

# Air Force Installation Support Center Concept of Operations (CONOPS)



DRAFT – AFISC CONOPS Version 2  
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## Executive Summary

As part of the Department of Defense's (DoD's) direction to increase efficiency in the management headquarters structure, the Air Force is centralizing installation support management and selected execution processes within the Air Force Installation Support Center (AFISC). This is a fundamental paradigm shift in how the Air Force has historically controlled and delivered installation support capabilities, and, therefore, requires establishment of a new Concept of Operations (CONOPS) that link the new center to higher headquarters and to the functions it will manage. This new command structure will focus on consolidating installation support responsibilities from the Headquarters Air Force (HAF), Major Commands (MAJCOMs), and multiple Field Operating Agencies (FOAs).

As we change the organizational paradigm, Air Force personnel must continue to be able to rely on robust installation services and support essential to mission accomplishment. Therefore, this paradigm shift must take into account doctrine, command and control principles, organizational principles, and effective enterprise-wide allocation and execution of resources. This CONOPS will establish the framework for organizing installation support functions so there is one voice speaking at the management level for Global Force Management and expeditionary operations issues. The mission of the AFISC is to "Enable Combat Power," and to do so by providing effective global combat platforms—efficiently established, operated, sustained, protected and, if needed, recovered—to enable the Air Force enduring capabilities. The anticipated timeline for the AFISC standup is Initial Operational Capability (IOC) by October 2014; Full Operational Capability (FOC) is expected by October 2016.

## 1.0 Introduction

### 1.1 Problem Statement

The Air Force currently delivers installation support capabilities through a decentralized control, decentralized execution concept of operation. Consequently, each MAJCOM has developed the necessary staffs and MAJCOM-unique processes for the same functions. With few exceptions, this construct generates duplication of effort, inefficiencies, and ineffectiveness in targeting limited resources against enterprise-wide priorities, and inconsistent levels of service delivery. Although some centralization has occurred in the recent past, the current and projected fiscal climate make it essential to implement centralization of management support to the maximum extent possible in order to improve efficiency and effectiveness in providing installation support capabilities to supported mission commanders, as well as deliver more standardized levels of service across the Air Force.

The Acting Secretary of the Air Force and Chief of Staff of the Air Force memorandum dated 23 July 2013 "Future Air Force Organization," (Appendix C) directed the Vice Chief of Staff of the Air Force as follows: "Working with the Under Secretary, you are directed to plan and present for decision a streamlined management framework within the Air Force in terms of its basic organization structures and associated business processes. This work will begin with a restructuring of key business processes, followed by appropriate changes to Air Force

organizations. This restructure will be carried out beginning now and implemented over a phased period.”

This memorandum further established the requirement to reduce HAF operations costs and staff levels by at least 20%, with a focus area on centralizing installation management functions. Additionally, FOAs with operational functions are to be realigned to MAJCOMs. As a result, the AFISC consolidates MAJCOM staff functions, some HAF functional staff functions and integrates activities from multiple FOAs, eliminating redundancies and providing the organizational vehicle by which to standardize service at a lower overall operating cost.

*AFISC Vision: Enable combat power*

*AFISC Mission: Provide effective global platforms — efficiently established, operated, sustained, protected, and recovered — to enable Air Force enduring capabilities*

## 1.2 Purpose of CONOPS

This CONOPS provides the framework for the creation and initiation of the AFISC as a significant component of the Future Air Force Organization Initiative. Collectively, the Future Air Force Organization Initiative must reduce headquarters operations costs and staff levels by at least 20%. Standing up the AFISC can generate a large portion of these reductions with potentially 30% fewer resources than are used today. This will facilitate the Air Force’s ability to maintain focus on providing required installation operations support capabilities to the Combatant Commanders (CCDRs) and will quantify the cost of running AF installations with standardized processes and levels of service.

