



# Strategic Priorities Information Paper

Line of Effort 1, Goal 3:

## Improve Strategic Basing Decisions

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**Goal Description:** Improve Strategic Basing Decisions is part of Line of Effort 1: Increase Lethality & Readiness. Strategic basing decisions are multifaceted and relate to the stationing or basing of weapon systems, squadrons, capabilities and forces. The variety of basing decisions range from where to station an F-35 squadron, a combatant command headquarters or base closure actions to changing the mission of a squadron that results in the movement of 35 or more people. There are also basing actions associated with non-Air Force and Space Force units involved on bases that belong to the Air Force.

### What are your objectives?

In order to improve the information that supports strategic basing decision making, we are working in five areas:

- Building on the suite of tools that aggregates more than 200 operational and base operating support data elements from every active duty Air Force installation which enables visualization and analysis of options;
- Training major commands and detachments on the tools they have access to and those we can provide and encourage their use;
- Using our tools to improve the validity of time and cost estimates for the beddown of forces;
- Developing and building relationships with the acquisition community to ensure early collaboration; and
- Developing a database to understand the validity of the data and information provided in the strategic basing process.

We have developed multiple dashboards for planners to use that dramatically expedite the ability to understand the opportunities or gaps in capabilities that exist at Air Force installations to meet new mission requirements. Our objective is to have these dashboards used widely and effectively to expedite and streamline the early planning processes, and we have made great progress on this objective.

In addition to providing support for early analysis, our team is building automation tools to streamline and add transparency to the site survey process. We are able to take the data sources and compare that with the basing requirements and determine preliminary infrastructure requirements that inform the site survey process.

# L1, G3: Improve Strategic Basing Decisions

## **Why is Improving Strategic Basing Decisions important to AFIMSC?**

AFIMSC is uniquely positioned to provide an objective enterprise-wide look at what can be emotional decisions for wings and MAJCOMS. From our vantage point, we can help the Secretariat understand the value of various candidate locations without being influenced by any bias. By employing the in-house expertise of the AFCEC team, we can help in the planning process, which should enable better cost estimates and more accurate beddown requirements.

## **How does your goal support AFMC, Air Force and National Defense Priorities?**

Basing decisions result in a significant resource investment in (or possibly divestment) in the Air Force. They also directly impact the ability of the Air Force to meet mission requirements effectively and efficiently. They are fundamental to strategy and are of great enduring importance to the Air Force.

Our goal is to provide quality information to various organizations from wing to Secretary of the Air Force level that underpins this decision-making process. If we position forces properly, we won't have to spend money to reposition them later.

## **How are you measuring success?**

We are initially measuring success quantitatively, because we lack access to data that can objectively tell us how accurate past cost estimates and construction timelines were. In the future, we'll have a database of historical information to determine how accurately the enterprise identified requirements, estimated the cost of construction and predicted the time it takes to complete the beddown process. The historical information will also identify leading indicators of success or risk for in-progress efforts.

This is very important because poor time and cost estimates result in "broken glass" in various operation and maintenance and military construction programs and negatively impact acquisition; thus ultimately negatively impacting the ability to Fly, Fight and Win.

## **Is there anything you would like to add?**

I mentioned above we provide the capability to integrate and analyze large volumes of data. The primary tool that our team uses is called ATLAS. This is an acronym for Advanced Technology for Lightning Analysis and Study.

This tool pulls together data from authoritative data sources and helps us understand the capacity of installations to support future specified mission sets. This tool leverages Tableau software to help planners visualize and analyze vast quantities of data and distill that data into useful information so that planners can make decisions on where to potentially beddown various missions. ATLAS is still in development and is an excellent example of where automation of data and analysis allows for a significantly smaller centralized staff to make decisions in a fraction of the time and cost from processes that existed prior to the stand up of AFIMSC.



**Your Success is Our Mission**