



STRATEGIC PLAN 2023

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MESSAGE FROM THE COMMANDER

The Air Force Installation and Mission Support Center's mission is to deliver globally integrated installation and mission support to enhance warfighter readiness and lethality for America's Air and Space Forces. Our installations are the vital power projection platforms that enable our forces and weapons systems to fight from anywhere in the world. The daily focus of our globally integrated AFIMSC team is to revolutionize combat power and installation support for Airmen, Guardians and their families at every Air Force and Space Force installation.

For example, this past year we made great strides in our rebuild of Tyndall Air Force Base, FL, as a technologically smart and natural-disaster resilient "Installation of the Future." In September, we broke ground to begin executing the largest military construction contract on record: \$532 for 11 flightline projects that will support F-35 operations scheduled to arrive in late 2023. We helped extend Air Force global reach by upgrading airfields and extending runways that will give our forces quicker access to theaters of operation and the flexibility to be agile in those theaters. We're also leading the beddown of new weapon systems like the KC-46A, B-21, T-7A and MH-139A, which will serve the Nation well into the future.

Our work today is more important than ever with America facing growing competition from China, as it continues to develop and field advanced capabilities that threaten our country's strategic interests and values. To ensure our work fully enables us to face these challenges, we have evolved our organizational strategy to directly link our efforts to the National Defense Strategy, Secretary of the Air Force's Operational Imperatives, Air Force Chief of Staff's Accelerate Change or Lose initiative, and the Air Force Materiel Command strategic lines of effort.

For 2023, we updated this strategy to include our four primary subordinate units for unity of effort and seamless integration of capabilities to achieve synergy across our enterprise. This new approach empowers us to continuously advance and evolve the I&MS portfolios across all fronts so leaders can prioritize decision-making in alignment with Department of Defense priorities.

In 2020, we established three strategic lines of effort. In 2023, we added a fourth LOE: Amplify Warfighter Culture. This better aligns our mission focus areas with our higher headquarters and Department of the Air Force priorities. Our four LOEs are:

- LOE 1: Increase Lethality and Readiness
- LOE 2: Strengthen Airmen, Guardians and Families
- LOE 3: Pursue Organizational Excellence
- LOE 4: Amplify Warfighter Culture

These focus areas and related goals will optimize our delivery of I&MS support to the Air Force and Space Force. Our strategic plan also ensures a holistic approach to tackle challenges based on AFIMSC strategic priorities. This critical approach leverages big data, artificial intelligence, software modernization, and workforce optimization and development to make targeted investments to ensure our mission success despite constrained resources.

In the future global environment, it's imperative I&MS Airmen maintain their readiness while installations continue to evolve and endure. Everything we do at AFIMSC is rooted in the fact that Air Force and Space Force installations are power projection platforms, and the I&MS units that build, operate, protect, defend, sustain, and recover them are vital. Throughout this update to our strategic plan, we outline what we are doing to support Airmen, Guardians and the installations they fight from to ensure we are able to Fly, Fight and Win! I'm confident the execution of this strategy will continue to guide our operations as we conduct our diverse missions across the DAF in lockstep with national priorities. I'm looking forward to a successful year ahead and send the AFIMSC team's thanks to our Air Force and Space Force customers for their partnership in our collaborative mission operations.



JOHN J. ALLEN, JR.
Major General, USAF
Commander



JOHN J. ALLEN, JR.
Major General, USAF
Commander



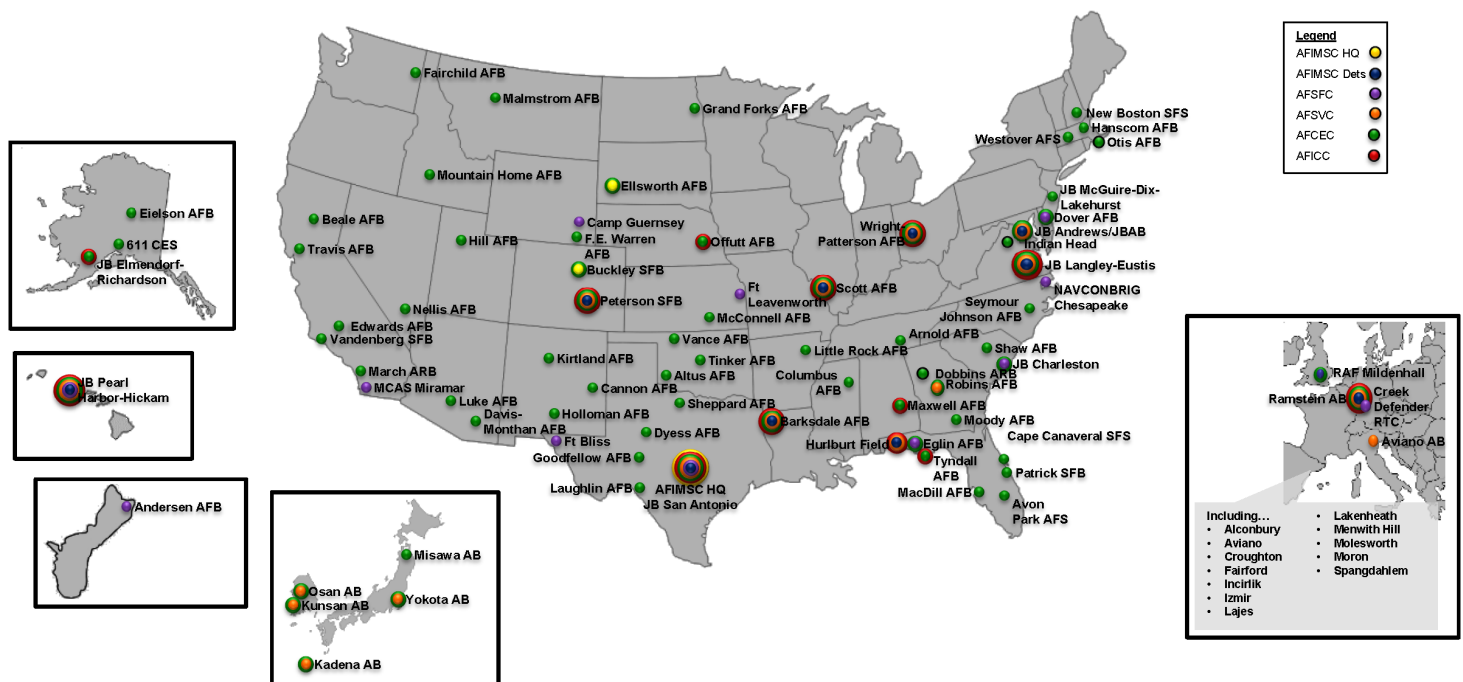
The organizational chart for the Air Force Materiel Command (AFMCMC) is structured as follows:

- Commander**
 - Vice Commander**
 - Expeditionary Support Directorate**
 - Installation Support Directorate**
 - Executive Director**
 - Command Chief Master Sergeant**
 - Director of Staff**
- Air Force Civil Engineer Center**
 - Air Force Installation Contracting Center**
- Air Force Security Forces Center**
- Air Force Services Center**

The chart also includes ten Detachments (DET 1 through DET 10) at the top, each with its own AFMCMC logo and name:

- DET 1 (USSF)
- DET 2 (PACAF)
- DET 3 (AFSOC)
- DET 4 (USAFE)
- DET 5 (AFDW)
- DET 6 (AFMC)
- DET 7 (AETC)
- DET 8 (ACC)
- DET 9 (AMC)
- DET 10 (AFGSC)

AFIMSC, with headquarters at Joint Base San Antonio-Lackland, Texas, comprises 10 Detachments and four Primary Subordinate Units.



AFIMSC By The Numbers

O&M CLOSEOUT FOR USAF & USSF

\$8.8 BILLION

FISCAL YEAR 2022

\$2.7 BILLION

Enterprise Must-Pay
Requirements (Level 0)



\$2.2 BILLION

Other I&MS
Requirements (Level 1)



