



# AF Installation & Mission Support Center

## Organizational Design: Past, Present, & Future

(cao: 20 Jun 2023)

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*Your Success is Our Mission!*

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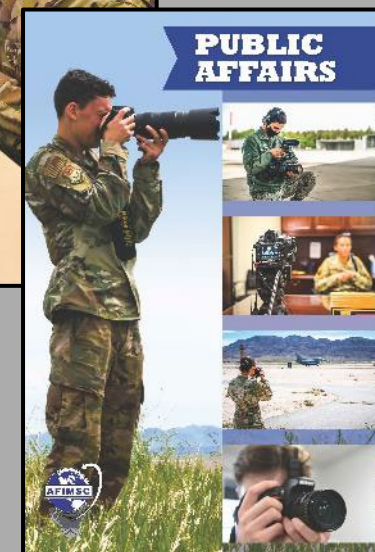
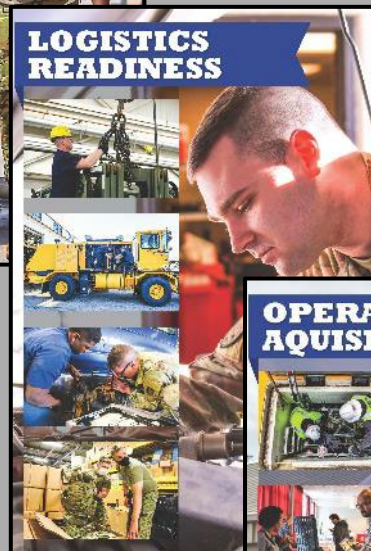
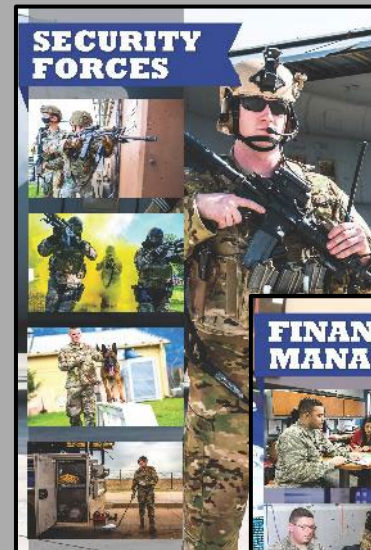
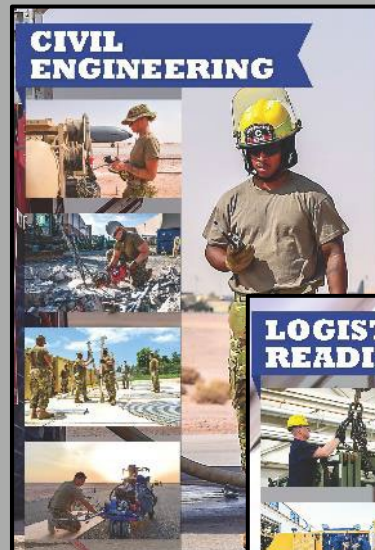
# STRENGTHENING AIRMEN, GUARDIANS & FAMILIES



***Your Success is Our Mission!***



# ***AFIMSC Past, Present & Future: 150+ Capabilities in 9 Functional Areas***



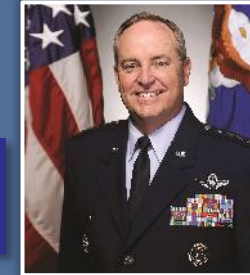
# AFIMSC Past: Key Leader Vectors



(U) **AFIMSC [is] the single intermediate-level headquarters** supporting AF-wide installation and mission support activities.

**Hon. Deborah Lee James**  
Secretary of the Air Force

**Gen Mark A. Welsh III**  
USAF, Chief of Staff



(U) **[AFIMSC] will have MAJCOM-level resource control of all [I&MS] assets** assigned to Mission Support Groups and Air Base Wings.”

**Mr. David Tillotson III**  
Chair, Air Force Installation  
Support Executive Review Committee



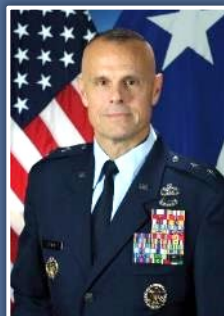
(U) **Support[ing] CCs and the generation of Air, Space, and Cyberspace power**...[with] transparent and effective requirement identification, gap analysis, resource allocation, and acquisition processes **to..[focus] on the Air Force’s highest priorities.**

**Maj Gen Theresa Carter**  
1st AFIMSC Commander



(U) Transforming [AFIMSC] to make it all work smoothly together, **reducing the redundancies** and organizing our integration execution activities...**using data as...a prescriptive analysis**, beyond predictive analysis...[to] shape the environment to change the requirement.”

