Germany, helped lead the F-35 bed-down MILCON effort at Royal Air Force Lakenheath, United Kingdom, with 13 projects totaling \$269M. The detachment also worked with the base's 48th Fighter Wing to develop work-arounds for delayed initiatives. The installation will be ready to welcome the first F-35A Lightning II aircraft in late 2021.

**SUPPORTED NINE
INSTALLATIONS AND
MANAGED \$1 BILLION
IN FUNDING AND PROJECTS**

**OVERSAW \$85 MILLION
FRSM PROGRAM AND
VALIDATED 127 PROJECTS**

**MANAGED
\$515 MILLION
O&M BUDGET**

**MANAGED \$295 MILLION
MILITARY FAMILY HOUSING
PROGRAM SPANNING
3,874 UNITS**

DETACHMENT 5

SUPPORTING AIR FORCE
DISTRICT OF WASHINGTON



LED THE TRANSITION FOR THE FIRST LEAD SERVICE TRANSFER OF A JOINT BASE FROM THE NAVY TO THE AIR FORCE. JB-ANACOSTIA-BOLLING WILL TRANSFER TO THE AIR FORCE IN FY21.

SUPPORTED A \$63M CONSOLIDATED COMMUNICATIONS CENTER MILCON PROJECT

Presidential Aircraft Recapitalization Hangar Construction

The detachment teamed with AFCEC and Naval Facilities Engineering Command to develop an Acquisition Strategy for the \$339 million Presidential Aircraft Recapitalization MILCON construction. The 366,000-square-foot primary facility will consist of a two-bay general maintenance hangar with administrative and warehouse support areas complete with an aircraft access taxiway, parking apron and engine run-up pads. Detachment 5 civil engineers assisted in managing timelines, schedule and milestones—ensuring the project remained on time and on budget.

DETACHMENT 6

SUPPORTING AIR FORCE
MATERIEL COMMAND



2019 FEDS Spotlight Award

Federal Energy Management Program leaders presented the 2019 FEDS Spotlight Award to the AFIMSC Detachment 6 Energy team Aug. 23 during the 2019 Energy Exchange in Denver, Colorado. The team developed and operationalized a holistic, inclusive and mission-centric approach to direct AFMC in addressing energy assurance, which culminated in the AFMC Energy Assurance Campaign Plan.

Off-Base Lease RIE

Off-Base Lease Rapid Improvement Event supported Air Force Lifecycle Management Center's need for office space because of significant growth. Due to the extended length of time to acquire an off-base lease, the AFLCMC commander requested a process. AFLCMC, AFCEC Installations Directorate, 88th Air Base Wing, and Detachment 6 participated in the week-long RIE. The team identified four process actions – economic analysis, environmental analysis, space study and buildout – that incur 80 percent of the timeline. Each action is being further dissected to optimize and shorten their associated timelines. The team is confident the revised process will significantly shorten the time line and effort in acquiring off-base leased space.

PROVIDED MAJCOM-WIDE SUPPORT IN IMPLEMENTING THE AIR FORCE ENERGY FLIGHT PLAN

DETACHMENT 7

SUPPORTING AIR EDUCATION
AND TRAINING COMMAND



T-7A Bed-down

Detachment 7 facilitated the bed-down of the new T-7A Red Hawk advanced trainer aircraft. The \$9.7 billion weapon system is a fifth generation aircraft that replaces the T-38 for Specialized Undergraduate Pilot Training. System bed-down included coordinating and planning \$500 million worth of MILCON and FSRM projects across five installations.

**FACILITATED
\$618 MILLION**
IN IGMS OBLIGATIONS

DEVELOPED 84
ENGINEERING AND
INSTALLATION WORK
PLAN PROJECTS

EXPANDED THE
INSTALLATION INFORMATION
INFRASTRUCTURE PORTFOLIO
BY
\$4.1 MILLION

**DEVELOPED AND DEPLOYED
SPECIALIZED LIAISON
TEAMS THROUGHOUT
AETC'S 11 BASES AND
FOUR GEOGRAPHICALLY
SEPARATED UNITS**



DETACHMENT 8

SUPPORTING AIR
COMBAT COMMAND



Det. 8 improves victim and responder safety

Detachment 8 exercised the Rescue Task Force concept at two installations. Developed by AFIMSC's Expeditionary Support Directorate, the RTF concept 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 IED detonation. Results from the exercises at Seymour-Johnson AFB, North Carolina, and Tyndall are supporting an enterprise-wide policy for improving victim and responder safety.