\$1.9 BILLION

Decentralized Facilities
Sustainment Repair and
Maintenance



\$1.4 BILLION

Installation Construction
Tasking Order Funding



\$500 MILLION

Natural Disaster Recovery
& Winter Storm URI



\$100 MILLION

Quality of Life Projects,
Airmen and Family Services
Programs

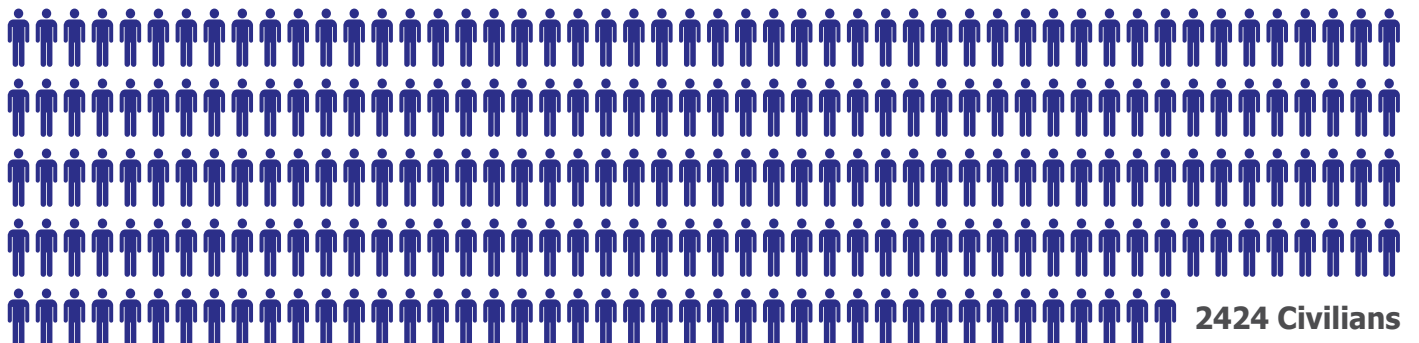



AFIMSC By The Numbers

AFIMSC Workforce: 3,414

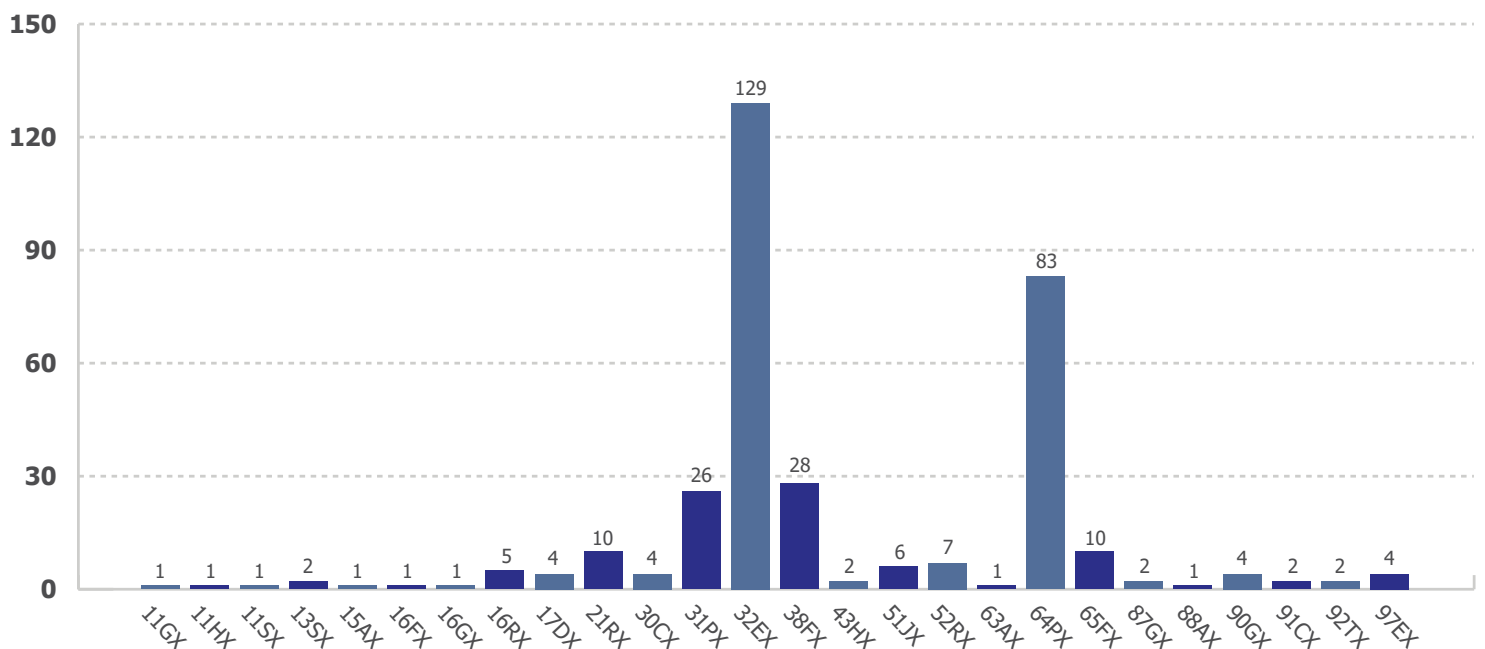
 338 Officers

 652 Enlisted

 2424 Civilians

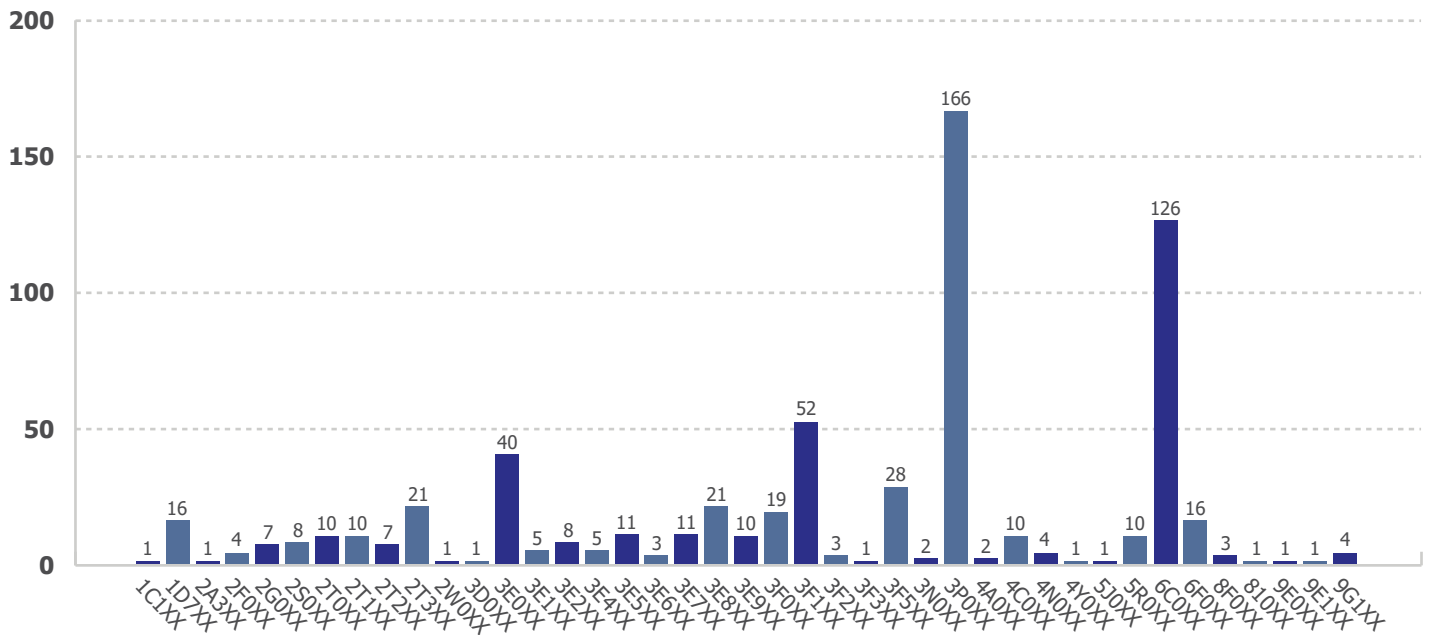
 = 10

Officer Air Force Specialty Codes

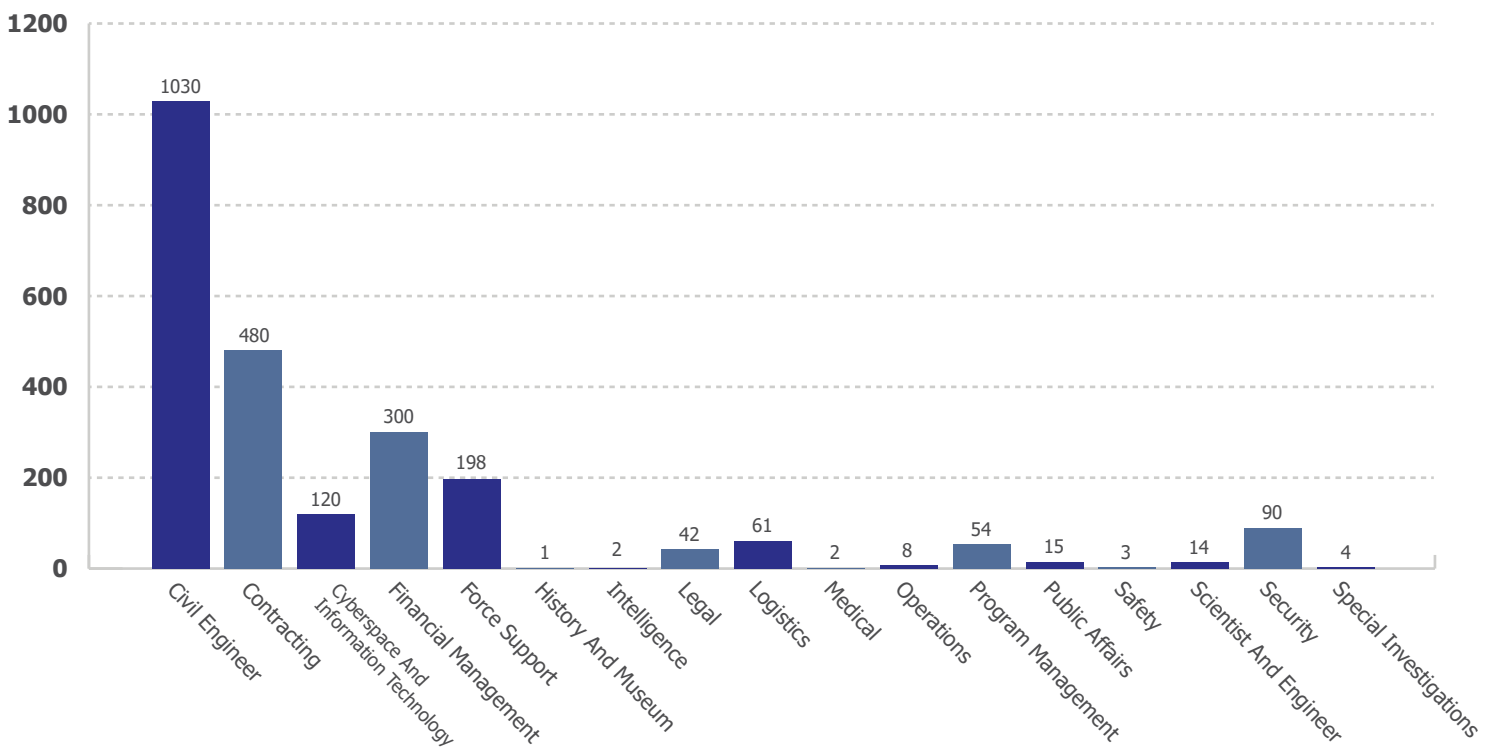


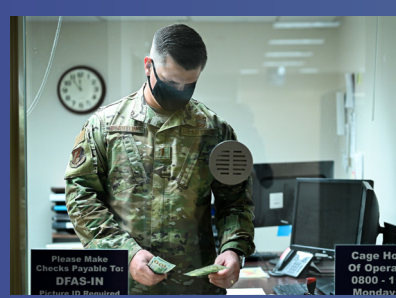
AFIMSC By The Numbers

Enlisted Air Force Specialty Codes



Civilian Career Fields





Mission

Deliver globally integrated I&MS to enhance warfighter readiness and lethality for America's Air and Space Forces.

Vision

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

Strategic Priorities

Increase Lethality and Readiness

Strengthen Airmen, Guardians and Families

Pursue Organizational Excellence

Amplify Warfighter Culture

Values

Responsiveness:

Meeting the needs of our customers is Job Number 1! We embrace accessibility, partnerships and collaboration.

Innovation:

We solicit and resource innovation at every level. We know there's more than one way to get to "yes," and we're taking calculated risks to deliver what our Air Force and Space Force customers need today.

Trust & Transparency:

We are driven to earn trust through transparent processes and services to enable the force to deliver lethality anytime, anywhere.

Empowerment:

We empower our people at the lowest level across our integrated team to deliver what our Air and Space Forces need in today's global power struggle.

Family & Fun:

We are a connected and united team, supporting our workforce and our families, who make all our mission success possible.

Diversity:

We value diversity as a strength, respect all teammates and embrace our differences.



AFIMSC Strategic Framework

Our AFIMSC strategy focuses on four LOEs: Increase Lethality and Readiness, Strengthen Airmen, Guardians and Families, Pursue Organizational Excellence, and Amplify Warfighter Culture. These LOEs support our organization, the Air and Space Force and the greater Defense enterprise. Everyone in AFIMSC plays a part.

The AFIMSC Strategic Plan creates a strategic framework for making progress toward achieving goals within each LOE. The framework (illustrated below) enables us to focus on our priorities with measurable outcomes that support data-driven decision-making.



Our 2023 Strategy

In calendar year 2023, we will continue to focus on our four LOEs. These **strategic** and **defense** priorities support our organization, our MAJCOM and Air and Space Force strategic priorities. Everyone in AFIMSC plays a part!

National Defense Strategy

Defending the homeland, paced to the growing multi-domain threat posed by the PRC

Deterring strategic attacks against the United States, Allies, and partners

Deterring aggression, while being prepared to prevail in conflict when necessary - prioritizing the PRC challenge in the Indo-Pacific region, then the Russia challenge in Europe

Building a resilient Joint Force and defense ecosystem

Secretary of Air Force Operational Imperatives

OI 1: Space Order of Battle
Maps to NDS priorities above

OI 2: Operationally Focused ABMS
Maps to NDS priorities above

OI 3: Moving Target Engagement
Maps to NDS priorities above

OI 4: Tactical Air Dominance (NGAD)
Maps to NDS priorities above

OI 5: Resilient Basing
Maps to NDS priorities above

OI 6: Global Strike
Maps to NDS priorities above

OI 7: Readiness to Deploy and Fight
Maps to NDS priorities above

Air Force Chief of Staff Action Orders “To Accelerate Change Across the Air Force”

Action Order A: Airmen
Maps to above: OI 7

Action Order B: Bureaucracy
Maps to above: OI 1, 2, 3, 4, 5, 6 and 7

Action Order C: Competition
Maps to above: OI 3, 4 and 6

Action Order D: Design Implementation
Maps to above: OI 3, 4 and 6

Air Force Materiel Command

LOE 1: Deliver Integrated Capability
Maps to above: Action Order D

LOE 2: Strengthen Our Team
Maps to above: Action Order A

LOE 3: Revolutionize Our Process
Maps to above: Action Order B

LOE 4: Amplify Warfighting Culture
Maps to above: Action Order C

Air Force Installation and Mission Support Center

LOE 1: Increase Lethality and Readiness
Maps to above: LOE 1

LOE 2: Strengthen Airmen, Guardians and Families
Maps to above: LOE 2

LOE 3: Pursue Organizational Excellence
Maps to above: LOE 3

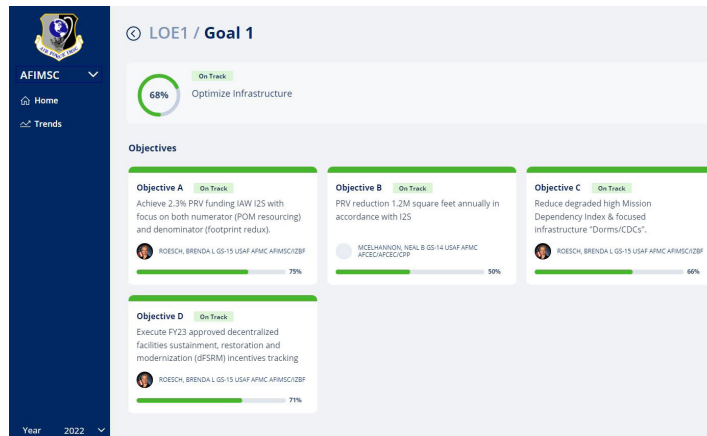
LOE 4: Amplify Warfighter Culture
Maps to above: LOE 4



The Strategy Hub

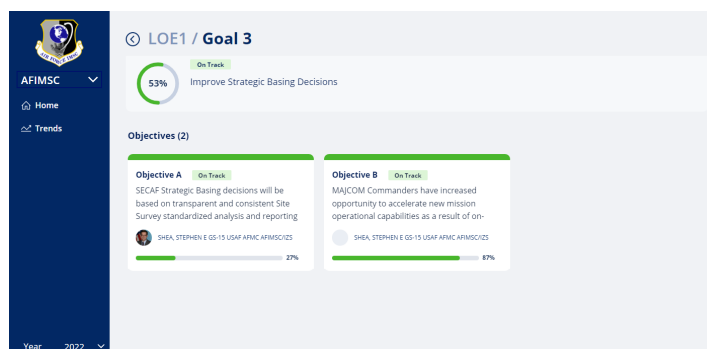
A dashboard app to track, automate and report strategy health and progress

In January 2022, the Strategy Office rolled out the Strategy Hub, a dashboard where Goal Owners can track and report goal progress. Previously, Goal Owners relied on PowerPoint slides to brief their goals and did not have a tool to measure progress over time. The Strategy Hub captures goal data easily, stores goal data centrally and reports progress and information automatically.



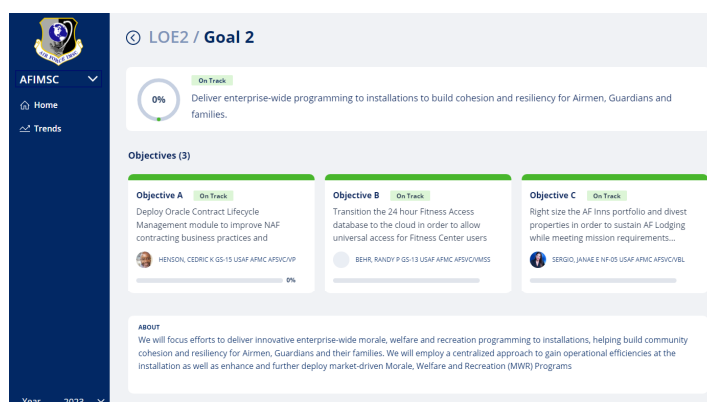
For Leadership

- Real time updates - no waiting to be briefed.
- Easy to identify the priorities and focus of the organization up the leadership chain and out to units we support.
- Transparency is status and ownership of LOEs.
- Standardized framework enables a clear method for showing goal progress.