Adopting the new AFISC framework will result in processes that are more effective and responsive in utilizing the limited resources available for installation support to meet mission demands today and in the future. The ultimate objective is to improve combat capability. This CONOPS identifies a transition strategy to ensure a smooth progression from the current decentralized program management concept to the focused delivery of installation support by the AFISC. As a result, this CONOPS is a living document and will be updated as needed to incorporate process improvements and DoD/Department of the Air Force initiatives and priorities.

## 1.3 Desired Effects

In general, the AFISC will deliver effective installation “combat platforms” efficiently sustained to enable long-term performance of Air Force core missions. Much like the application of air power in the joint warfighting environment, installation support capabilities are scarce, requirements vastly outweigh resources and uncoordinated delivery of these capabilities can result in operational mission failure.

The Air Force faces a demanding fiscal climate over the next ten years and must look for outside-the-box opportunities to deliver installation support. While some efficiency in the organizational structures of the Air Staff and the MAJCOMs can be found, current processes must be redesigned to require fewer resources to meet mandated resource saving levels. Through

centralization of installation support activities at the AFISC, redundancies and overlap at MAJCOMs and HAF can be eliminated, with minimal risk to the Air Force enduring missions that installation support enables.

Air Force Basic Doctrine, Volume 1, says, “Centralized control and decentralized execution of airpower are critical to its effective employment.” Through centralized control, a single commander maintains broad, strategic perspective, achieving balance in prioritizing limited resources across the enterprise—whether those resources support enduring Air Force core capabilities, or installation support capabilities. Distributed command and decentralized execution provides the authorities necessary for tactical-level commanders to execute mission objectives, while fostering controlled initiative and flexibility to adapt to evolving conditions. Through the application of asset management principles, risk assessment, and a cost-based approach to installation investment and operations, the AFISC will target resources to mission priorities from an enterprise-wide perspective, and deliver consistent services using Air Force Common Output Level Standards (AFCOLS) in each of the installation support product lines.

### 1.4 Relationship to other CONOPS

Existing CONOPS such as the Agile Combat Support and Planning Programming Budget and Execution (PPBE) CONOPs will inform the AFISC CONOPs.