SUPPORTED 29 BASING ACTIONS BY TRACKING, REVIEWING AND VALIDATING MORE THAN 120 FRSM, MILCON AND LOGISTICS REQUIREMENTS TOTALING **\$1.4 BILLION**

PARTNERED WITH AFIMSC EXPEDITIONARY SUPPORT DIRECTORATE TO DEVELOP AND CONDUCT THE CSW PROOF-OF-CONCEPT TRAINING AND CAPSTONE EVENTS AND CAPTURED MORE THAN 100 MEASURES OF EFFECTIVENESS

"We've seen monumental improvements in the ability of our Airmen to do things outside of their normal career fields and the speed at which they're able to refuel and rearm jets."

**Brig. Gen. Brian Bruckbauer,
AFIMSC Director of Expeditionary Support**

DETACHMENT 9

SUPPORTING AIR
MOBILITY COMMAND



Operation Mobility Guardian 2019

Detachment 9 enabled AMC to shift its trademark exercise, Mobility Guardian, to Fairchild AFB, Washington, following the closure of McChord Field. The detachment coordinated Fire and Emergency Services Support, organizing 21 firefighters operating at three locations, and sourced two P-19 Aircraft Rescue Fire Fighting vehicles and two P-34 Rapid Intervention Vehicle. The detachment's support contributed to a successful operation, validating readiness and interoperability for AMC's premier, large-scale exercise. Mobility Guardian 2019 integrated 46 aircraft, 4,000 multi-service participants and 29 international partners operating from multiple locations.



KC-46A BED-DOWN SUPPORT

ENABLED THE FIRST KC-46A DELIVERY AT
McCONNELL AFB, KANSAS, IN JANUARY 2019

SUPPORTED \$212 MILLION

IN PROJECT AWARDS FOR BED-DOWNS AT JB
McGUIRE-DIX-LAKEHURST, NEW JERSEY, AND
TRAVIS AFB, CALIFORNIA

ALIGNED \$80.4 MILLION IN MILCON

TO PREPARE AIR FORCE RESERVE COMMAND TO
RECEIVE ITS FIRST KC-46A

VALIDATED \$123 MILLION

IN FACILITIES
REQUIREMENTS AT RAMSTEIN AB TO OPTIMIZE
GLOBAL TANKER CAPABILITY

DEVELOPED A \$332 MILLION

MULTI-YEAR TRANSPORTATION WORKING CAPITAL
FUND INVESTMENT PROGRAM

UNDERTOOK AMC'S \$91 MILLION-DOLLAR

HANGAR FIRE SUPPRESSION MODERNIZATION
PROGRAM AND DELIVERED A PLAN TO BRING ALL
75 HANGARS IN COMPLIANCE WITH AIR FORCE
STANDARDS TWO YEARS AHEAD OF SCHEDULE

DETACHMENT 10

SUPPORTING AIR FORCE
GLOBAL STRIKE COMMAND



Enhancing Force Protection

Detachment 10 representatives supported a command-wide review to mitigate Access Control Point challenges. The team spearheaded the establishment of the ACP review by the U.S. Army Corps of Engineers. The team reviewed four AFGSC installation ACPs and provided a detailed report to correct discrepancies. This process was adopted by AFSFC to enhance force protection.