For Goal Owners

- Updating and briefing goals is easy with automated reports and tools that work for the goal team.
- Automated alerts and tools help teams capture their data.
- Easy for new members to plug in their goals and objectives.
- Spend more time working on Strategic interest items and less on admin upkeep.



For the Customer

- The Strategy Hub provides transparency and insight into the AFIMSC Strategy.
- On the Strategy Hub you can find information on the organization's strategic LOEs, goal and objectives.



AFIMSC LAUNCH

LAUNCH rolled out in May 2021 and is the search engine for the latest information on AFIMSC's capabilities and services. Users can think of it as the search engine for AFIMSC. In June 2022, LAUNCH replaced the old AFIMSC SharePoint homepage.

LAUNCH WAS UPDATED TO NOW INCLUDE THE FOLLOWING:

- **About AFIMSC** houses the leadership team's biographies, mission directives and organizational memos.
- **Emergency Services and COVID-19 Information** provides AFIMSC's latest emergency services information and COVID-19 guidance.
- **Employee Resources** directs employees to key resources such as the Action Officer Workspace, Sponsor Resources and the Geospatial Hub.
- **Calendar Events** is a calendar of AFIMSC events.
- **Office of the Future** is the landing page for AFIMSC's initiative for a permanent shift to a transformed hybrid workplace.
- **AFIMSC 101** added additional content such as the Strategic Human Capital Plan, Corporate Structure and Governance, and the Installation Health Assessment.



Line of Effort 1, 2 & 3

CY2022 Goal Status

LOE 1: INCREASE LETHALITY AND READINESS

GOAL

- 1: Optimize Infrastructure
- 2: Increase Installation Resiliency
- 3: Improve Strategic Basing Decisions
- 4: Revolutionize Base Lethality
- 5: Prioritize Airmen Readiness

STATUS

- On Track
- On Track
- On Track
- On Track
- Completed

Strategic Task completed: The LOE 1 Goal 5 (Prioritize Airmen Readiness) team successfully accomplished their strategic task by increasing the overall AFIMSC Mission Readiness Training execution rate to >90% by CY2023. Readiness is a top priority, and this team served as an advocate for Airmen and Guardians by providing resources and programs to be trained mission ready. This strategic task prioritized training funding to reduce gaps and prevent bases from making high-risk choices that leave the Air and Space Force vulnerable. Due to this team's hard work and accomplishment, the strategic task was offboarded in April 2022.

- 6: Create Data Driven Execution Plan Process
- 7: Integrate Air Base Command and Control

- On Track
- On Track

LOE 2: STRENGTHEN AIRMEN, GUARDIANS AND FAMILIES

GOAL

- 1: Improve Quality, Utilization and Management of Unaccompanied Housing
- 2: Improve Housing for Airmen, Guardians and Families
- 3: Optimize Community Cohesion, Customer-Focused Initiatives/Programs to Build Resilient Airmen, Guardians and Families
- 4: Execute Enterprise-wide Customer Service Strategy
- 5: Implement Office of the Future

STATUS

- On Track
- On Track
- On Track
- Needs Attention
- On Track

LOE 3: PURSUE ORGANIZATIONAL EXCELLENCE

GOAL

- 1: Drive Enterprise Behavior Using Data Analytics
- 2: Increase Innovation Opportunities
- 3: Improve Strategic Communication
- 4: Develop I&MS Experts and Leaders
- 5: Ensure Connectedness Across AFIMSC
- 6: Increase Organizational Maturity
- 7: Advance IT & Collaboration
- 8: Build and Sustain and Inclusive and Equitable Culture/Environment

STATUS

- On Track
- On Track
- On Track
- On Track
- Needs Attention
- At Risk
- On Track
- On Track



Line of Effort 1

INCREASE LETHALITY AND READINESS



“

LOE 1 provides the combat ready forces and infrastructure our nation's Air and Space Forces need to execute their missions. Through the goals and objectives we're pursuing for LOE 1, our global team of military, civilians and contractor support partners are reshaping the installations into the combat-ready power projection platform from which our Airmen and Guardians will fight and win.

”

LOE 1 Champion: Mr. Sam Grable, Installation Support Director



LOE 1 GOALS

Increasing lethality and readiness requires combat-ready forces and infrastructure that enables successful mission accomplishment. The AFIMSC team builds and maintains the power projection platforms from which the Department of Air Force operates in air and space. Increasing lethality and readiness is at the heart of what we do every day so that the Department of the Air Force can defend, deter, fight and win wars.

GOAL 1: OPTIMIZE INFRASTRUCTURE

The Air Force and Space Force must slow down or halt the degradation in the most critical infrastructure assets based on their importance to the NDS. This goal is putting plans in place so AFIMSC can better advocate for infrastructure funding, effectively spend the resources we get and ensure bases spend their resources effectively in line with the Infrastructure Investment Strategy (I2S).

GOAL 2: INCREASE INSTALLATION RESILIENCY

This goal is creating tools and plans to ensure the execution of mission-critical priorities for I&MS are aligned with higher headquarters and Air Force priorities. This will reduce vulnerabilities while enhancing our ability to protect, respond and recover from disruptions to operations and supporting infrastructure.

GOAL 3: IMPROVE STRATEGIC BASING DECISIONS

Strategic basing decisions are multifaceted and relate to the stationing or basing of weapon systems, squadrons, capabilities and forces for both Air and Space Forces. AFIMSC is uniquely positioned to provide an objective enterprise-wide look to help Air Force decision makers understand the value of various candidate locations. This goal seeks to optimize the enterprise process by using civil engineering and other AFIMSC expertise.

GOAL 4: REVOLUTIONIZE BASE LETHALITY

Installations are the power projection platforms that we fight from, and their foundational capabilities ensure a leading edge for our Airmen and Guardians to survive and thrive across the globe. This goal develops actionable steps from a multitude of analyses to transform the installation of today to a new future blueprint that is effective despite a resource constrained environment.

GOAL 5: PRIORITIZE AIRMEN READINESS

Effective power projection platforms depend on capable, trained and resilient I&MS Airmen. This goal is putting plans in place so AFIMSC can provide I&MS units resources to train for essential missions such as Integrated Base Response & Recovery and Agile Combat Employment.

GOAL 6: CREATE DATA DRIVEN EXECUTION PLAN PROCESS

Using a deliberate process this goal delivers a viable path toward the development of a data-driven execution plan tool. This tool will support each of our I&MS portfolios and be customized to meet their specific validation and execution plan processes.

GOAL 7: INTEGRATE AIR BASE COMMAND AND CONTROL

To effectively support installation crisis management across the spectrum of preparedness, the basing and logistics enterprise must optimize decision-making by integrating legacy plus emerging IT systems and processes used for installation support and emergency management.



LOE 1, GOAL 1: OPTIMIZE INFRASTRUCTURE



“

Our national defense and the economy depend upon a solid, reliable infrastructure backbone. The nation depends on this infrastructure foundation as the driving engine to enable innovation and maintain its geopolitical edge to defend against the increasingly cut-throat, global economic future.

”

- Brenda Roesch

GOAL LEADER

Brenda Roesch,
AFIMSC Installation Support Directorate Facilities
Engineering Chief and Enterprise Manager

GOAL DESCRIPTION

The Air Force must slow down or halt the degradation of the most critical infrastructure assets based on their importance to the National Defense Strategy. This goal is putting plans in place so AFIMSC can better advocate for infrastructure funding, effectively spend the resources we get and ensure bases spend their resources effectively in line with the Infrastructure Investment Strategy.

Driving the Mission

Infrastructure optimization is a critical component of the AFIMSC mission. Air Force and Space Force infrastructure funding is the center's largest portfolio. Optimizing the investment of these funds strengthens the infrastructure foundation of installations, the Air Force and Space Force power projection platforms.

2022 Progress and Accomplishments

The development of assessment management tools for data analysis of infrastructure led to increased investment to improve conditions of dormitory and child development center assets. Additionally, the 2022 National Defense Authorization Act's guidance for unaccompanied dorm investment will continue to improve Airmen and Guardians' quality of life.

The team made real progress by enhancing decentralized incentives. Over 12 live Tableau dashboards helped drive data-informed decisions and enhance the decentralized incentives including real property. We completed the DAF manual for built infrastructure. We enhanced operational mission dependency index MAJCOM authority, increased spending

on dorms and child development centers through the focused investment strategy and increased decentralized spending by \$3 billion while improving installation obligation rates and optimized lifecycle spending. We leaned both the decentralized and centralized facility sustainment, restoration and modernization processes to reduce labor burden on the bases. The team decreased base maintenance contract labor expenses and began enhanced base reimbursement guidance that will translate to \$600 million. Lastly, we advocated and received \$330 million of additional climate resiliency resourcing and successfully obligated it in 2022.

Biggest Achievement

Developing and issuing the inaugural State of the Infrastructure reports for installations and MAJCOMS was our biggest achievement in 2022. Issuing these reports pulls from over six live authoritative data sources and 12 infrastructure live Tableau dashboards, informing optimized investment decisions at every level.

IMPACT

Overall, our work is helping the DAF better manage infrastructure and resources. In addition to that, the dorm and child development center focused investment strategy will boost quality of life for Airmen, Guardians and families.

GOALS FOR 2023

Through new draft policy, there will be an increased focus on reducing the infrastructure footprint, tiered design standards and strategic aligned investment business rules. As infrastructure budgets tighten, new investment processes will drive strategically prioritized choices with the limited funds. Both divestment and aggressive aligned investment is required to drive optimized infrastructure.

2023 OBJECTIVES

G1.A – Achieve 2.3% Plant Replacement Value funding in accordance with Infrastructure Investment Strategy with focus on both numerator (Program Objective Memorandum resourcing) and denominator (divestment)

G1.B – PRV reduction 1.2 million square feet annually in accordance with I2S

G1.C – Reduce degraded high Mission Dependency Index & focused infrastructure “Dorms/CDCs”

G1.D – Execute approved FY24 Facility Sustainment, Restoration, Modernization and Demolition incentives and develop FY25 incentives



IN THE NEWS

AFIMSC contracts for first of four new child development centers this year ►



LOE 1, GOAL 2: INCREASE INSTALLATION RESILIENCY



“
Our installations are the platforms from which we project power. A resilient installation is one from which our Airmen and Guardians can continue to fight no matter what the conditions and circumstances ... and win.
”

- Donald Lewis

GOAL OWNER

Donald Lewis,
Chief, Cyberspace Support Division

GOAL DESCRIPTION

This goal creates tools and actionable plans to ensure the execution of mission-critical I&MS priorities that are aligned with higher headquarters and DAF priorities. This will reduce vulnerabilities while enhancing our ability to protect, respond and recover from disruptions to operations and supporting infrastructure.

Driving the Mission

The installation resiliency goal is an integral part of AFIMSC's mission to deliver globally integrated resilient I&MS. The more resilient our installations are, the more successful Airmen and Guardians will be to continue the mission when faced with unforeseen challenges and adversity. The objectives for this goal currently focus on conducting installation energy plans and climate resiliency plans, standardizing enterprise land mobile radio and lifecycle services, transitioning bases using local contract maintenance for back-up power for communications systems and cable/telephony support to centralized/standardized contracts, and mission assurance objectives that are focused on identifying and minimizing the highest risks to mission and force.

2022 Progress and Accomplishments

The team completed eight IEPs and expected to have 15 IEPs completed by the end of the year. We received vendor proposals for ELMR requirements and are conducting source selection with contract award expected in the first quarter of 2023. The Model Defender project was successfully completed with the release of the mandatory use memo implementing it across the Air Force and \$2.9 million in funding executed for initial equipment purchases.

Biggest Achievement

Installation Climate Resilience Plans were added to the IEP contract which was a huge win as climate resiliency is a new NDAA requirement.

The standardization of ELMR support services within a single contract requirements document was a team effort that included all MAJCOMs and lead subject matter experts to validate current system configurations and define all requirements. Developing and executing the Model Defender program standardized equipment which will be used daily by over 40,000 active, Guard, Reserve and DAF civilian police members on 250 installations. The biggest Mission Assurance achievement was the integration of Antiterrorism/Force Protection and MA with Air Force Current Operations Division, since the same teams conduct both the AT/FP and MA assessments.

IMPACT

In some cases, realizing our goals results has an immediate, tangible impact, such as the completion of a resiliency plan or delivery of protective gear. Other times, they result in efficiency and savings that allow us to better target investment in other areas of need.

GOALS FOR 2023

In 2023 the team hopes to complete approximately 24 more IEPs and 25-35 ICRPs and successfully migrate existing ELMR contracts onto the new enterprise ELMR contract to deliver standardized services across all supported installations. We also plan to realign MAJCOM ELMR roles and responsibilities to the DAF LMR Program Management Office to include centralized oversight for contracted sustainment and lifecycle services, and centralized cybersecurity accreditations. For MA, identifying where to incorporate Risk to Force/ Risk to Mission data into processes and policies under AFIMSC's control would also influence success. We intend to hold a continuous process improvement (CPI) event in the 1st Quarter of 2023, with results later being incorporated into AFIMSC and DoD decision making processes.