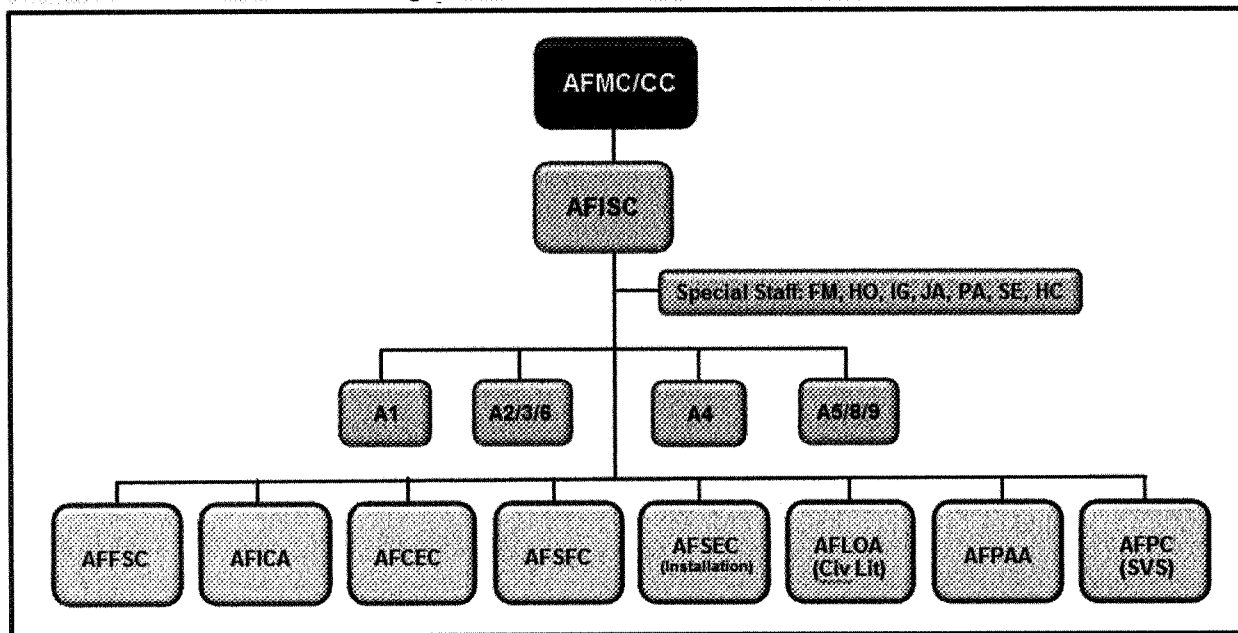
## 2.0 Overview

### 2.1 Synopsis

The AFISC will be a Center led by a 2-star General Officer reporting directly to the AFMC Commander. The AFISC will have a staff of 350 personnel and Direct Reporting Units (DRUs) performing day-to-day management and execution of installation tasks supporting Air Base Wings (ABW) and Mission Support Groups (MSG). The AFISC will be directly responsible for the daily execution of all installation support activities, with very limited exceptions such as those activities associated with Uniform Code of Military Justice (UCMJ) responsibilities where a separation of authorities is strictly necessary. Therefore no installation support workload except that directly tied to UCMJ duties will be performed by any MAJCOM staff above the wing level outside of the AFISC. There will be a small staff left at the MAJCOMs to serve as a liaison and subject matter experts only. Additionally, MAJCOMs with AFFOR responsibilities will retain the requisite installation support expertise. The AFISC will have a forward deployed operation to directly support requirements in USAFE and PACAF.

The AFISC will have MAJCOM-level resource control of all assets assigned to ABW and MSGs, such as billet structure as reflected on unit manning documents (UMDs), contract dollars, and military construction program, etc. AFISC will provide a standard level of service at installations, with mission commanders and tenants empowered to pay for a higher level of service using non-installation support funds. Figure 1 portrays a notional structure for the future AFISC.

Figure 1: AFISC Structure (Notional)



Resource programming and program management activities historically accomplished by the HAF will migrate to the AFISC. As such, the AFISC will also serve as the installation support resources advocate within the Program Objective Memorandum (POM) build process, informed by strategic planning accomplished by the HAF. HAF resource allocations will be made directly

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to the AFISC who in turn will provide sub-resource allocation to the ABWs and MSGs. Figure 2 portrays the tentative HAF management functions that will be aligned to the future AFISC.

Figure 2: HAF Management Functions to be Realigned to the AFISC (Tentative)