SUPPORTED
EIGHT
INSTALLATIONS

DELIVERED MORE THAN
\$325 MILLION
FOR INSTALLATION
INFRASTRUCTURE
PROJECTS –
\$103 MILLION
MORE THAN
PROVIDED AT INITIAL
DISTRIBUTION

FUNDED
124 PROJECTS
ON THE CONSTRUCTION
TASKING ORDER
VALUED AT
\$91 MILLION

EXECUTED
\$14.3 MILLION
IN AFGSC CYBER
PROJECTS AND
COMMUNICATIONS
SQUADRON OPERATIONS
AND MAINTENANCE

SECURED
\$7 MILLION
TO FUND ALL EIGHT
WING COMMANDERS'
END OF YEAR
UNFUNDED
REQUIREMENTS

PURSUE ORGANIZATIONAL EXCELLENCE

I-WEPTAC delivers third straight year of innovation

Mission Area Working Groups developed and delivered their innovative solutions to some of the Air Force's top agile combat support challenges at the third-annual Installation and Mission Support Weapons and Tactics Conference April 10, 2019, in San Antonio. More than 1,000 attendees — including senior Air Force and mission support leaders and members of the JBSA community — heard how the four MAWGs would tackle challenges based on the Installation as a Weapons System concept.

Air Force Chief of Staff Gen. David L. Goldfein, who received a preview



of the MAWG briefings, called the presentations spectacular and reiterated his perspective that readiness and innovation keep the Air Force more lethal and ready for the fight of the future.

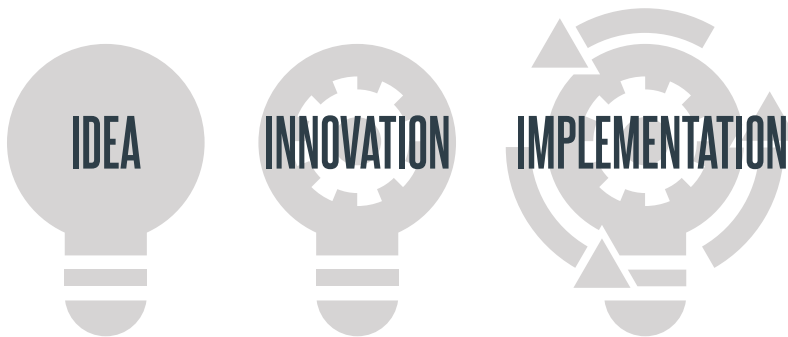
The MAWGs provided more than 20 recommendations for improving installation command and control, leveraging technology and innovation, integrating training and technology and managing logistics in contested environments. Their ideas were shared across the Air Force enterprise for further analysis and vetting to determine the feasibility of implementation.

"[I-WEPTAC's] the kind of thought and innovation we need to design the Air Force of the future in alignment with the National Defense Strategy."

**Gen. David L. Goldfein,
Air Force Chief of Staff**

New AFIMSC office advocates innovative ideas

AFIMSC established an Innovation Office in November 2018 to tackle and solve complex challenges facing the Air Force I&MS enterprise. The office aims to transform combat support by harnessing and implementing Airmen's innovative ideas to develop, deliver, support and sustain war-winning capabilities.



The AFIMSC Innovation office takes ideas from conception and connects Airmen to the right resources.

The office finds funding and further hones ideas through collaboration stakeholders, accelerators and entrepreneurs.

The office sees ideas through to implementation so Airmen's innovations become reality and change the Air Force for the better.

The office leverages Airmen's innovative ideas with outside vendors. Each month, the office holds working groups to connect with Airmen at every level, experts across the DoD, the innovation community and outside vendors. The working groups include more than 100 Air Force Mission Support Groups members from around the world.



AFIMSC Innovation Office FY19 Impact

The office turned a **\$650,000** budget for innovation into **\$3 million** via Air Force Research Lab Small Business Innovation Research Program.

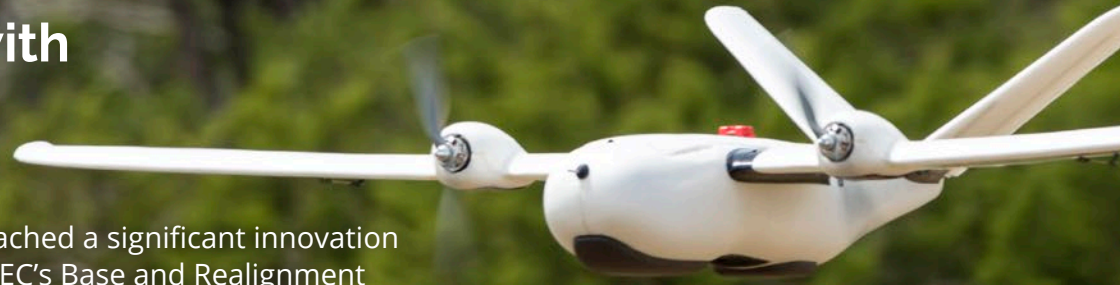
Recent ideas that have come to fruition include the Installation Health Assessment cloud-based analytics tool, I-WEPTAC and the CSW concept.