2023 OBJECTIVES

G2.A – Complete 24 Installation Energy Plans NLT Dec 2023

G2.B – Complete 33 Installation Climate Resilience Plans NLT Dec 2023

G2.C – Transition 90% of DAF installations onto an enterprise sustainment contract for back-up power for IT systems NLT FY25

G2.D – Deliver a standardized maintenance and cybersecurity capability for Enterprise Land Mobile Radio infrastructure at >90% of DAF installations NLT Dec 2023

G2.E – Consolidate, standardize and centralize installation-level Base Telephone Sustainment contracts



IN THE NEWS

Small AFIMSC team to have big impact on Air Force field communications ►



LOE 1, GOAL 3: IMPROVE STRATEGIC BASING DECISIONS



“

Basing decisions directly impact the ability of the Air Force to accelerate operational capability to meet mission requirements. They are fundamental to strategy and are of great enduring importance to the Air Force and Space Force.

”

- Steve Shea

GOAL LEADER

Steve Shea,

AFIMSC Installation Support Directorate Mission Activity Integration Division Chief

GOAL DESCRIPTION

Strategic basing decisions are multifaceted and relate to the stationing or basing of weapon systems, squadrons, capabilities and forces for both Air and Space Forces. AFIMSC is uniquely positioned to provide an objective enterprise-wide look to help Air Force decision makers understand the value of various candidate locations. This goal seeks to optimize the enterprise process by using civil engineering and other AFIMSC expertise.

Driving the Mission

Fundamental to Air Force strategy, basing decisions result in a significant resource investment - or possibly divestment - and directly impact the Department of the Air Force's ability to execute the mission. Basing decisions also provide the opportunity to accelerate operational capability for both the Air Force and Space Force. AFIMSC is uniquely positioned to provide an objective enterprise-wide look to help decision makers understand the value of various candidate locations. If we position forces properly, program projects appropriately and execute consistently, we are less likely to experience cost overruns which put other facilities' programs at risk.

2022 Progress and Accomplishments

AFIMSC was directly involved in many basing decisions and site surveys, exceeding our objective milestones. We developed a standardized site survey template to be used for all strategic basing beddown operations. The standardized template provides the SecAF with an unbiased, data driven, consistent look across the enterprise. We have completed full functionality of the ATLAS program on the Secure Internet Protocol Router Network (SIPRNet) allowing for classified requirements discussion and evaluation.

Also, we developed a Preliminary Cost Estimating Toolkit (PCET) which provides an initial cost estimating tool for the site survey process utilizing standardized cost data across the enterprise.

Biggest Achievement

Through enhancing the pre-site survey capability across the Air and Space Forces, we leveraged our experience from the virtual site survey world and developed a standardized site survey template for use across the enterprise. Not only does this tool provide a plethora of data at the push of a button, saving time for the MAJCOM and installations, but it also provides a standardized data set decreasing potential data bias. We demonstrated the value of this process to accelerate operational capability by accomplishing all site survey template pre-population within 10 days of the official site survey notification.

IMPACT

AFIMSC's ability to take an objective enterprise-wide look helps the Air Force understand the value of candidate locations without bias. Additionally, with our connections throughout the I&MS community, we can better enable the planning process through a variety of mechanisms such as more accurate cost estimates and beddown requirements definition.

GOALS FOR 2023

This goal was incorporated and broadened into the A4 Strategy and now encompasses planning, programming and facility project execution for new mission beddown requirements. With Objective A, we will be focused on the pre-decisional process for a basing location decision. Objectives B, driven by the Air Force Civil Engineer Center Planning and Integration Directorate and the AFCEC Facility Engineering Directorate, focuses on delivery of accurate programs that enable military construction and Facility Sustainment, Restoration, Modernization and Demolition construction to meet mission requirements within operational timeline constraints and budgets.

2023 OBJECTIVES

G3.A – SECAF Strategic Basing decisions will be based on transparent and consistent Site Survey standardized analysis and reporting NLT 1 Oct 2023

G3.B – MAJCOM Commanders have increased opportunity to accelerate new mission operational capabilities as a result of on-time and on budget delivery of built infrastructure requirements in support of the beddown process



IN THE NEWS

[AFIMSC set to begin Red Hawk beddown efforts at JBSA ►](#)

[AFIMSC lays foundation for B-21 beddown ►](#)



LOE 1, GOAL 4: REVOLUTIONIZE BASE LETHALITY



“

By providing basing lethality, each installation becomes a weapon system poised to meet today's challenges, while maintaining the deterrence required to protect our national resources.

- Kent White

”

GOAL LEADER

Kent White,
AFIMSC Plans and Programs Division Chief

GOAL DESCRIPTION

Installations are the power projection platforms that we fight from, and mission support capabilities ensure a leading edge for our Airmen and Guardians to survive and thrive across the globe. This goal develops actionable steps from a multitude of analyses to transform the installation of today into a new future blueprint that is highly effective in a resource constrained environment.

Driving the Mission

AFIMSC is leveraging current data across functional areas to link strategy with programming and planning. This integration and analyses allow us to make targeted investments that ensure continued development and mission success.

2022 Progress & Accomplishments

In 2022, the team completed three separate chalks of analysis called Adaptive Operations for Base Lethality that identified future capability gaps and potential investment areas. The results will be used to develop future planning and programming options. In CY22 the team also identified gaps in how I&MS requirements are identified and aligned to DoD strategic LOEs, leading to the creation of Objective B which will integrate those efforts across planning and programming.

Biggest Achievement

Our Combat Support Program Execution Monitor efforts to identify, track and advocate for I&MS requirements across the DoD strategic LOEs successfully secured funding in the FY24 POM to support No. 5, Resilient Basing.

IMPACT

These accomplishments are setting the foundation for how we invest to provide mission support capabilities to transform installations into modernized power projection platforms that are more ready, resilient and lethal. We will continue the work to identify the gaps and field capabilities to enable warfighters to deliver and sustain persistent mission generation in contested environments and win the high-end fight.

GOALS FOR 2023

We plan to leverage current efforts of the Civil Engineer Capability Integration Panel across the I&MS enterprise. The team will accelerate the evolution of critical capabilities for I&MS by deliberately linking planning efforts to programming strategies. Finally, we will track capability investments to understand the overlap between strategic LOEs in order to maximize effects.

2023 OBJECTIVES

G4.A – Identify, track and advocate for I&MS shortfalls in support of theater requirements

G4.B – Integrate strategic efforts across planning and programming



IN THE NEWS

Future-proofing installations following devastation of Hurricane Michael ►

New technologies drive Tyndall's Installation of the Future rebuild ►



LOE 1, GOAL 5: PRIORITIZE AIRMEN READINESS



“

Sustainable power projection platforms and the effects they produce depend on ready and capable I&MS Airmen

”

- Lt Col Kristin B. Hipps

GOAL LEADER

Lt Col Kristin B. Hipps,
Expeditionary Support Division Chief

GOAL DESCRIPTION:

Effective power projection platforms depend on capable, trained and resilient I&MS Airmen. This goal is putting plans in place so AFIMSC can provide I&MS units resources to train for essential missions such as Integrated Base Response & Recovery and Agile Combat Employment.

Driving the Mission:

Expeditionary support is a critical component of the AFIMSC mission. Providing Regional Training Sites enables I&MS units' opportunities to train and generate expeditionary ready warfighting capabilities to compete, deter and win against pacing adversaries in alignment with the SecAF Operational Imperatives.

2022 Progress and Accomplishments:

The initial Regional Training Site Working Group made real progress by consolidating and integrating spiral 1 functional requirements. Spiral 1 consisted of civil engineering and security forces, each community identified infrastructure,

facility and sustainment requirements for potential sites. Locations need to support unit led expeditionary tailored training for I&MS Airmen, to include a multi-AFS training platform scalable for unit type code, Force Elements or units up to wings to provide opportunities to practice Adaptive Operations in Contested Environment and deliver locations where future Expeditionary Airbase Force Elements can be MAJCOM certified. A total of twelve potential sites were identified and selected. The team is conducting more in-depth analysis for site viability to support unit led expeditionary tailored training, Mission Generation training/exercises and ultimately supportability of MAJCOM certification for Air Force Force Generation.

Biggest Achievement:

Hosting the initial working group and developing initial requirements to support Regional Training Sites.

IMPACT:

Overall, the team's work is focused on providing the Air Force with forces capable of supporting a power projection platform capability by enabling I&MS Airmen with organic training resources.

2023 OBJECTIVES

G5.A – AFSFC - Increase readiness/sustainment trng to support AFFORGEN, taskings NLT 30 Sep 2023

G5.B – Operationalize one Regional Training Site to support unit led expeditionary training by FY24

GOALS FOR 2023:

As the Air Force shifts to the AFFORGEN model, there will be an increased focus on the ability to present forces with a high-level of readiness for the high-end fight. Building a more lethal and modern force while concentrating on maximizing future capabilities will drive the requirement to provide cost-effective, readily accessible training platforms for functional training validation and MAJCOM certification.



LOE 1, GOAL 6: CREATE DATA DRIVEN EXECUTION PLAN PROCESS



“

Recent advances in technology and data analytics capabilities afford us the opportunity to optimize the execution plan process while reducing the administrative burden to our installations.

- Chris Underwood

”

GOAL LEADER

Chris Underwood,
Comparative Analysis Division Chief,
AFIMSC Resources Directorate

GOAL DESCRIPTION

Using a deliberate process, this goal delivers a viable path toward the development of a data-driven execution plan tool. The tool will support each of our I&MS portfolios and be customized to meet their specific validation and execution plan processes.

Driving the Mission

Recent advances in technology and data analytics capabilities afford us the opportunity to optimize the execution plan process while reducing the administrative burden to our installations. This tool helps AFIMSC focus appropriate effort and resources on achieving our objectives. Using data to help ensure AFIMSC is putting our constrained resources against the right requirements in the year of execution helps the center enhance I&MS warfighter readiness and lethality.

AFIMSC is tasked with allocating resources for I&MS requirements worldwide. The most cumbersome part of the process is collecting and validating requirements. This is a major strain on the limited capacity of the HQ staff. As we continue to mature, our goal is to use data to inform the process therefore reducing the strain on the staff while introducing risk allocation decisions.

2022 Progress and Accomplishments

This multiyear goal started the year off defining the current resourcing process through process mapping to identify best practices on how portfolios execute their validation process and gain a better understanding of risk. We partnered with the Air Force Installation Contracting Center Business Intelligence team to produce reports supporting the deployment and distribution and protection portfolios. We worked with Deputy

Assistant Secretary of the Air Force for Budget office to get the goal team access to the new Advana database platform along with weekly training. We worked with the civil engineering team that's studying risk within the CE portfolio, they conducted a workshop which defined risk and set how it can be used to define requirements.

Biggest Accomplishment

The largest accomplishment was working with the Deployment and Distribution (D&D) portfolio to develop the Squadron Operation Cost Model, which eliminated 2,000 line items in FY23 leading to future anticipated manpower hours saved.

IMPACT

Continuing work with three portfolios (Protection, Deployment and Distribution and Airmen and Family Services) to identify opportunities to leverage technology and data to standardize costs, identify outliers and optimize requirements collection. Working with three of the 10 portfolios to identify a solution that can be cross-functionally used.

GOALS FOR 2023

Continue work in the design phase of the plan of action and milestones to identify the art of possible while continuing to enhance the current enterprise portfolio.

2023 OBJECTIVES

G6.A – Requirements: Define current processes, best practices, performance metrics and risk profiles NLT Feb 2022

G6.B – Design: Determine optimal validation and allocation framework and business rules for at least one portfolio NLT Jun 2023

G6.C – Implementation: Summarize successful outcomes by back-testing the model and finalize business rules for at least two portfolios by Oct 2023

G6.D – Verification: Validate that the model produces equitable and efficient outcomes; publish business rules by Dec 2023

G6.E – Maintenance: Adjust model to evolving strategies to include the POM by Mar 2024



LOE 1, GOAL 7: INTEGRATE AIR BASE COMMAND AND CONTROL



“

By providing a standard, integrated installation command and control platform, installation commanders will be able to consistently ensure effective response and recovery during crisis events.

- John Enyeart

GOAL LEADER

John Enyeart,

Combat Support Enterprise Manager, AFIMSC
Installation Support Directorate

GOAL DESCRIPTION

To effectively support installation command and control, or C2, across the spectrum of preparedness, the basing and logistics enterprise must optimize decision-making by integrating legacy plus emerging IT systems and processes used for installation support and, specifically, emergency management.

Driving the Mission

This goal supports the focus of ensuring success for installation commanders in time of need. Standardized and responsive C2 during emergency and crisis incidents has been identified as a weakness by studies and audits. Establishing a standard, integrated installation C2 will synchronize daily base operations and give installation commanders the capabilities they need to ensure consistent, efficient and effective response and recovery during crisis events.

2022 Progress and Accomplishments

AFIMSC compiled data and system mapping across the span of 23 functions that support emergency management planning, protection, response and recovery. With this analysis, AFIMSC can integrate data standards where common across these functions and prioritize data interoperability opportunities with Air Combat Command headquarters and the Kessel Run IT developers.