Functional	Capability	Functional	Capability
A7C A1S IEI IEE	<ul style="list-style-type: none"> <li>- Environmental</li> <li>- Compliance</li> <li>- Restoration</li> <li>- Natural Resources</li> <li>- Pollution Prevention</li> <li>- Impact Analysis</li> <li>- Energy</li> <li>- Family/Unaccompanied Housing</li> <li>- Lodging</li> <li>- Facility Services</li> <li>- Sustainment, Restoration &amp; Modernization</li> <li>- MILCON</li> <li>- Minor Works Construction</li> <li>- Demolition</li> <li>- Real Property Management</li> <li>- Financial management,</li> <li>- Municipal Services</li> <li>- Utilities</li> <li>- Refuse Removal</li> <li>- Grounds Maintenance</li> <li>- Pest Management</li> <li>- Custodial Services</li> <li>- Installation Planning</li> <li>- Master Planning (Includes Encroachment, AICUZ, and Noise)</li> <li>- National Environmental Protection Act</li> <li>- Real Estate</li> <li>- MAJCOM Asset Management Plan</li> <li>- Emergency Services</li> <li>- EOD</li> <li>- Expeditionary Engineering</li> <li>- Fire/Emergency Services</li> <li>- Emergency Management</li> <li>- Integrated CP/EOC/ICC</li> <li>- Subject Matter Expertise</li> <li>- Deployment Functional Area Management</li> <li>- Training</li> <li>- Manpower and Force Management</li> <li>- Supply Management</li> <li>- Functional IT systems</li> </ul>	A4L	<ul style="list-style-type: none"> <li>- Logistics</li> <li>- Material Management (Supply)</li> <li>- Fuel Distribution</li> <li>- Vehicles and Support Equipment</li> <li>- Installation Movement</li> <li>- Deployment Planning and Execution</li> <li>- Base Support Planning</li> <li>- Support Agreements</li> <li>- UTC Management (MEFPAK) for ISC Functions</li> </ul>
		A1	<ul style="list-style-type: none"> <li>- Airmen and Family Programs</li> <li>- MWR-Core Activities</li> <li>- Child &amp; Youth Services</li> <li>- Food Services</li> <li>- Laundry/Dry Cleaning</li> <li>- Honor Guard</li> <li>- Protocol</li> <li>- Airmen &amp; Family Readiness</li> <li>- Human Resources</li> <li>- Civilian Personnel</li> <li>- Military Personnel</li> <li>- Equal Opportunity</li> <li>- Education and Training</li> </ul>
JA HC IG PA	<ul style="list-style-type: none"> <li>- Command and Special Staff</li> <li>- Legal Support</li> <li>- Chaplain Corps</li> <li>- IG Complaints/Inquiries</li> <li>- Functional Reachback for IG support</li> <li>- Public Affairs</li> </ul>	SEG IEE	<ul style="list-style-type: none"> <li>- Installation Safety</li> </ul>

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FM	<ul style="list-style-type: none"> <li>- Financial Management (budget and accounting)</li> <li>- MAJCOM support for installation travel, military, and civilian pay</li> <li>- Installation support activity budget analysis</li> <li>- MAJCOM support for installation level accounting entries for installation activities</li> <li>- Installation Non Appropriated Funds activities</li> <li>- MAJCOM support for installation audit readiness</li> </ul>	A7S	<ul style="list-style-type: none"> <li>- Installation Security</li> <li>- Military Working Dog (AF only)</li> <li>- Small Arms Training and mgt</li> <li>- Antiterrorism/Force Protection</li> <li>- Information Protection</li> <li>- Vulnerability Assessment</li> <li>- Corrections</li> <li>- Regional Training Center curriculum, schedule, accreditation</li> <li>- SF IT systems</li> <li>- SF Resources and manpower</li> <li>- Non-lethal weapons</li> <li>- IBDSS sensor management</li> <li>- SF equipment and purchasing</li> <li>- SF training (non-specialized)</li> <li>- Ammunition allocation and forecasting</li> </ul>
AQC	Base Level Procurement	A6	<ul style="list-style-type: none"> <li>- Installation Communications</li> <li>- Information Access/Assurance</li> <li>- Records Management</li> <li>- Post Office</li> <li>- Telephone Services</li> <li>- Long haul communication</li> <li>- Certification and Accreditation</li> <li>- Engineering and Installation</li> <li>- IT solutions</li> <li>- Giant Voice</li> <li>- 3A Career Field Management</li> </ul>

Additionally, Field Operating Agencies (FOAs)/AF Elements (AFELMs) identified in this CONOPs will be realigned to the AFISC as Direct Reporting Units (DRUs). The AFISC/CC will, as required, restructure these DRUs at FOC to achieve an effective and efficient organization alignment. Figure 3 portrays the tentative DRUs included and excluded from the AFISC.