**Maj Gen Bradley D. Spacy**  
2nd AFIMSC Commander



(U) I know we’re working it with Fight the Base and I-WEPTAC, but **lethality and readiness have to be our prime focus** areas across the entire installation and mission support enterprise, because we’re on the clock for it. We need to lean forward...Are we working together?

**Maj Gen J. Tom Wilcox II**  
3rd AFIMSC Commander





# AFIMSC Present: Organizational Design



# AFIMSC Present: Organizational Change Imperatives



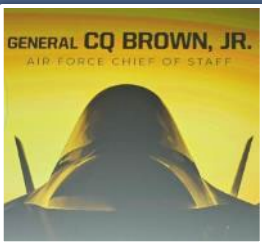
(U) A combat-credible military is the foundation of deterrence and America's ability to prevail in conflict. We will modernize the joint force to be lethal, resilient, sustainable, survivable, agile, and responsive, **prioritizing operational concepts and updated warfighting capabilities.**

**National Security Strategy 2022**  
The Biden Administration



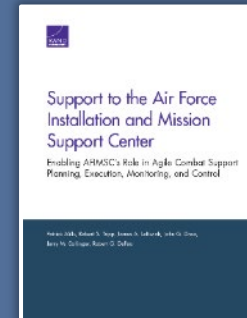
(U) We must frame decisions with an enterprise-wide perspective. We need to examine our structures and decision-making to force the hard conversations and effect the changes **we need...[to enable] ruthless prioritization.**

**Accelerate Change or Lose**  
Gen Brown, 22nd Chief of Staff of the Air Force



(U) Airmen who are **experts in a single core function will be unprepared to win against a peer adversary.** Airmen will remain technical experts, but they will also be trained in additional skills that allow them to fight and win as agile teams. Tomorrow's Airmen must be multi-capable in order to win multiple fights.

**Air Force Future Operating Concept 2035**  
Gen Brown, 22nd Chief of Staff of the Air Force



(U) The prior process allowed for optimization within a MAJCOM, **AFIMSC must now balance across the entire enterprise...AFIMSC cannot just adopt the status quo system** where resource allocations were made absent enterprise-wide standards for support and insights into the operational impact of those decisions.

**Rand (2017) Support to the [AFIMSC]**  
Sponsor: AFIMSC/CC & AETC/A4

# ***AFIMSC Present Commander: Current Organizational Design***



**Maj Gen John J. Allen, Jr.**  
4th AFIMSC Commander

## **Vision**

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

## **Problem Statements**

- 1) AFIMSC is not balanced in how we approach strategy, planning and programming.
- 2) AFIMSC is not cohesively integrated across HQ, Detachments, and Primary Subordinate Units.
- 3) AFIMSC is not clearly understood by DAF and DOD entities.

# ***AFIMSC Present Commander: Future Organizational Design***



**Maj Gen John J. Allen, Jr.**  
4th AFIMSC Commander

## **Intent**

My intent is for AFIMSC to re-balance risk across strategy, planning, and programming while improving cross-PSU integration and stakeholder comprehension by employing an A-Staff structure to effectively and efficiently task-organize around support to warfighting capabilities and installation services.

## **Desired End State**

AFIMSC Staff is organized to support operations/exercises, activities, and investments.

## **Mission Statement**

A successful solution would improve recognition of AFIMSC functional elements, improve understanding of what each part of AFIMSC does, and improve strategy, planning and programming integration across functional lines for Installation and Mission Support programs.