As an ongoing effort, AFIMSC is engaging the Deputy Chief of Staff for Logistics, Engineering and Force Protection Integration office to establish a formal construct with a predictable rhythm of touchpoints between all stakeholders of installation C2.

AFIMSC established itself as viable extension of the ACC staff determining requirements

for installation C2 and development priorities. AFIMSC compiled the FY23 capability needs Statement for development of the DAF Emergency Management Information System requirements into a platform called C2IMERA. C2IMERA stands for Command-and-Control Incident Management Emergency Response Application, a wing C2 capability used to provide an integrated composite picture of installation resources developed by the Air Force Life Cycle Management Center and used across ACC though fielded to most installations across the DAF.

Biggest Achievement

We compiled the 23 functions with the highest impact to enterprise emergency management information to map the data requirements and authoritative IT sources. This is the foundation to creating standards and prioritizing data linkage to integrate installation C2.

IMPACT

As we move forward toward accomplishing our objectives and milestones, installation commanders, emergency responders and supporting staffs will all benefit from our work. All stakeholders – especially installation commanders – will experience improved emergency management and more effective crisis recovery. We foresee a similar result for integrated installation C2 where the daily use of the standard emergency C2 platform for efficient installation support drives effective application of all capabilities, crisis and non-crisis alike.

GOALS FOR 2023

In 2023, AFIMSC will establish the foundational documents guiding development of installation C2. This includes standards on data, IT architecture and overarching governance to oversee installation C2. We will also continuously participate in agile software development with the Air Force Life Cycle Management Center to operationalize the C2 requirement and close shortfalls that exist today.

2023 OBJECTIVES

G7.A – Expand installation C2 data standards and requirements across agile combat support functions and determine 95% of common data needs NLT Aug 2023

G7.B – Refine and integrate Installation C2 information framework using authoritative data from relevant information systems and sensors within a single interface, viewed at command echelons NLT Jun 2023

G7.C – Facilitate investment plan for emergency-level communications across for full range of C2 modes; Voice/LMR, Mess Notice and Data by Sep 2023

G7.D – Advocate for HAF governance forum to ensure data needs and future information systems support and improve Installation C2 NLT Mar 2023



Line of Effort 2

STRENGTHEN AIRMEN, GUARDIANS AND FAMILIES



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LOE 2 focuses on building strong communities where Airmen and Guardians have a sense of belonging and security. The goals and objectives we pursued for LOE 2 in 2022 – from improving the quality of housing and optimizing community cohesion to executing an enterprise-wide customer service strategy and even designing the Office of the Future – are helping ensure safe places for Airmen, Guardians and their families to live, train, work and play.

”

LOE 2 Champion: Mr. Jeff Domm, AFCEC Installations Director



LOE 2 GOALS

Strengthening Airmen, Guardians and Families means providing housing and dorms, as well as building strong communities that provide a sense of belonging and security. We deliver morale, welfare and recreation programs and provide safe places for them to live, train, work and play. These services allow Airmen and Guardians to concentrate on executing the mission, knowing the Air Force is taking care of them and their families.

GOAL 1: IMPROVING HOUSING FOR AIRMEN, GUARDIANS AND FAMILIES

This goal commits the Air Force to provide Airmen, Guardians and their families safe homes and secure communities they are proud to call home. This goal is nested in AFMC priority to strengthen the Air Force and Space Force teams by planning and executing programs to build resilient families and improve their quality of life.

GOAL 2: DELIVER ENTERPRISE-WIDE PROGRAMMING TO INSTALLATIONS TO BUILD COHESION AND RESILIENCY FOR AIRMEN, GUARDIANS AND FAMILIES.

We will focus efforts to deliver innovative enterprise-wide morale, welfare and recreation programming to installations, helping build community cohesion and resiliency for Airmen, Guardians and their families.



LOE 2, GOAL 1: IMPROVE HOUSING FOR AIRMEN, GUARDIANS AND FAMILIES



“

This goal takes care of our most valuable resource, Airmen, Guardians and their families. We are building a trusting relationship with our Airmen and Guardians by holding project owners accountable for maintaining safe homes where our Airmen and Guardians live.

”

- Yvonne Brabham

GOAL LEADER

Yvonne Brabham,

Air Force Housing Division Technical Director,
Air Force Civil Engineer Center

GOAL DESCRIPTION

This goal commits the Air Force to provide Airmen, Guardians and their families safe homes and quality dormitories. This goal is nested in AFMCS's priority to strengthen the Air Force and Space Force teams by planning and executing programs to build resilient Airmen and improve their quality of life.

Driving the Mission

Housing program improvements give Airmen, Guardians and their families better service and disputes get resolved in a fast, more transparent manner. Overall, the peace of mind that comes from knowing they are housed in safe, quality housing and dormitories helps military members focus on their missions and drives retention.

2022 Progress and Accomplishments:

The team continued making progress finalizing documents on the universal lease, started discussions with the final three project owners on their performance incentive fee, implemented the NDAA mandated housing inspections and established the Portfolio Assessment Program. We also successfully conducted 10 training events in which 350+ housing professionals learned best practices and honed their skills.

Biggest Achievement

One of biggest accomplishments for 2022 was developing the assessment program, a program to evaluate operational performance for 31 projects at 63 installations in support of Military Housing Privatization Initiative. The assessment program analyzes performance across four categories: resident feedback, maintenance, operations and commander evaluation. Each privatized-housing installation is rated as

healthy, marginal or at-risk. An installation is placed on a "watch list," following four consecutive quarters of at-risk performance. This program helps to proactively identify operational issues and ensure DAF leadership at all levels are engaged in holding project owners accountable for providing quality housing.

IMPACT

The program drives collaboration, increased communication, process improvement and monthly reporting. It provides installation commanders and DAF senior leaders a tool to hold project owners accountable for customer service programs and processes that directly impact the families' enjoyment of their homes and neighborhoods.

GOALS FOR 2023

For the first time in three years, we are hosting the Global Housing Symposium, a premier event that brings together global Air Force housing leadership to share ideas and knowledge in support of providing top service for our residents. We plan to continue making progress with the NDAA mandated house inspections, as well as begin progress on the Japan Investment Strategy. Finally, once the Office of the Assistant Secretary of Defense for Housing provides guidance on the new utility billing process, we are ready to move out and evolve that objective as well.

2023 OBJECTIVES

G1.A – Develop implementation plans to execute the results of the Dorm Sprint by Dec 2023

G1.B – Conduct mandated NDAA Housing Inspections at 30 installations and develop a Facility Condition Index model by Dec 2023

G1.C – Develop execution plans to support the Japan Investment Strategy by 2023

G1.D – Finalize FY22 and FY23 scheduled privatized housing financial restructures



IN THE NEWS

No place like home: Program improvements help Air Force cultivate better base housing ►



LOE 2, GOAL 2: DELIVER ENTERPRISE-WIDE PROGRAMMING TO INSTALLATIONS TO BUILD COHESION AND RESILIENCY FOR AIRMEN, GUARDIANS AND FAMILIES



“

We hope to further explore opportunities to employ a centralized approach in order to gain operational efficiencies, as well as enhance and deploy market driven morale, welfare and recreation programs to the installations.

”

- Brian Roush

GOAL LEADER

Brian Roush,

Air Force Services Center Deputy Director

GOAL DESCRIPTION

We will focus efforts to deliver innovative enterprise-wide morale, welfare and recreation programming to installations, helping build community cohesion and resiliency for Airmen, Guardians and their families.

Driving the Mission

This goal drives efficiency and effectiveness in Morale, Welfare, Recreation programs focused on building ready and resilient Airmen, Guardians and community cohesion.

2022 Progress and Accomplishments

The Air Force Services Center team delivered an expanded Food 2.0 capability and completed Campus Dining System pilot deployment to include several locations outside the contiguous U.S. We also notified key stakeholders across the enterprise and initialized the execution plan to right size and divest our lodging operations. Finally, Child and Youth Programs certified 368 new family child care providers (approximately 75% of their goal) increasing capacity to support childcare needs of Airmen and Guardians.

Biggest Achievement

Initiating the lodging right sizing and divestiture plan is one of our biggest accomplishments of 2022. It stands out because it was a major shift in our business management approach and operationalized a 4-year planning effort.

IMPACT

By expanding the food capability on installations, we provide Airmen and Guardians options when using their essential messing entitlement. The lodging right sizing and divestiture plan has a potential cost avoidance of \$45 to \$50 million which can be used to reinvest in purpose-built lodging facilities.

GOALS FOR 2023

We hope to further explore opportunities to employ a centralized approach in order to gain operational efficiencies as well as enhance and deploy market driven MWR programs to the installations.

2023 OBJECTIVES

G2.A – Deploy Oracle Contract Lifecycle Management module to improve Non Appropriated Funds contracting business practices and efficiency NLT 30 Sep 2023

G2.B – Transition the 24-hour Fitness Access database to the cloud in order to allow universal access for Fitness Center users NLT end of FY24

G2.C – Right size the Air Force Inns portfolio and divest properties to sustain Air Force Lodging while meeting mission requirements NLT 31 Jul 2023



IN THE NEWS

Lodging divestiture, right-sizing underway to ensure future mission success ▶



Line of Effort 3

PURSUE ORGANIZATIONAL EXCELLENCE



“

LOE 3 is focused on innovating from within to modernize delivery of I&MS to the Air and Space Force. The goals within LOE 3 all seek to reform areas across AFIMSC so we can deliver better support to Airmen and Guardians. Through the goals and objectives we're pursuing for LOE 3, we are maturing our organization and processes, growing and retaining high-performing professionals, and finding better ways to collaborate and communicate.

”

Interim LOE 3 Champion: Col Kelly Sams, AFIMSC Vice Commander



LOE 3 GOALS

AFIMSC pursues organizational excellence by identifying innovation opportunities and increasing organizational effectiveness, communication, collaboration and maturity. At the core, we're committed to building and sustaining an inclusive environment that develops I&MS experts and leaders.

GOAL 1: DRIVE DATA-DRIVEN BEHAVIOR LEVERAGING DIGITAL TRANSFORMATION

This goal empowers decision-makers at all levels in the I&MS enterprise to realize the full potential of digital tools in their daily activities, enabled by high-quality data analytics products. These tools and products are flexibly tailored, packaged and scoped to their needs. This goal is achieved when leaders at all levels demand repeatable, sustainable data-driven decisions across the entire enterprise and we maximize our return on AFIMSC technology investments to meet mission needs and vision.

GOAL 2: INCREASE INNOVATION IMPACT ACROSS INSTALLATION AND MISSION SUPPORT EQUITIES

The aim of this goal is to empower Airmen across the organization to find better ways of accomplishing their mission. We need to create a culture, provide the tools and training and make it easier for anyone in our workforce to navigate that ecosystem successfully. There are amazing amounts of resources and funding our enterprise can tap into and it will continue to grow.

GOAL 3: IMPROVE STRATEGIC COMMUNICATION & CONNECTEDNESS

The focus of this goal is to better connect the AFIMSC team with each other and customers. We accomplish this by delivering a deliberate communication narrative. We coordinate and plan with stakeholders on enterprise targeted messaging and events. In accordance with Commander intent and by monitoring mission operations, we identify and mitigate areas lacking in persistent, consistent and effective communication.

GOAL 4: DEVELOP I&MS EXPERTS & LEADERS

This goal seeks to achieve deliberate growth for developing, implementing and maximizing force development opportunities, processes and programs to best improve and retain talent to support our customers, it provides direction to develop and sustain competent installations and mission support Airmen; setting the foundation for the development of specific experiential opportunities and programs to educate, train and purposefully develop a highly trained and multi-faceted workforce.

GOAL 5: INCREASE ORG EFFECTIVENESS, COLLABORATION & INTEGRATION

Our goal is intended to optimize, to the maximum extent possible, our organizational effectiveness across our enterprise to maximize mission delivery. We will make every effort to align our efforts of work to enhance our personnel's ability to work in a hybrid environment, and test the ability of Office of the Future (O2F) to deliver results that allow AFIMSC to be innovative and agile to support our mission partners and customers. Our objectives serve as our north star to ensure the organization is headed in the right direction, while remaining singularly focused on delivering our core capabilities to our customers and the warfighters in the field.

GOAL 6: BUILD AND SUSTAIN AN INCLUSIVE AND EQUITABLE CULTURE/ENVIRONMENT

Foster and sustain an inclusive organizational infrastructure with corresponding practices to ensure AFIMSC employees uphold the Center's strategy and framework for success in maintaining a diverse and inclusive workforce.

GOAL 7: INCREASE UNDERSTANDING OF HOW AFIMSC SUPPORTS THE WARFIGHTER ACROSS THE COMPETITION CONTINUUM

Increase the DAF's understanding of how AFIMSC supports warfighter needs.

- a. Transform operational contracting into operational acquisition through the implementation of program management into appropriate acquisition milestones.
- b. Translate DAF strategic demand signals into how I&MS supports warfighter needs.



LOE 3, GOAL 1: DRIVE DATA-DRIVEN BEHAVIOR LEVERAGING DIGITAL TRANSFORMATION



“

Our goal provides leaders at all levels the tools needed to make data-driven decisions.

”

- Jadee Purdy

GOAL LEADER

Jadee Purdy,
Chief Innovation Officer

GOAL DESCRIPTION

This goal empowers decision-makers at all levels in the I&MS enterprise to realize the full potential of digital tools in their daily activities, enabled by high-quality data analytics products. These tools and products are flexibly tailored, packaged and scoped to their needs. This goal is achieved when leaders at all levels demand repeatable, sustainable data driven decisions across the entire enterprise and we maximize our return on AFIMSC technology investments to meet mission needs and vision.