INNOVATION

PURSUE ORGANIZATIONAL EXCELLENCE

AFIMSC transforms AF environmental program with latest UAS technology

In July 2019, AFCEC's Installations Directorate reached a significant innovation milestone stemming from a five-year effort. AFCEC's Base and Realignment Closure team developed and transferred geospatial data for 39 BRAC installations to the Air Force GeoBase Program and was the first organization to complete the Air Force-wide task.



Air Force BRAC program reaches innovation milestone

In July 2019, AFCEC's Installations Directorate reached a significant innovation milestone stemming from a five-year effort. AFCEC's Base and Realignment Closure team developed and transferred geospatial data for 39 BRAC installations to the Air Force GeoBase Program and was the first organization to complete the Air Force-wide task.

Innovation Rodeo

Three innovative ideas that support worldwide warfighter success got one step closer to reality March 1, 2019, thanks to the first Air Force Innovation Rodeo, \$650,000 in total seed money, and a partnership with AFWERX and tech accelerator companies. During the AFIMSC Innovation Rodeo, similar to the Air Force's Spark Tank and national television's Shark Tank, a panel of five senior Air Force leaders in the installation and mission support community watched eight presentations before selecting the three ideas they felt would increase the speed and agility of the Air Force while providing a cost savings for taxpayers.



First Place: “What’s Up” app for base event announcements; submitted by Col. Houston Cantwell, U.S. Air Force Academy, Colorado.



Second Place: Leverage existing Geospatial Information System Artificial Intelligence Learning for Facility Roof Inspections; submitted by 2nd Lt. Alexander Bow of the 627th Civil Engineer Squadron, JB-Lewis McChord, Washington.



Third Place: See Something, Star Something App to allow crowdsourced feedback on contractors working for the Air Force; submitted by Roger Westermeyer, Air Force Installation Contracting Center at Wright-Patterson AFB, Ohio.