# ***AFIMSC Future: A-Staff Description***



**A1**

**MANPOWER, PERSONNEL  
AND SERVICES**

**A2**

**INTELLIGENCE,  
SURVEILLANCE, AND  
RECONNAISSANCE**

**A3**

**OPERATIONS**

**A4**

**LOGISTICS**

**A5**

**PLANS AND REQUIREMENTS**

**A6**

**COMMUNICATIONS**

**A7**

**INSTALLATIONS AND  
MISSION SUPPORT**

**A8**

**STRATEGIC PLANS  
AND PROGRAMS**

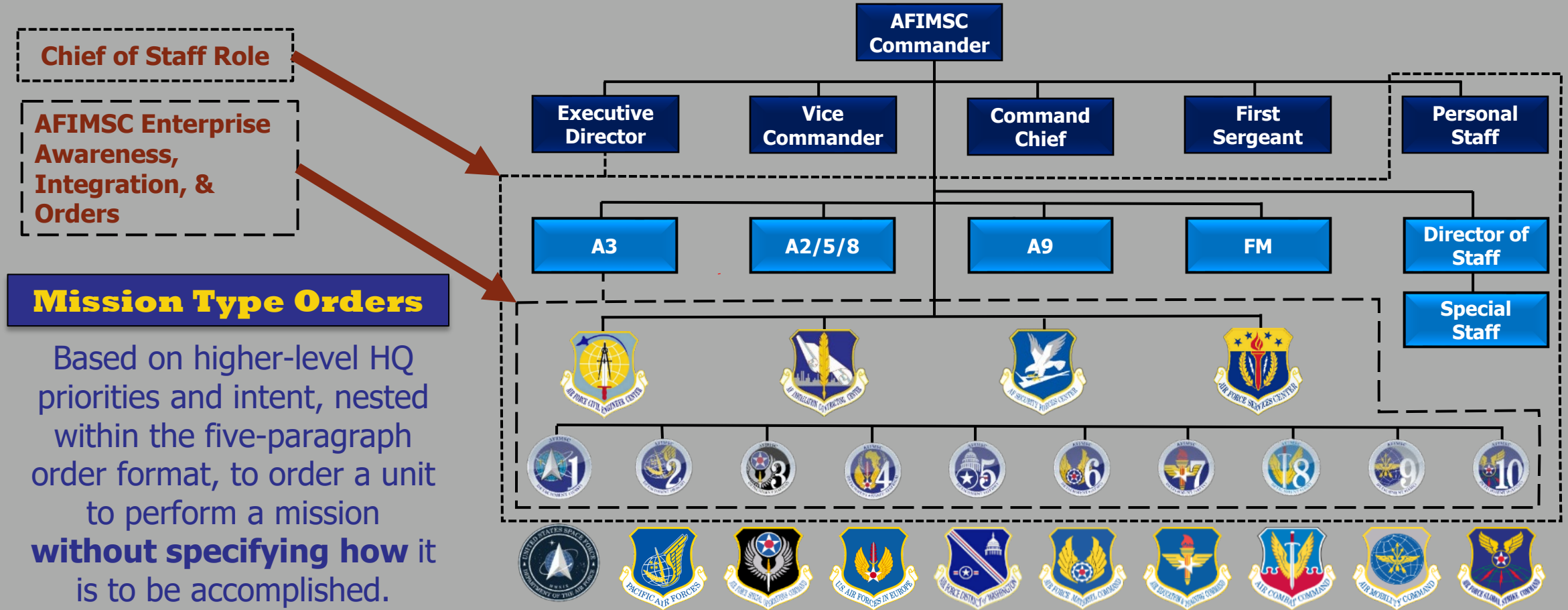
**A9**

**STUDIES, ANALYSES,  
ASSESSMENTS, AND LESSONS  
LEARNED**

**A10**

**STRATEGIC DETERRENCE  
AND NUCLEAR INTEGRATION**

# AFIMSC Future: Organizational Design



**Cross-Functional Teams providing Installation Support and Mission Support**

# AFIMSC Future: Transition Actions



Soft IOC is a  
mindset shift



**Pre-Launch**

- 1) Submit OCR
- 2) Publish Guidance
  - CONOP
  - PLANORD
  - Transition Plan
  - Leadership & Education Campaign



**Soft IOC: Jul 2023**

- 1) Develop Space Utilization Plan
- 2) Develop Supporting Comms, IT Plan, and KM processes
- 3) Develop Talent Management Plan
- 4) Implement OCR
- 5) Develop Task-Level Details for Core Capabilities
- 6) Develop OPORD
- 7) Develop AFIMSC Governance



**IOC: Oct 2023**

- 1) Integrate with
  - AF Future (A5/7)
  - HAF A8X & A8P
  - Strat Basing (SAF/IE)
- 2) Baseline HQ AFIMSC Risk
- 3) Complete Follow-on OCR/MCR
- 4) Synchronize PSUs
- 5) Standardize Dets
- 6) Develop AFIMSC Enterprise Leadership & Education Plan
- 7) Update AFIMSC Mission Directive



**FOC: Oct 2024**

**The AFIMSC Enterprise will provide Key Stakeholders, a single, objective, data-analysis driven, MAJCOM agnostic voice that is devoid of parochial concerns and influences.**

**We Will Provide Continuous  
Installation & Mission Support Throughout**





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