Driving The Mission

Our work elevates attention on the failing health of Air Force I&MS portfolio including infrastructure, resulting in significant increases to facility sustainment, restoration and modernization funding. We reduce the workload for planners and programmers with financial tools and status of funds trackers. Mission support commanders are aided with tools that enable them to evaluate the holistic health of the base in order to smartly prioritize funds to enable a risk-balanced portfolio at the base level.

2022 Progress and Accomplishments

We exceeded our goal of growing from 1,000 to 3,000 business intelligence users during the year, due in part to the extensive training courses we offer each month and monthly collaboration opportunities with the Air Force Chief Data Office; Air Force Studies, Analyses and Assessments; and Tableau. This Air Force wide “Collab Lab” has grown to include general officer interest and attendance.

Biggest Achievement

We grew our impact so significantly that we maxed out our potential growth for data analytics

support. The desire for data to support data-driven decisions led to our customers bringing more requirements than we can currently provide. We will work toward expanding that capacity or, at a minimum, coming together to prioritize support in a way that is most impactful to the DAF.

IMPACT

Our agility makes it possible to train Airmen and Guardians in basic data analytics, which aids in mission accomplishment by reducing staff time and helping with timely, financially sound decisions.

GOALS FOR 2023

Our aim is to advance data-driven decisions and optimize processes with digital tools at the AFIMSC primary subordinate unit level, bridging HQ Air Force to PSU teams in the process, in order to better advance their critical mission sets with cutting edge business intelligence applications. With an investment in data analytical capabilities, products and training using data unique to each PSU, we hope to enable them to compete for greater resourcing and advocate for critical projects across the enterprise. We are essentially a combat multiplier between the PSU functional community and their HAF partners deploying data analytics and digital tools to achieve these goals. Additionally, our strategic partnerships with organizations like with the Air Force Digital Transformation Office will continue to influence a Department-wide data analytics culture, making it a fundamental skill of all Airmen and Guardians.



IN THE NEWS

[AFIMSC Analytics Update](#) ►

2023 OBJECTIVES

G1.A – Agility – Grow Enterprise Portfolio data analytics capabilities by deploying, monitoring and maintaining a data and business intelligence ecosystem

G1.B – Proficiency – Target AFIMSC PSU growth of 500 trained users and share analytics best practices

G1.C – Community – Grow users from 2,000 to 3,000 by end of CY23

G1.D – Data Automation – Develop a plan to migrate all authoritative databases and connect to/between VAULT to ADVANA (BLADE) and finish transfer of the first 12 of 42 database migrations

G1.E – Develop Decision-Support Annex to support all goal owners’ needs for centralized data and knowledge management functions

G1.F – Validate 95% of AFIMSC annual enterprise technology spending

G1.G – Oversee migration of authoritative databases to VAULT or BLADE across the enterprise consistent with SAF/CO guidance

G1.H – Oversee Enterprise Architecture Development to support mission success



LOE 3, GOAL 2: INCREASE INNOVATION IMPACT ACROSS INSTALLATION AND MISSION SUPPORT EQUITIES



“

The innovations we lead have a direct impact on the daily lives of Airmen, Guardians and their families.

- Jadee Purdy

GOAL LEADER

Jadee Purdy, Chief Innovation Officer

GOAL DESCRIPTION

The aim of this goal is to empower Airmen across the organization to find better ways of accomplishing their mission. We need to create a culture, provide the tools and training, and make it easier for anyone in our workforce to navigate that ecosystem successfully. There are amazing amounts of resources and funding our enterprise can tap into and it will continue to grow.

Driving The Mission

We are working hand-in-hand with defense-wide innovation teams and AFIMSC contracting, civil engineer, security forces and services spark cells to further innovation and process operations. These technology and process changes impact the lives of Airmen and Guardians and strengthen the bond and working relationship between us, our centers and all we serve.

2022 Progress and Accomplishments

During our shift to move the timing of the AFIMSC Innovation Rodeo to August, we hosted the first PSU Rodeo to allow our functional community experts to advocate for those innovation ideas that would be most impactful at their level. We selected and funded eight PSU innovations and have successfully transitioned all those projects to contracts. Additionally, we hosted another Innovation Rodeo that was successfully live streamed to thousands of viewers. The Innovation Rodeo also selected eight finalists. The top three finalists received funding for their projects and the other five will continue receiving project management and advocacy support from the AFIMSC innovation team.

Biggest Achievement

Our biggest achievement was our ability to quickly move applications from ideation through execution. The AFIMSC Expeditionary Support

and Innovation Directorate executed 137% of its 2022 fiscal year budget mostly due to the innovation team's hard work to prepare for end-of-year funding opportunities. This funding is important not only for individual projects, but validates AFIMSC's dedication to progress in the enterprise innovation space. Additionally, the innovation transparency platform generated out of AFIMSC called VISION was transferred to AFWERX and will be leveraged as a Department-wide platform for innovation project collaboration.

IMPACT

The innovations we are working on have a direct impact on the daily lives of service members, Guardians and their families. For example, intelligent lockers get packages to Airmen more quickly, even when the post office is closed; using artificial intelligence and machine learning to analyze and determine roof and facility condition can replace the need for Airmen and Guardians to do physical inspections; and the Kinderspot app helps military families find short-term childcare. Additionally, the work we're doing helps innovators and project managers connect and collaborate Air Force wide, reducing project duplication.

GOALS FOR 2023

We are posturing for a strong 2023 to expand our DoD and industry partnerships, including work with AFIMSC PSU spark cells. We are also partnering with Installation and Mission Support Weapons and Tactics Conference and data analytics teams to increase industry and government collaboration. Overall, these partnerships will help our team scale and implement growth goals. Additionally, we will also continue improving our work processes to allow for continued senior leader and stakeholder awareness and insights as we look to begin optimizing, scaling and transitioning projects faster.

2023 OBJECTIVES

G2.A – Develop – Shepherd 3 new innovation ideas into implementation while managing 22 existing innovation projects

G2.B – Capability – Support Installation & Mission Support Sparks with funding and project tracking

G2.C – Community – Increase and scale 5 outreach events

G2.D – Collaboration – Grow collaboration opportunities 50%

G2.E – Align Center Functional Area Management of Process Operations and Major Graded Areas to drive structural, procedural, behavioral, and sustainable change management solutions in advancing a benefit-led system & process maturity model aligning talent management with technical delivery through a robust single enterprise solution scalable at each command



IN THE NEWS

Thinking outside the mailbox: Robins first base to get Intelligent Lockers ▶

Autonomous multi-functional airfield tractors idea wins 2022 AFIMSC Innovation Rodeo ▶



LOE 3, GOAL 3: IMPROVE STRATEGIC COMMUNICATION AND CONNECTEDNESS



“

Goal 3 is focused on how to better communicate and connect with key audiences – not just customers, but also our own teammates so we build an informed workforce that can understand and share our mission message too.

”

- Michael Briggs

GOAL LEADER

Michael Briggs, Director of Public Affairs

GOAL DESCRIPTION

The focus of Goal 3 is to improve how we connect the AFIMSC team with each other and our customers. We accomplish this by planning and delivering a deliberate communication narrative that's synced to AFIMSC's strategic LOEs and commander intent.

Driving The Mission

We coordinate and plan with stakeholders on enterprise-targeted messaging and events, and we use feedback and data to drive improvements. Ultimately, we seek to build and maintain partnerships with audiences that understand what we do and can advocate in support of the operations we conduct with them and for them.

2022 Progress and Accomplishments

We built a yearlong plan and then focused on each month's deliverables. That helped us make incremental steps toward achieving the larger goal. It's not rocket science, but what it does is give us the ability to work a month ahead, which frees us up to tackle pop-ups. Each initiative is getting the right amount of attention, and the Strategy Hub has been a great help in giving us a tool to plan, track and report our work more easily. Another adjustment we made was to focus on more team- and workforce-oriented products. With concurrence from the commander, we produced videos, stories and infographics that highlighted our people rather than having the leadership team deliver those messages for observances like Women's History Month and the like. This grassroots approach helped us introduce teammates to one another, while also sharing thoughts and experiences across our enterprise to strengthen team connectivity.

Biggest Achievement

More deliberate planning. After a year of getting our feet under us in terms of better

understanding the goal and strategy process, we built a milestones matrix to ensure we hit our targets on time and were comprehensive in our efforts to achieve each objective. That's been the key to a better battle rhythm for the knowns, while we have also adapted to accomplish new initiatives in real time, such as talking point papers and speeches that may have been previously accomplished by offices of primary responsibility. This has given AFIMSC strategic communication a more standardized deliverable, which also supports branding our products to our audiences.

IMPACT

An informed AFIMSC team and customer base better understand our mission and how the center's operations contribute to lethality, readiness and taking care of service members and their families. For the internal team, it instills pride and ownership of the mission and drives the team to perform at a higher level. For customers, it confirms AFIMSC's commitment to be a strong partner and builds trust that we have their success in mind.

GOALS FOR 2023

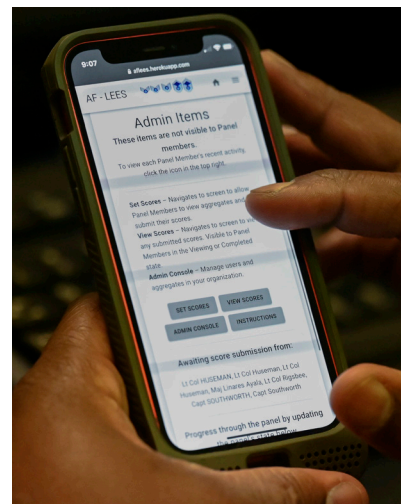
We want to make further inroads with external customers and build on the solid connection we have with our internal team. Getting our mission information to external customers has been challenging. We're continuously looking for new ways to connect with Installation & Mission Support Airmen and Guardians in the field. With support from our Deloitte contract partner teammates, in 2022 we created a Department of Air Force-wide email distro listing for all Public Affairs offices. That gives us the ability to broadcast important new and information PA teams can share with their audiences about beddowns, housing, childcare, lodging, fitness and chaplain programs – to name a few – that apply to every Airman, Guardian and their families. We want to build on this in 2023.

2023 OBJECTIVES

G3.A – Conduct communication engagements with internal team & customers to grow awareness, understanding & advocacy by CY23 end of year

G3.B – Increase communication platform views

G3.C – Complete 2023 AFIMSC Communication Strategy execution by end of CY23



LOE 3, GOAL 4: DEVELOP I&MS EXPERTS AND LEADERS



“

Organizations don't succeed, people do. Success is not just measured by numbers, success is also defined by how we develop our people and provide the processes, support and tools needed that enable us to be exceptional.

”

- Robert Jackson

GOAL LEADER

Robert Jackson, AFIMSC Director of Personnel

GOAL DESCRIPTION

This goal seeks to optimize hiring processes and talent management and achieve deliberate growth by developing, implementing and maximizing force development opportunities, processes & programs required to improve and retain enterprise talent. It provides direction to develop and sustain competent installations and mission support Airmen and Guardians, setting the foundation for the development of specific rotation experiential opportunities and programs to educate, train and purposefully develop a highly trained and multi-faceted I&MS workforce.

Driving the Mission

The goal and its objectives were established to enhance execution of each AFIMSC strategic priority by strengthening and developing our I&MS Airmen.

Our objectives maximize talent acquisition and force development opportunities, processes and programs to improve, retain and attract talent to support AFIMSC customers and carry out varied AFIMSC missions. As we continue making progress toward achieving our objectives, we are driving organizational effectiveness and fostering a high-performing workforce across the enterprise.

2022 Progress and Accomplishments

We had a successful year and identified opportunities for improvement as program efforts evolved. In addition to maintaining existing force development programs and executing our targeted opportunities, we expanded pilot programs and established and implemented new initiatives that will further contribute to functional and leadership competencies' development for our Airmen and Guardians.

Biggest Achievement

Our biggest accomplishment would be the aggregation of results of numerous successes under the force development umbrella. We were able to deliver various force development and training opportunities to our enterprise personnel aligned with requirements and leadership focus areas. We garnered major command and AFIMSC funding and support for and launched the Air Force's

Better Up Coaching Initiative, with its first AFIMSC cohort currently in progress. In the fall, we also launched the AFIMSC Leadership Empowerment and Development Program designed specifically for mid-level enterprise leaders. Finally, we executed our annual training plan budget at 128% of our initial programmed distribution thank to additional funding from the Air Force Deputy Chief of Staff for Manpower, Personnel and Services and the Air Force Personnel Center, to cover training for all our team member's priority 1 through 4 training requirements across the I&MS portfolio. In recent years, we've only satisfied priority 1 requirements, so execution and additional support is significant to developing I&MS experts and leaders.

IMPACT

Effective and timely recruitment and developmental opportunities increase lethality and readiness for I&MS capabilities across the Air and Space Force. Our strategy enables employees and leaders to succeed in their current jobs and postures them for future opportunities across the service.