PURSUE ORGANIZATIONAL EXCELLENCE

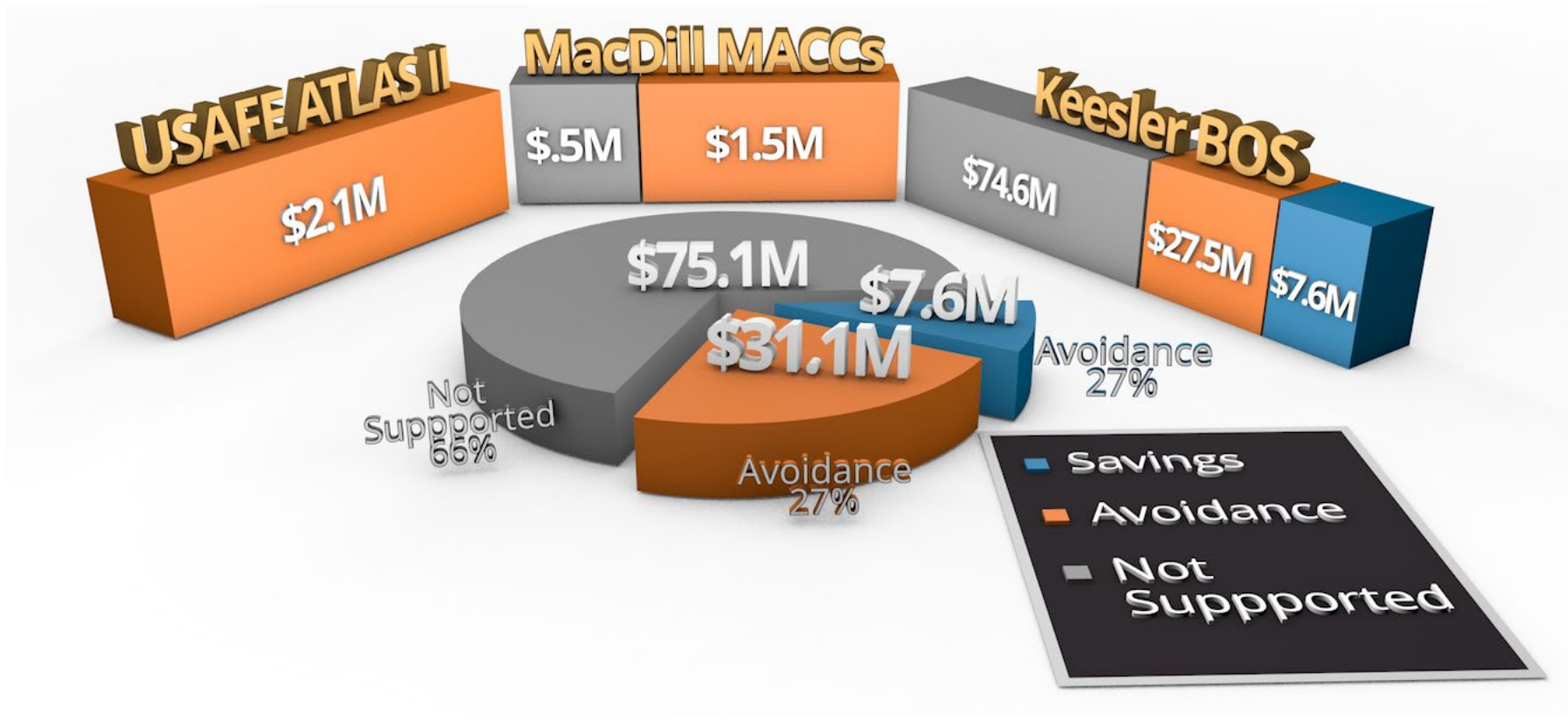
AFSFC Operations Fusion Cell

The AFSFC Operations Fusion Cell published its final Concept of Operations and declared Full Operational Capability. The OFC established networks across multiple DoD, federal and state agencies; created NIPR and SIPR data share sites; integrated information fusion with the Air Force Office of Special Investigations' Investigations, Collections and Operations Nexus Center; and provided daily Situational Awareness/Current Intelligence reports to a distribution list in excess of 500 Security Forces personnel around the globe. Additionally, the OFC teamed with the AFSFC Law and Order Division to collect, analyze and assess trends and operational gaps concerning Installation Access Control Points which garnered cross-functional support for \$30 million in improvement projects. The OFC will continue to grow its capability to field requests in support of Security Forces' unit intelligence and operational support requirements, integrate and sync AFSFC activities and maximize information sharing across multiple law enforcement and intelligence partners.



AFICC pursues cost avoidance excellence

Working with colleagues in AFIMSC Resource Management, AFICC was able to validate more than \$8 million in cost savings and \$31 million in cost avoidance with the Cost Savings Tracker. The RM team conducted three cost savings/avoidance deep-dive pilots programs and developed a cost savings/avoidance worksheet that standardizes the savings calculation process and automatically categorizes any efficiencies gained into either cost savings or cost avoidance.



AFICC leads drug testing consolidation

AFICC drove an enterprise initiative to consolidate three Air Force Drug Testing Laboratory contracts into a single contract. Market research supports a single solicitation suitable for small business and projects saving \$742,000 on the \$5.8 million effort.

PURSUE ORGANIZATIONAL EXCELLENCE

AFICC shares category management expertise with agencies

AFICC hosted a Category Management training session for senior leaders from the Office of the Secretary of Defense, Veteran Affairs and the Defense Health Agency. The training gave senior leaders from across the DoD and other government agencies a better understanding of the Air Force's CM Program to help other federal agencies establish similar programs to help standardize procurement functions and share best practices. The Enterprise Sourcing Support Directorate championed the CM mindset across the Air Force and DoD. The team conducted six senior leader immersions for more than 250 people from the U.S. Army, Navy, Marine Corps, Defense Logistics Agency, OSD, Veterans Affairs and the Government Accounting Office.



