Air Force Installation & Mission Support Center

Society of American Military Engineers

6 Oct 15

Mr. Terry Edwards
Executive Director

AFIMSC – “I’m Supporting Commanders”
“In this constrained budget environment, we will continue to look for ways to reduce overhead, improve efficiency and maximize combat power, but we must do so in a deliberate manner after careful consideration of how best to ensure this department is able to carry out its mission of defending the nation.”

Honorable Chuck Hagel, Secretary of Defense
December 2013
AFIMSC Defined: The Air Force Installation and Mission Support Center serves as the single intermediate-level headquarters staff supporting AF-wide installation and expeditionary support activities.
How we define success for AFIMSC

- No impact to mission
  - Standard business processes
    - Culture understands & responds to customer priorities
    - Feedback mechanism in place, understood
    - Respected member of the team
    - No haves and have nots
    - Mission CC focus not diverted
    - Training personnel to work within new processes

- Mission comes first
  - Air Force-wide perspective
  - Clearly defined roles & responsibilities

- Responsive
  - One stop shop
    - Mission comes first
    - No impact to mission

- Seamless
  - Trusted partner
    - Mission comes first
    - No impact to mission
AFIMSC
Headquarters

**Mission**
Deliver globally integrated combat support and shape the foundation of America’s Air, Space, and Cyberspace power

**Vision**
One team revolutionizing combat support … agile, innovative, and networked … warfighters supporting warfighters!

AFIMSC Commander
Maj Gen Theresa Carter

The AF’s single intermediate-level headquarters staff supporting AF-wide installation and expeditionary support activities with a $6.4B annual budget in support of 77 installations, 10 major commands/2 direct reporting units
Detachments Provide

- Responsive synchronization and management of AFIMSC assets to address MAJCOM-specific I&MS priorities/concerns
- Proactive solutions to emergent requirements
- Issue resolution at the lowest level
AFIMSC PSUs

Responsive Enterprise Acquisition Solutions to Enable Efficient and Effective Mission and Installation Operations

Expert, On-demand, Specialized Financial Analysis for Decision Support to AF Installations & Major Commands

Deliver Services Programs and Activities to Build and Sustain Ready and Resilient Airmen and Families

Provide Civil Engineering Services & Enterprise Lifecycle Leadership to Air Force Installations that Enable the Warfighter

Pay Travel Claims with Excellence and Deliver Responsive Customer Support to Financial Services Offices World-wide

Deliver and Execute Programs that Train, Equip, Advance and Sustain Full-spectrum Force Protection and Ground Combat Capabilities…
AFIMSC
Air Force Installation Contracting Agency

AFICA is one virtual staff with presence at each MAJCOM

Major Mission Areas:
✓ MAJCOM Execution and Support
✓ Enterprise Sourcing
✓ Installation/Specialized Support
✓ Joint Task Force/Contingency Operations

AFICA OLs provide contract authority/oversight of base-level Contracting Squadrons

AFICA Commander
Brig Gen Cameron Holt

JB Pearl Harbor
Hickam

JB Elmendorf
Richardson

Peterson AFB

Offut AFB

Wright Paterson AFB

Scott AFB

Maxwell AFB – Gunter

Barksdale AFB

Hurlburt Field

Tyndall AFB

Ramstein AB

JB Langley – Eustis

JBSA Lackland

Scott AFB

AFICA Commander
Brig Gen Cameron Holt
AFIMSC

AF FM Center of Expertise (FM COE)

Delivering On-Demand Consultant Support, Clear & Unbiased Analyses and Expert Training through Decision Support Studies and Portfolio Analysis

Buckley AFB

FM CoE Director
Mr. Richard Clugston
AFIMSC
Air Force Services Activity

We Deliver Services Programs and Activities to Assist Commanders in Building and Sustaining Ready and Resilient Airmen and Families

AFSVA Commander
Col Marc Piccolo

Proudly serving 1.7M officer & enlisted, civilians, retirees & family members
AFIMSC
Air Force Civil Engineer Center

Core Capabilities
- Readiness and Emergency Management
- Installation support and technical operations
- Facility engineering design, construction and sustainment
- Environmental management
- Facility energy development and execution
- Installation real property asset management
- Planning, integration and resourcing

AFCEC Director
Mr. Randy Brown

Including…
- Alconbury
- Croughton
- Fairford
- Incirlik
- Izmir

• Lajes
  • Menwith Hill
  • Molesworth
  • Moron
  • Spangdahlem

Battle Ready, Built Right!
Process and pay TDY and PCS travel entitlements for travel performed outside of the Defense Travel System (DTS). This includes wounded warrior travel, attaché travel, threatened member travel, travel of families of deceased AD members, and evacuee travel.

AFFSC Director
Mr. Gary Gualano

270K Payments in FY14—77% PCS / 23% TDY
AFIMSC
Air Force Security Forces Center

What We Provide:
- Secure Nuclear Weapon Assets
- Protected Airpower Operating Environment
- Well Trained, Led, and Equipped, Decision-making Police and Ground Defense Forces

Specialist Services:
- Corrections
- Military/Civilian Police
- Small Arms Program
- DoD Military Working Dog Program

AFSFC Commander
Col Chris Bargery
What capabilities have to be done by someone with a MAJCOM patch?

What capabilities don’t need someone with a MAJCOM patch, but need to be in theater?

What capabilities don’t need someone with a MAJCOM patch, can be done by reach back?