GOALS FOR 2023

In 2023, we want to make additional progress in the talent acquisition area—standardizing processes, education and additional automated support to reduce the time to select across all recruitment methods—more work to be done there. Pioneering management theorist Peter Drucker said “What gets measured gets improved,” so we will put additional emphasis on using “as-is” baseline data for key processes to track the impacts of process improvement efforts. We've identified in our first round, a number of positions to enhance our force renewal efforts, such as building additional developmental/targeted positions to bring in new, qualified talent, to build a bench for our retirement eligible workforce. We want to continue to mature and execute our Experiential, Rotation and Acculturation Programs. We also intend to obtain commander approval for our Center-wide Mentoring approach and program to expand participation and increase employee engagement and development. And finally, we want to capture the return on investment of our development efforts to ensure our programs meet the current and emerging needs of the enterprise, our team members and the various missions we are charged to perform.

2023 OBJECTIVES

G4.A – Hiring Process - Decrease civilian hiring timeline through workforce planning by 10% in CY23

G4.B – Developmental Rotation - Identify placement opportunities for 100% of viable rotation program candidates into a new position per quarter solicitation period

G4.C – Career Planning - Increase Individual Development Plan utilization to 85% by end of CY23

G4.D – Training - Execute 90% allocated Training Funds by end of FY23

G4.E – Program Evaluation - Create a Workforce and Development result-based evaluation program to report to appropriate stakeholders by mid-year CY23

G4.F – Develop a Center-wide Supervisor Rotation Program Policy and begin program implementation by 3rd Quarter of CY23

G4.G – Develop AFIMSC civilian force renewal program by 3rd Quarter of CY23

G4.H – Provide mentorship connections and increase mentorship opportunities by end of CY23



IN THE NEWS

AFIMSC Force Development Series - Karen White ►



LOE 3, GOAL 5: INCREASE ORGANIZATIONAL EFFECTIVENESS, COLLABORATION AND INTEGRATION



“

Advances in data analytics affords us the opportunity to optimize installation execution planning while reducing administrative burden to our installations.

”

- Col Courtney Holland

GOAL LEADER

Col Courtney Holland,
AFIMSC Director of Staff

GOAL DESCRIPTION

Our goal is intended to optimize, to the maximum extent possible, our organizational effectiveness across our enterprise to maximize mission delivery. We will make every effort to align our efforts of work to enhance our personnel's ability to work in a hybrid environment and test the ability of Office of the Future to deliver results that allow AFIMSC to be innovative and agile to support our mission partners and customers. Our objectives serve as our north star to ensure the organization is headed in the right direction, while remaining singularly focused on delivering our core capabilities to our customers and the warfighters in the field.

Driving The Mission

Advances in data analytics affords us the opportunity to optimize installation execution planning while reducing administrative burden

to our installations. Establishing a new goal to create a viable path toward the development of a data driven execution plan tool helps AFIMSC focus appropriate effort and resources on achieving our objectives. Using data to help ensure AFIMSC is putting our constrained resources against the right requirements in the year of execution helps the center enhance I&MS warfighter readiness and lethality.

AFIMSC is tasked with allocating resources for I&MS requirements worldwide. The most cumbersome part of the process is collecting and validating requirements. On average, we receive between 22,000 and 28,000 requirements every year during the execution plan build. This is a major strain on the limited capacity of the HQ staff. As we continue to mature, our goal is to use data to inform the process, reduce the strain on the staff and introduce risk-allocation decisions.

2023 OBJECTIVES

G5.A – Validate the O2F concept and measure the effectiveness of the IMSC hybrid model NLT 31 Dec 2023

G5.B – Mature the Knowledge Management (KM) program across the AFIMSC Enterprise through leader/KMR engagements, KM enhancements and evaluating the success KM program by the end of CY23

G5.C – Continually advance IT for better user experience



IN THE NEWS

AFIMSC's hybrid workplace model finds solutions in tight spaces ▶



LOE 3, GOAL 6: BUILD AND SUSTAIN AN INCLUSIVE AND EQUITABLE CULTURE/ENVIRONMENT



“

A workplace climate that welcomes an inclusive and equitable working environment, where everyone is treated with fairness, justice, and equity are crucial to the advancement of the AFIMSC mission.

”

- Dr. Andrew Duffield

GOAL LEADER

Dr. Andrew Duffield,
AFIMSC Chief Diversity and Inclusion Officer

GOAL DESCRIPTION

Foster and sustain an inclusive organizational infrastructure with corresponding practices to ensure AFIMSC employees uphold the center's strategy and framework for success in maintaining a diverse and inclusive workforce.

Driving the Mission

Increasing awareness around the discussion about diversity and creating an inclusive work environment improves productivity and creates an atmosphere where people feel comfortable sharing their perspectives without fear of bias and retaliation. Providing these strategies promotes a culture of equity and inclusion across the enterprise and ultimately addresses unfair policies, procedures, barriers and practices.

2022 Progress & Accomplishments

All AFIMSC supervisors successfully completed unconscious bias training before March 31, an expectation set by AFIMSC leadership. Unconscious bias training is now a mandatory expectation for AFIMSC and was completed by the workforce in December. Additionally, the AFIMSC Diversity, Equity, Inclusion and Accessibility Council developed a standardized set of business rules for conducting sensing sessions across the enterprise. The document standardizes the management and execution of sessions and delineates roles and responsibilities across the AFIMSC enterprise.

Biggest Achievement

Our biggest accomplishment was developing this goal and its respective objectives, as well as receiving the necessary buy-in from AFIMSC leadership and the workforce to intentionally build equitable and inclusive working environments for all stakeholders.

IMPACT

AFIMSC is committed to delivering these initiatives and programs to foster a culture that embraces our differences and affords everyone the tools and opportunities to succeed. Our programming and initiatives create a space where we can listen and share our diverse perspectives, so we can gain a broader understanding of what makes us unique. It also creates opportunities to foster the sense of belongingness and connectedness that is essential to maximize team cohesiveness and unity of effort.

When employees know they are part of an inclusive and equitable environment, everyone in the organization benefits. The climate increases understanding, promotes both evaluation and elimination of barriers to success, and ultimately improves the Center's ability to support our Air and Space Force customers. Additionally, the consideration of fairness, justice and respect is a crucial and intentional effort to the development of this goal. As we build and institutionalize these concepts into our organizational culture, we unleash each team member's full potential to innovate, solve problems and get results. Our organizational maturity efforts ultimately result in providing better service and support to our customers across the Air and Space Forces.

GOALS FOR 2023

The overarching goal is to develop, recommend and identify implementation processes for future training, plans, policies and procedures for AFIMSC leadership and establish best practices for the workforce. We believe enhancing diversity and inclusion through professional development, education and training will ensure equal opportunity for all members.

2023 OBJECTIVES

G6.A – Unit population of 70% attend one Sensing Session per quarter

G6.B – Develop organizational analytical capabilities that outline methods to gather workforce data, Management Directive 715, Federal Employee Viewpoint Survey, and exit survey data to perform data-based decision making to amplify environments of inclusion across the Enterprise by 30 Jun 2023

G6.C – Establish Employee Resource Groups for the AFIMSC workforce at all levels to maximize opportunities for developing relationships and outreach by 28 Feb 2023

G6.D – Develop targeted strategies for the workforce to eliminate barriers through AFIMSC Barrier Analysis Working Groups by 31 Mar 2023



IN THE NEWS

[AFIMSC council continues work toward improving diversity, inclusion ▶](#)

[In AFMC and AFIMSC: Our Differences Make Us Stronger ▶](#)



Line of Effort 4

AMPLIFY WARFIGHTER CULTURE



“

LOE 4 provides the framework for our enterprise to better understand how Airmen and Guardians organize, train and equip for the future fight. Through the goals and objectives we're pursuing for LOE 4, our global team will better understand how AFIMSC supports warfighters' needs and counters adversary threats, now and in the future.

”

LOE 4 Champion: Col Kelly Sams, AFIMSC Vice Commander



LOE 4 GOALS

Connect every AFIMSC Airman to the mission so they are keenly aware of how the operations they conduct enhance warfighter readiness and lethality for America's Air and Space Forces. As an organization, we will continue to focus our sights on current and future threats, so that we are ready to deter, defend, and fight.

GOAL 1: CONNECT TO THE MISSION

Develop AFIMSC personnel awareness of all-domain threats to the enterprise and link to AFIMSC's role in countering current and future threats.



Core Capability Introduction:

MISSION AREAS:

AFIMSC
HQ STAFF

AFCEC

AFICC

AFSFC

AFSVC

DETS

Newly introduced into the CY23 Strategy are Core Capabilities and Strategic Initiatives from AFIMSC and each of the four PSUs. Outlined in the Core Capability one pagers to follow are what each PSU does, strategic initiatives that are now tracked at the enterprise level and a list of Core Capabilities to help everyone better orient to the areas that AFIMSC, AFCEC, AFICC, AFSFC and AFSVC execute for the DAF every day.





Air Force Installation and Mission Support Center HQ Staff

MISSION AREAS:

AFIMSC
HQ STAFF

AFCEC

AFICC

AFSFC

AFSVC

DETS

DESCRIPTION

AFIMSC serves as the single intermediate-level headquarters responsible for providing I&MS capabilities to all Air Force and Space Force installations, major commands and direct reporting units. AFIMSC executes an annual budget of approximately \$10 billion to deliver globally integrated management, resourcing and combat support programs and services in these major mission areas: Airmen, Guardians and family services, chaplain core programs, civil engineering, contracting, cyber support, financial management, logistics readiness, public affairs and security forces.

CORE CAPABILITIES

Core Capabilities define key areas of activity that provide I&MS capabilities for Air and Space Force installations, Major Commands and Direct Reporting Units.

Core Capability	Description
Installation Support	The ability to deliver enterprise-wide I&MS capabilities and services to enable resilient platforms for commanders and Airmen. Supporting capabilities include installation engineering, cyber support, force protection, Airman and family services, chaplain services, installation logistics and mission activity integration.
Expeditionary Support	The ability to train, equip and deliver globally integrated agile combat support to warfighters, and shape the foundation of America's air, space and cyberspace power, with support capabilities for strategy & innovation, readiness and training.
Administrative Support/ Executive Leadership	The ability to provide HQ AFIMSC responsibilities led by directorate secretaries and military administrators, civilian directors and executive officers.
Personnel/Force Support	The ability to deliver human capital policies, planning, resourcing and services that enhance the Center's ability to support the Warfighter.
Resource Management	The ability to program, price and resource Air Force missions provides expert service to Airmen and delivers integrated decision support to installations and senior leadership, including services such as funding, financial services and financial oversight.
Special Staffing	The ability to provide administrative staff and specialized expertise required for delivery of intermediate management and headquarters support of I&MS services.





Air Force Civil Engineer Center

MISSION AREAS:

AFIMSC
HQ STAFF

AFCEC

AFICC

AFSFC

AFSVC

DETS

DESCRIPTION

Airmen engineers delivering proactive, responsive and reliable products and services for power projection platforms by delivering CE expertise that strengthen installations and enhances combat power.

STRATEGIC TASKS

- | | | | | |
|---|---|--|---|--|
| 1. Develop implementation plans to execute results of the Dorm Sprint by Dec 2023
(Maps to LOE 2 Goal 1) | 2. PRV reduction 1.2M square feet annually in accordance with I2S
(Maps to LOE 1 Goal 1) | 3. Program & execute \$300M quality of life dorms/CDCs focused investment target in FY24 CTO
(Maps to LOE 2 Goal 1) | 4. Complete 24 IEPs & 33 ICRPs NLT Oct 2023
(Maps to LOE 1 Goal 2) | 5. On-time and on budget delivery of built infrastructure requirements in support of the beddown process
(Maps to LOE 1 Goal 3) |
|---|---|--|---|--|

CORE CAPABILITIES

Core Capabilities define key areas of activity that provide I&MS capabilities for Air and Space Force installations, Major Commands and Direct Reporting Units.

Core Capability	Description
Built Infrastructure Investment & Recapitalization	Provide design authority/construction authority and design manager/construction manager capabilities through scalable delivery of integrated Built Infrastructure programs including military construction and facilities sustainment restoration and modernization, technical services, natural disaster recovery and nuclear enterprise programs.
Real Property and Real Estate Portfolio Management	Provide strategic acquisition, management and disposal of DAF real property. Appraisals, lease renewals, licenses, easements, title opinions, cleanup and transfer of property impacted by Base Realignment and Closure legislation, privatized housing and other support services.
Energy Assurance	Provide energy resilience capability to DAF enterprise through engineering and acquisition experts. Conduct analyses to identify mission-critical energy and water vulnerabilities, execute actionable solutions and support installation-level resilience planning.
Civil Engineer (CE) Enterprise Health Assessment	Provide Air Force CE leadership an annual assessment that establishes an enterprise view of business practice health, builds an understanding of where CE squadrons are taking risk, and identifies gaps in the training/equipping of our CE squadrons. This will then be used to create focus areas for improving our support to the installations.
Integrated Infrastructure Investment Requirements Planning	Align planning, requirements identification and program development capabilities to shape infrastructure investments and drive optimized, resilient and right-sized power projection platforms.
Integrated Base Response and Recovery	Provide expertise to prepare, respond and recover an installation from a damaging event. Restore mission (operational/support) capabilities (fire and emergency services, explosive ordnance disposal, emergency management and expeditionary engineering). Specialized teams perform critical functions across the installation to conduct rapid evaluations and inspections of facilities and infrastructure (damage assessment response teams).
Environmental Compliance & Restoration	Provide a structured, data-driven business practice. Provide centralized DAF environmental compliance, environmental planning and restoration program support for DAF and DoD policy implementation, centralized management for program execution, fiscal program planning, programming, budgeting & execution process, data management, multi-level environmental reporting, subject matter expertise and training.
Enabling Capabilities	Enabling capabilities provide cross-functional support required to accomplish all CE mission sets. There are two types of enabling capabilities that AFCEC provides; Air Force civil engineer enterprise support requirements and internal AFCEC organizational requirements.