AFICC CM Accomplishments



AFICC redesigns contracting officer contingency training program

The AFICC Expeditionary Operations Cell released the completely updated and redesigned career field-wide contingency contracting officer training program in 2019. The new training drops the legacy 52-hour PowerPoint training in favor of hands-on scenarios where members gain knowledge through experience. This approach standardizes training while minimizing the development and planning burden at the unit level. The AFICC Ops Cell also helped develop and execute the first senior contracting officer table top exercise. During the exercise, 0-6 level contracting leaders developed and tested a tailored support concept to existing theater and component-level operational plans.



PURSUE ORGANIZATIONAL EXCELLENCE

AFICC supports Tyndall AFB recovery in wake of Hurricane Michael

Following Hurricane Michael in October 2018, AFICC executed a \$35 million emergency letter contract and mobilized the \$293 million Air Force Contract Augmentation Program. Expeditionary contracting operations of the 325th Contracting Squadron and 772nd Enterprise Sourcing Squadron ensured the recovery of 17 F-22s, safeguarding \$2.6 billion in DoD assets.

Building the Installation of the Future (Collaboration between PMO, AFCEC and 325th CONS)

170
contract actions
executed valued
at
\$176 million

180
government
purchase card
transactions and
116
purchase requests
valued at
\$66 million

46
storm recovery
and repair
MILCON projects
valued at
\$76 million

AFCEC BRAC program wins 2019 Federal Excellence Award

The U.S. Environmental Protection Agency presented its second annual “National Federal Facility Excellence in Site Reuse” award to the AFCEC BRAC Program Management Division for the environmental cleanup and redevelopment of the former Myrtle Beach AFB, South Carolina.

The award recognizes the needed hard work, innovative thinking and cooperation among the Air Force, EPA, state and local redevelopment agencies to complete the restoration and reuse of the former base.



“It means a lot to be recognized among all of the DoD base closure sites for our hard work at Myrtle Beach, and I know it means a lot to the community, to showcase how their vision for redevelopment has become a reality.”

Dr. Stephen TerMaath
Chief, AFCEC BRAC program management

STRENGTHEN AIRMEN & FAMILIES

Air Force wins Alpha Warrior Final Battles

The Air Force won its second straight Alpha Warrior Inter-Service Championship over the Army and Navy Sept. 14, 2019, at Retama Park in Selma, Texas. The grueling competition saw three six-person teams tackling more than 30 obstacles at the Alpha Warrior Proving Ground. Participants earned their spot in the inter-service finals based on their performance two days earlier during the service-specific competitions.

The course consisted of a number of permanent obstacles with names like “pipe bombs” and “barrel rolls”, and a three-story structure called “Alcatraz.” Others were strength obstacles involving sand bags, ropes and weighted sleds.

Initiated by AFSVC in 2017, the Alpha Warrior program supports the four pillars of Comprehensive Airman Fitness. The variety of obstacles strengthen Airmen functional fitness — airmen aren’t just running or lifting weights; they’re building on their overall fitness to become more resilient and fit to fight, whether at home station or in a deployed environment.

“Alpha Warrior is a great opportunity for unit cohesion, to build on functional fitness, to help build that athlete-warrior mentality and allow everyone to see that this is a holistic human performance activity.”

**Col. Donna Turner,
AFSVC Commander**



Air Force Finals Individual Winners, Sept. 12

First Place

Men: Capt. Noah Palicia, Yokota Air Base, Japan; 18:39

Women: 2nd Lt. Arielle Miller, Edwards AFB, California; 22:39

Second Place

Men: 2nd Lt. Rhett Spongberg, Laughlin AFB, Texas; 21:32

Women: 2nd Lt. Michelle Strickland, Columbus AFB, Mississippi; 23:42

Third Place

Men: Staff Sgt. Seth Golloway, Hurlburt Field, Florida; 24:45

Women: 2nd Lt. MaryCaitlin Dominguez, Joint Base Langley-Eustis, Virginia; 26:23

Inter-Service Finals Individual Winners, Sept. 14

Top 3 Females

Air Force 2nd Lt. Michelle Strickland, 25 minutes, 5 seconds, from Columbus AFB, Mississippi