Retained at MAJCOM

Transfer to AFIMSC Dets

Transfer to AFIMSC HQ

Capabilities Library Developed in Spring 2014 & adjudicated 26 Jun 14 with MAJCOM/CVs; Outlines Capabilities Retained by MAJCOMs & Those Transferred to AFIMSC
AFIMSC
Organizing purpose & principles

• HQ AFIMSC provides
  – Analytical support for evaluating cross-functional, enterprise-wide I&MS effectiveness/efficiency
  – I&MS resources though PPBE processes
  – Senior expert guidance and policy interpretation
  – Clear communications and accountability control
  – Coordination and integration of I&MS activities across the AF

• Detachments provide
  – Responsive synchronization and management of AFIMSC assets to address MAJCOM-specific I&MS priorities/concerns
  – Proactive solutions to emergent requirements
  – Issue resolution at the lowest level

• PSUs provide
  – Project and program management
  – Subject Matter Expertise and services

Organizational design principles: Minimize pass-throughs, drive decision making to lowest appropriate level to maximize responsiveness, operate at speed of trust
AFIMSC Capabilities

AFIMSC capabilities are organized and prioritized within five overarching capability groupings

<table>
<thead>
<tr>
<th>AFIMSC Capabilities</th>
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<tr>
<td><strong>AFIMSC Enterprise Operations</strong></td>
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<tr>
<td>Capabilities required to operate AFIMSC in concert with subordinate organizations (i.e., Dets and PSUs) and in coordination with MAJCOM partners and installations. Primary focus areas include funds control and management, requirements consolidation and prioritization, strategic planning, programming, execution, resourcing, governance (including assessment), and PA.</td>
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<tr>
<td><strong>Installation Management</strong></td>
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<tr>
<td>Capabilities to provide development planning and maintenance of installations, facilities, built infrastructure (including communications), natural infrastructure, and energy. Primary focus areas include asset visibility, property accountability, subject matter expertise (e.g., consulting), delivery of products and services, and facility and infrastructure planning (e.g., MILCON).</td>
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<tr>
<td><strong>Protection Services</strong></td>
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<td>Provides the capability to organize, train, and equip forces responsible for preserving the effectiveness and survivability of personnel, equipment, facilities, and infrastructure within the base boundary and the base security zone. Primary focus areas include integrated defense, FP, emergency services (Fire Emergency Services [FES], EOD, and EM), and weapon systems security. It also includes those forces responsible for providing services to the installation, such as corrections, LE, and resource protection.</td>
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<tr>
<td><strong>Installation Operations</strong></td>
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<tr>
<td>Capabilities to support personnel and mission requirements, including functions such as logistics, base communications, services, CE, chaplain corps, and municipal services required to maintain and accomplish services mission locality from which operations are projected or supported and/or an area or locality containing installations which provide logistics or other support.</td>
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<tr>
<td><strong>Expeditionary Support</strong></td>
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<td>Capabilities to support delivery of forces to CCDRs, including in coordination with MAJCOMs/DRUs, planning, developing posturing recommendations for MAJCOM/CC approval, and preparing forces and equipment to accomplish a specific objective for rotationally-available forces. This includes appropriate analysis and the development of recommendations to support the capability for military forces to move to worldwide locations while retaining the ability to fulfill primary missions and the provision of rapidly deployable assets that provide CCDRs with desired outcomes across the spectrum of operations.</td>
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AFIMSC is following a structured approach to design, approve, and transition capabilities

**Design**
- Evaluate current process performance and identify improvement opportunities
- Design efficient future-state processes
- Test redesigned processes with subject matter experts
- Identify implementation considerations (e.g., impacts to Authorities)
- Outbrief to AFIMSC/CC

**Coordinate Approval**
- Convene process summit to thoroughly review future-state processes and conduct table top testing
- Present to MAJCOM/ CVs and HAF Functionals, refine as necessary
- Present Capability Outbrief to AF Corporate Structure (SAF/USM EPIC)

**Transition**
- Apply phased approach to transition responsibility
  - AFIMSC secondary OPRs during transition
  - Assume primary OPR role 01 Oct 2015
- Update relevant portions of UMD
- Revise PAD 14-04 Functional Annex
- Revise PPLAN to capture “how” AFISMC will provide capability

**Previous Process**
- BPR events structured by Capability Area

**Aligned to Annex Y**
- “Approved AFIMSC Capabilities”
- “Transferred Capabilities”
- “Redesigned Processes”
Key BPR Accomplishments

- Assembled cross-functional teams – comprised of more than 664 stakeholders – to design AFIMSC capabilities
- Teams worked together from Nov 2014 to present
- Conducted 34 BPR events, redesigned 284 processes, developed 532 process improvement recommendations (as of 10/2/15)
  - Reviewed key processes
  - Designed standardized and efficient future-state processes
  - Developed process maps and other tools as applicable (e.g., RACI)
  - Identified process improvement recommendations
  - Analyzed and documented DOTmLPF-P impacts to capabilities
  - Tested future-state processes
- Leveraged the resulting work products as the baseline for developing PAD 14-04 Annexes
AFIMSC Evolution

- **Stand up** – Feb 14 to 30 Sep 16
  - Define capabilities performed at MAJCOM
  - Transfer capabilities to AFIMSC (HQ, Dets or PSUs)
  - Use ‘best in breed’ process or BPR to design new

- **Stabilize** – 1 Oct 16 to 30 Sep 18
  - Evaluate effectiveness of new org and processes
  - Continue BPR to integrate common activities across PSUs
  - Realign work within the enterprise to deliver capability at right echelon (HQ, Det, PSU)

- **Right size** – 1 Oct 18 to 30 Sep 21
  - BPR efforts drive further efficiencies and workload requirements within enterprise