Air Force Installation Contracting Center

MISSION AREAS:

AFIMSC
HQ STAFF

AFCEC

AFICC

AFSFC

AFSVC

DETS

DESCRIPTION

AFICC is responsible for managing and executing above-wing-level operational acquisition solutions across the Air Force enterprise. The AFICC team delivers results through agile, innovative and mission-focused business solutions across nine major commands and 82 units worldwide.

STRATEGIC TASKS

Overarching Goal: transform operational contracting into operational acquisition through the implementation of program management into appropriate acquisition milestones.

1. Define & document AFIMSC Acquisition Program Managers' roles & responsibilities to execute Operational Acquisition
NLT 30 Sep 2023
(Maps to LOE 4 Goal 1)

2. Craft a professional development & training guidebook for Operational Acquisition Program Managers
NLT 30 Sep 2023
(Maps to LOE 4 Goal 1)

3. Establish a Performance Management program & metrics to measure performance of Operational Acquisition Programs
NLT 30 Sep 2023
(Maps to LOE 4 Goal 1)

CORE CAPABILITIES

Core Capabilities define key areas of activity that provide I&MS capabilities for Air and Space Force installations, Major Commands and Direct Reporting Units.

Core Capability	Description
Operational Acquisition	Provide process-oriented strategic and tactical acquisition, management and execution utilizing integrated multi-functional teams offering expertise in the areas of program management, contracting, acquisition support, legal, policy and small business, delivering innovative and effective I&MS capabilities to the warfighter.
Business Intelligence	Provide actionable business intelligence to Air Force cost owners through data collection, integration and deployment of tools and methodologies that enable data-driven decisions in managing cost and increasing mission effectiveness.
Expeditionary Operations	Execute American priorities at home & abroad in partnership with other US governmental agencies, allies and partners. Train, organize and equip credible contingency contracting officers and operational contract support experts to be ready, developed, proficient and integrated while providing warfighting capabilities and multifaceted responses throughout the full spectrum of conflict operations.
Category Management	Provide a structured, data-driven business practice whereby an organization strategically analyzes and manages common categories of spend to eliminate redundancies, increase efficiencies and enhance mission effectiveness.





Air Force Security Forces Center

MISSION AREAS:

AFIMSC
HQ STAFF

AFCEC

AFICC

AFSFC

AFSVC

DETS

DESCRIPTION

The Air Force Security Forces Center trains, equips and manages program execution for the Air Force Security Forces enterprise across the globe. The AFSFC cross-functional team provides subject matter expertise that manages a variety of special services to include Air Force Corrections Management, Air Force Military and Civilian Police, and Air Force Small Arms Program Management. AFSFC has four directorates: Intelligence, Operations & Training; Logistics; Plans & Systems, and Confinement & Corrections.

STRATEGIC TASKS

1. Integrated Base Defense Security Systems (IBDSS) Modernization
(Maps to LOE 1 Goal 4)

2. Readiness and sustainment training to support AFFORGEN, taskings
(Maps to LOE 1 Goal 5)

3. Procure and sustain vital base defense and force protection equipment to meet Warfighter needs facilitating Operational Imperatives 5 & 7
(Maps to LOE 1 Goal 4)

CORE CAPABILITIES

Core Capabilities define key areas of activity that provide I&MS capabilities for Air and Space Force installations, Major Commands and Direct Reporting Units.

Core Capability	Description
Force Protection & Training Execution	Enables operations and training missions across the security forces enterprise to ensure a secure operating environment for air, space and ground operations. Provide information fusion, force protection vulnerability assessments, air base air defense and training support.
Law and Order Operations	Provides Air Force commanders with tools and methods, and researches best practices across the DoD to enhance law enforcement operations across the Air Force. Facilitates timely decisions regarding security forces enterprise-wide equipment, tactics, techniques and procedures.
Military Working Dog (MWD) Operations	Serve as the federal working dog sub-category management lead and support DoD, Department of State and United States Secret Service MWD taskings.
Logistics & Sustainment Management	Provides enterprise sourcing solutions and program management for Air Force lethal/nonlethal weapons, ground munitions and security forces individual, contingency & vehicle equipment requirements. Develops and manages security forces personnel and equipment unit type codes in direct support of combatant command operations. Provides management and sustainment of Air Force security forces logistics detail postured for worldwide response.
Plans & Systems Management	Manages IBDSS to include installation, life-cycle management, systems development and maintenance to include research, development, testing and evaluation. Provide concepts & innovation program guidance and oversight to align initiatives with security forces enterprise focus areas to address capability gaps.
Confinement & Corrections Program Management	Manages inmate population and approves DAF confinee transfers in and out of DoD confinement or civilian correctional facilities. Provides rehabilitation, evaluation, treatment and professional recommendations for confinees. Serves as central repository for Air Force Victim and Witness Assistance Program and ensures the compliance of DAF confinement facilities with regard to the Prison Rape Elimination Act.





Air Force Services Center

MISSION AREAS:

AFIMSC
HQ STAFF

AFCEC

AFICC

AFSFC

AFSVC

DETS

DESCRIPTION

The Air Force Services Center delivers Air Force enterprise-wide Services capabilities, programs and activities to build and sustain ready, resilient Airmen, Guardians and families. It provides Air Force-wide technical assistance, new initiatives, programs, procedures development and nonappropriated fund central support management. The Center ensures successful operation of essential food, fitness, child care, lodging, libraries, educational support programs and recreational opportunities such as golf, bowling and outdoor recreation programs for Airmen, Guardians and their families.

STRATEGIC TASKS

Overarching Goal: We will focus efforts to deliver innovative enterprise-wide morale, welfare and recreation programming to installations, helping build community cohesion and resiliency for Airmen, Guardians and their families. We will employ a centralized approach to gain operational efficiencies at the installation as well as enhance and further deploy market-driven Morale, Welfare and Recreation Programs.

1. Deploy Oracle Contract Lifecycle Management module to improve NAF contracting business practices and efficiency NLT 30 Sep 2022
(Maps to LOE 2 Goal 2)

2. Transition the 24 hour Fitness Access database to the cloud in order to allow universal access for Fitness Center users NLT end of FY24
(Maps to LOE 2 Goal 2)

3. Right size the Air Force Inns portfolio and divest properties in order to sustain Air Force Lodging while meeting mission requirements NLT 31 Jul 2023
(Maps to LOE 2 Goal 2)

CORE CAPABILITIES

Core Capabilities define key areas of activity that provide I&MS capabilities for Air and Space Force installations, Major Commands and Direct Reporting Units.

Core Capability	Description
MWR Programming	Provide a wide range of technical assistance, program initiatives, operational training, guidance and support to help installation-level managers worldwide operate an array of Air Force Services programs.
Child and Youth Programs	Provide high-quality, affordable and available child care and youth programs. Manage child development centers, and DAF School Age Care, Youth Programs, Family Child Care and Respite Care programs.
Essential Food Operations	Provide centrally managed support & programming appropriated and NAF food and beverage operations. Enhance food quality by expanding variety, availability, nutritious meal options and restoring a sense of community through a meaningful experience.
Fitness and Sports	Provide technical support, operational training and guidance, and programming for fitness center operations, Air Force Gaming, Air Force Sports teams (to include Esports) and the World Class Athlete Program. Centrally manage enterprise fitness equipment.
Air Force Lodging	Provide centrally managed support for Air Force Inns lodging facilities and services to maintain mission readiness and quality of life, while keeping official travel costs to a minimum.
NAF Financial and Resource Management	Provide financial and accounting services, NAF procurements, and NAF logistics support for the Center, major commands and NAF instrumentalities worldwide. Manage NAF personnel and financial management system, employee benefits and compensation programs and Services career field education and training program.
Services Contingency and Wartime Guidance	Provide contingency and wartime planning/guidance for real world events, supporting Services operations, develop deployable force packages and oversee the field equipment modernization program.





Detachments

DETs:



USSF



PACAF



AFSOC



USAFE-AF AFRICA



AFDW



AFMC



AETC



ACC



AMC



AFGSC

DESCRIPTION

Our Detachments (Dets) are the forward voice and face of Air Force Installation & Mission Support Center (AFIMSC) for the Air Force and Space Force. Their forward presence at the Major Commands (MAJCOMs) provides critical installation and mission support (I&MS) capabilities delivery and helps to connect the AFIMSC team to our customers around the world. AFIMSC Dets perform three missions: (1) liaison between AFIMSC and supported commanders (CC) at the MAJCOM Staff and installation level, (2) synchronization of I&MS in their area of responsibility (AOR), and (3) direct support to supported MAJCOM/Direct Reporting Units (DRUs).

AFIMSC DETACHMENT MISSIONS

Liaison Dets serve as the voice and face of AFIMSC for their respective MAJCOM. Expressly, they serve as the conduit/linkage for the MAJCOM Staff and all commanders between/from the MAJCOM/CC to their Squadron Commanders performing I&MS missions/functions.	Synchronization of the I&MS in their AOR Dets are responsible for integrating and synchronizing elements of the AFIMSC Enterprise to support commanders under the MAJCOM's AOR. Dets will anticipate, inform, and connect emergent requirements emanating from the installations or MAJCOM. They will strive to resolve issues at the lowest level to maximize responsiveness to supported commanders.	On-site Direct Support When possible, Dets provide on-site direct support to Commanders within their AOR. They will also perform functions that must be both networked with the AFIMSC Enterprise and co-located with MAJCOM/DRU to provide on-site coordination/support.
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CORE CAPABILITIES

Core Capability	Description
Governance	Dets serve as a conduit/linkage between AFIMSC, supported MAJCOM/DRU, and the MAJCOM/DRU assigned installation.
Basing and Beddowns	Provide program level management and synchronization of AFIMSC activities for facility and infrastructure planning and budgeting supporting MAJCOM/DRU basing & beddown initiatives from initial site visit through facility completion.
Operations	Facilitate I&MS requirements; support theater unique I&MS organize, train and equip issues; coordinate and aid installations for site visits, as requested.
Family Housing / Unaccompanied Housing Programs	(Dets 2 & 4) Manage Unaccompanied and Family Housing Programs to include: housing operations, furnishings, leased housing, General Officer Quarters, Air Force Civil Engineer Center (AFCEC) liaison for privatized housing, Unaccompanied Housing management, housing furnishings and housing planning.
Financial Management	Assist installations with addressing funding requirements and shortfalls, and insertion of emergent requirements to Headquarters Air Force AFIMSC for funding consideration in support of (ISO) the MAJCOM/DRU. Provide financial analysis and resource management support for installation and theater requirements ISO the MAJCOM/DRU and AFIMSC.
Communications Infrastructure	(All but Det 1) Serve as MAJCOM/DRU liaison for coordination of all Engineering and Installation activities occurring within the MAJCOM.
Project Program Integration	Integrate efforts of the Enterprise (AFIMSC and AFCEC) to develop and execute projects. Facilities Sustainment, Restoration, Modernization (FSRM), Unspecified Minor Military Construction and Military Construction Projects efforts.
Protective Services	Provide Anti-terrorism subject matter assistance and site visits to aid in FSRM project actions and Threat Working Group actions. Provide liaison between AFIMSC and AFCEC for Emergency Services consisting of Explosive Ordnance Disposal, Fire & Emergency Services and Readiness & Emergency Management.



APPENDIX

GLOSSARY

AFCEC	Air Force Civil Engineer Center
AFFORGEN	Air Force Force Generation
AFICC	Air Force Installation Contracting Center
AFIMSC	Air Force Installation and Mission Support Center
AFSFC	Air Force Security Forces Center
AFSVC	Air Force Services Center
AOBL	Adaptive Operations for Base Lethality
AFMC	Air Force Materiel Command
AT/FP	Antiterrorism/Force Protection
CDC	Child Development Centers
CRPs	Climate Resiliency Plans
CSAF	Chief of Staff of the Air Force
C2	Command and Control
DAF	Department of the Air Force
DEIA	Diversity, Equity, Inclusion and Accessibility
D&D	Deployment and Distribution
DoD	Department of Defense
Dets	Detachments
ELMR	Enterprise Land Mobile Radio
FSRMD	Facility Sustainment, Restoration, Modernization and Demolition
HAF	HQ Air Force
I&MS	Installation and Mission Support
IBDSS	Integrated Base Defense Security Systems
IEPs	Installation Energy Plans
I2S	Infrastructure Investment Strategy
JBSA	Joint Base San Antonio
KM	Knowledge Management
LOE	Lines of Effort
MA	Mission Assurance



APPENDIX

GLOSSARY

MHPI	Military Housing Privatization Initiative
MWD	Military Working Dog
MWR	Morale, Welfare and Recreation
NAF	Non Appropriated Funds
NDAA	National Defense Authorization Act
NDS	National Defense Strategy
OI	Operational Imperatives
O2F	Office of the Future
PAP	Portfolio Assessment Program
POM	Program Objective Memorandum
PCET	Preliminary Cost Estimating Toolkit
PRV	Plant Replacement Value
PSU	Primary Subordinate Unit
SECAF	Secretary of the Air Force
SIPRNet	Secure Internet Protocol Router network