Figure 3: AFISC Direct Reporting Units (Tentative)

Included in the AFISC	Excluded from the AFISC
AF Civil Engineer Center	AF Office of Special Investigations
AF Security Forces Center	AF Personnel Center (Less Services)
AF Personnel Center (Services)	Combat Communications (AFSPC and NGB)
AF Safety Center (AFISC unique Installation Safety Functions)	AF Safety Center (Less AFISC unique Installation Safety Functions)
AF Financial Services Center	Vehicle and Equipment Management Support Office (AF Sustainment Center)
AF Installation Contracting Agency	Air Force Petroleum Agency (AF Sustainment Center)
AF Legal Operations Agency (Civil Litigation)	HQ Personnel Property Agency
AF Public Affairs Agency	

## 2.2 Command Relationships

The AFISC is responsible for the delivery of support services to MAJCOMs, DRUs and FOAs through a supporting to supported relationship. The designation of supporting relationships at all

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levels is important as it conveys priorities to commanders and staffs that are planning and executing operations. Enterprise-wide policy, guidance and oversight affecting the AFISC functions remain the responsibility of HAF. Management and execution of the AFISC functions are the responsibility of the AFISC/CC, to include year-of-execution re-prioritization of resources and weight of effort (to respond to natural disasters or other unforeseen requirements).

The HAF will:

Provide strategy, policy, guidance, and oversight for the AFISC; and evaluate the effectiveness of installation services and support, participate in the prioritization of these services and support, and advise in strategic basing and future force structure plans.

The AFMC Commander will:

- Appoint the AFISC/CC; and
- Ensure all MAJCOMs are resourced in accordance with their mission requirements

The AFISC will:

- Integrate all MAJCOM priorities, based on AF needs in full transparency with metrics to prioritize and inform;
- Advocate for installation requirements based on prioritized listing;
- Provide MAJCOM oversight for installation support operations functions;
- Will establish COLS and monitor compliance;
- Communicate regularly with the installations to ascertain mission impacts on resources and priorities;
- Develop and issue execution documents for HAF-provided installation policies;
- Evaluate the effectiveness of installation support and participate in support prioritization;
- Develop POM for installation support resources (funds and manpower requirements);
- Execute HAF installation support resources allocations (funds and manpower);
- Plan, source and execute Installation Operations and Support deployment taskings; and
- Support Air Combat Command (ACC) in the deployment process by serving as the MAJCOM level manager for all deployments impacting ABW and MSG personnel; and
- Will have specified ADCON for organization of forces, control of resources and equipment, personnel and manpower management, logistics, individual and unit training, readiness, mobilization/demobilization.

The MAJCOMs will:

- Advocate present and future mission-driven installation requirements to inform the Installation Governance Process;
- Evaluate the effectiveness of installation support, to include an assessment of COLS compliance to the AFISC/CC and the Installation Governance Process;
- Ensure wings provide forces as tasked by competent authority;
- Will have specified ADCON (UCMJ and adverse action, other matters not included in the operational mission (evaluations, decorations, awards, etc.), OPCON, and TACON of all units assigned to their organizations. OPCON and TACON may be delegated; and
- Will be resourced to support the tasks that they are assigned to perform.

The Installation Mission Units (Wings/Groups/Squadrons) will:

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- Advocate present and future mission-driven installation requirements to inform the local installation governance process submission to the Installation Governance Process;
- Evaluate the effectiveness of installation support, to include an assessment of COLS compliance to the AFISC/CC and the Installation Governance Process;
- Provide forces as tasked by competent authority; and
- Execute specified MAJCOM ADCON, OPCON and TACON as delegated by the MAJCOM/CC.

### 2.3 Installation Governance Process (Notional)

The Installation Governance Process will exercise governance over AF Installation Support using the approved governance structure. Modeled after the AFMC Centralized Asset Management (CAM) process, the Installation Governance Process includes three governing bodies: the AFISC/CC, the AFISC Executive Steering Group (ESG) and the AFISC Staff.

Identification and generation of installation support requirements can occur at all levels throughout the AF. Once requirements are identified, they are sent first to the AFISC Staff for the initial round of consolidation, prioritization, and adjudication. Prioritization and adjudication occurs based on a pre-defined scoring method.

Requirements will then follow one of the three possible courses of action: 1) returned to the requirements generator for revision; 2) approved for funding from the AFISC Staff; or 3) prepared for submission for adjudication by the Executive Steering Group.