Air Force 2nd Lt. Arielle Miller, 26:34, from Edwards AFB, California

Air Force 2nd Lt. MaryCaitlin Dominguez, 28:42, from Langley AFB, Virginia

Top 3 Males

Air Force Capt. Noah Palicia, 21:05, from Osan Air Base, Republic of Korea

Army Lt. Col. Eric Palicia (brother to Noah) 22:29, from Wiesbaden, Germany

Navy Petty Officer William Rosencrans, 25:05, from Tokyo, Japan

STRENGTHEN AIRMEN & FAMILIES

Go for Green Initiative

AFSVC completed a Go for Green initiative using new DoD nutritional information, preparation and merchandising criteria. The team collaborated with the Culinary Institute of America for master chefs to conduct training at six bases. The master chefs trained 55 Air Force food service professionals on new cooking methods to prepare healthier menu items that meet the new G4G criteria. Additionally, the institute created 90 new recipes and modified 700 existing recipes to comply with the new G4G criteria. AFSVC expects the G4G program to be in place at all bases in FY20.



GREEN, YELLOW, and RED FOOD CODES

PROCESSING	LEAST-PROCESSED	SOME PROCESSING	MOST-PROCESSED FOODS	
NUTRIENTS	WHOLE FOODS, NUTRIENT PACKED	SOME HEALTHFUL NUTRIENTS	LOWEST QUALITY INGREDIENTS	
FIBER	HIGH IN FIBER	LOW IN FIBER	MINIMAL FIBER	
SUGAR	LOW IN ADDED SUGAR	ADDED SUGAR OR ARTIFICIAL SWEETENERS	ADDED SUGAR OR ARTIFICIAL SWEETENERS	
FAT	HEALTHY FATS	POOR QUALITY FATS	EXCESS FATS AND/OR TRANS FAT FRIED FOODS	



AFSVC promotes healthy food options for Airmen & families

Through its comprehensive healthy food initiative, the center continues zeroing in on the human weapons system, our nation's Airmen, by providing them with the right nutrition to increase lethality and ensure a more ready force to meet mission requirements.

The AFSVC also implemented standardized menus at child development centers and school-age care programs this past year, delivering healthier options, limiting food waste and reducing food costs.

Armed Forces Forum for Culinary Excellence

The National Restaurant Association Educational Foundation hosted 52 students from the Army, Marines, Navy, Air Force and Coast Guard for joint training at the Armed Forces Forum for Culinary Excellence. The event took place at the Culinary Institute of America Copia Campus in Napa, California, and provided military members with training seminars and cooking exercises with mentors.



STRENGTHEN AIRMEN & FAMILIES

AFCEC ensures safe, quality housing options

In FY19, the AFCEC Installations Directorate launched a responsive plan to rectify health and safety concerns raised by privatized housing residents, the press and Congress.

The improvement plan takes aim at program shortfalls and strengthens the Air Force's commitment to put families first. The FY20 National Defense Authorization Act implemented substantial reforms that solidified resident rights, and directed overhaul of existing Military Family Housing agreements to improve the resident experience and accountability.

The Air Force's improvement plan encompasses five lines of effort

1. Empower residents
2. Improve oversight
3. Integrate leadership
4. Improve Communications
5. Standardize policy



Meeting residents' needs

Increase chain of command involvement and Military Housing Office staffing

Distinguish between MHO and project owner staff

Standardize the dispute resolution process with Air Force Judge Advocate involvement

Establish a 24-hour helpline tool

Automate the work order system

..help when they need it

Elevate health and safety issues above the wing- level

Add resident focus groups to Annual Site Visits

Establish Resident Advocates and Resident Councils

Conduct annual customer surveys

Automate maintenance satisfaction surveys

..a voice in the process

Residents want...

Direct MHOs to perform 100% inspection of homes before new residents take occupancy

Create standardized move-out checklists and have outbound resident present during move-out inspection

..simple move in/out procedures

Develop a resident-influenced Bill of Rights

Standardize leases

Provide new residents with records of prior maintenance performed on their new home

..to know their tenant rights

STRENGTHEN AIRMEN & FAMILIES

Improving oversight with additional manpower

Increased manpower is essential to better assist residents and ensure project owners are delivering safe and healthy homes. Following a 100% health and safety review of housing and recommendations from the Inspector General, the directorate implemented a plan that standardizes and greatly increases oversight. The directorate also partnered with HAF A4C (Civil Engineers) to conduct a workload analysis and determine manpower needs to meet increased oversight demands on the MHOs.

INCREASED OVERSIGHT



100% OF HOMES
receive full inspections every 3 years

45-60 minutes:
average duration of inspections
with added criteria

100% OF OVERSIGHT
for all emergency WO requests

30% OF OVERSIGHT
for urgent WO requests

INCREASED MANPOWER



148 wing-level positions

60 resident advocates

11 HAF and PMO-level positions

\$32 million for FY20 positions

AFCEC works closely with residents, POs and base leadership to continually assess housing conditions, address health and safety hazards and implement procedures that will restore military families' confidence in privatized housing. The focus will be implementing the FY20 NDAA requirements for residents. A few key initiatives include: implementing installation management review committees, restructuring project owners performance incentive fees, and formalizing policies, procedures, authorities and resources available to commanders to resolve complaints.

Spangdahlem AB family housing construction

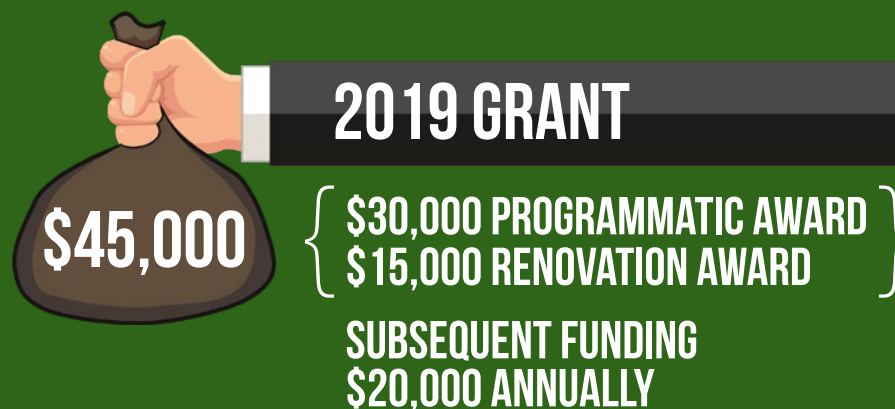
AFIMSC Det. 4 met with German Host Nation agencies Feb. 7, 2019, to discuss the site plan for future family housing at Spangdahlem Air Base, Germany. In order to avoid delays due to mandated environmental surveys, the project was re-sited to another location within an existing housing neighborhood.

Joint Base-Andrews dental clinic construction

Construction of a new \$22.8 million Dental Clinic at Joint Base-Andrews is completed. The facility opened for business Feb 19, 2019 and is located close to the Malcolm Grow Medical Facility at 1065 West Perimeter Road. The new dental clinic has expanded to 26,612 sq. ft.

Los Angeles AFB youth programs STEM center

The Boys & Girls Clubs of America and Raytheon opened a new STEM Center of Innovation at Los Angeles AFB, California, April 10, 2019. The program, which was made possible by a Raytheon grant, is based on the guiding principles of application, ideation and innovation.



Child and youth education services

AFSVC educated 102 school liaisons on transition centers and school liaison documentation. Topics included best practices from the field and updates to procedures in order to increase effectiveness in meeting the needs of military youth and families.

SECAF-directed child care study

AFIMSC and Headquarters Air Force addressed data analytics to support construction and renovation projects that will maximize the Air Force's ability to meet Child Development Center waitlist demands and a process for hiring new employees. The team is using the Installation Health Assessment tool for data collection.