The ESG meets quarterly or as needed. Requirements are reviewed, adjudicated and prioritized using the same standard rules described in the AFISC staff process. Once the ESG reaches consensus on the prioritized listing, it is sent to the AFISC/CC for review and execution. Once approval is given at the appropriate level, the requirement receives funding for fulfillment.

Roles and responsibilities of Installation Governance Process participants:

The AFISC Commander will:

- Chair the Executive Steering Group;
- Oversee the Centralized Asset Management (CAM) Process, set goals, and provides vision and resources; and
- Act as mediator and final decision-making authority when ESG is split.

The AFISC Executive Steering Group will:

- Act as the decision making body for the asset management effort and is responsible for approving requirements and resolving issues that cannot be resolved at lower levels. The ESG meets quarterly or as needed.

The AFISC Staff will:

- Review, consolidate, and prioritize requirements to be sent up to the AFISC ESG
- Develop processes and execute issues will be worked at the lowest level through working integrated process teams;

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- Include System Program Office/Managers (SPM/PGM) to monitor data as needed
- Monitor monthly execution and performance data; and
- Collaborate with ESG on priorities;

### 3.0 Transition Strategy

#### 3.1 Organizational Imperatives

To comply with the purpose and time horizon of the AFISC, several organizational imperatives become clear:

- HAF will directly allocate all base-operating funds to the AFISC to enable the efficient authorization and execution of installation requirements;
- HAF staff will continue to be responsible for strategy, policy, guidance, oversight, career field and force development management, and engagement with Office of Secretary of Defense (OSD) and Joint Staff counterparts;
- Effective with the approval of the CONOPS, MAJCOMs will not be allowed to migrate funding from installation funding account prior to those funding streams being realigned to the AFISC;
- All functional communities providing installation support capabilities will have representation within the AFISC staff with a clear avenue for MAJCOM engagement and advocacy in the AFISC;
- Transparency and openness will exist for all funding requirements and resource allocations across the AFISC; and
- AFISC will have a continuous process improvement (CPI) capability focused on the effective and efficient delivery and all installation operations support manpower standards will be directly linked to CPI.

#### 3.2 Time Horizon

The AFISC implementation will proceed along a phased approach:

- Phase 1 consists of MAJCOM staffs realigning to the AFISC to establish AFISC staff, along with Air Force Civil Engineer Center (AFCEC), Air Force Security Forces Center (AFSFC) and Air Force Personnel Center (AFPC) Services functions leading to IOC on 1 Oct 2014;
- Phase 2 consists of Air Force Public Affairs Agency (AFPAA) and migration of AFISC unique installation safety roles and infrastructure/installation communication tasks no later than 1 Oct 2015; and
- Phase 3 consists of Air Force Installation Contracting Agency (AFICA) and Air Force Legal Operations Agency (AFLOA)'s Civil Litigation functions being realigned to the AFISC no later than 1 Oct 2016, for Full Operational Capability.

With the approval of the CONOPS, there are several critical elements that must be developed and considered, including the Program Action Directive (PAD), the Program Plans (PPLANs), and the Future Air Force Organization Manpower Plan. Figure 4 lists a sample of the major transition activities that will need to be completed to enable the AFISC PAD, P-Plan, and Manpower Plan.

Figure 4: AFISC Timeline (Notional)

<u>Item</u>	<u>Phase</u>	<u>OPR</u>	Typical Days for Completion
CONOPS Signed	0	SAF/USM	16
PAD Basic Plan Written	0	SAF/USM	20
Identify OPRs for Annexes	0	TBD	20
PAD Annexes Written	0	HAF OPRs, SAF/USM	60
Completed PAD reviewed by ERC	0	SAF/USM	20
Completed PAD reviewed by 4ltr	0	SAF/USM	30
Completed PAD reviewed by 3ltr	0	SAF/USM	31
Completed PAD reviewed by 2ltr	0	SAF/USM	31
PAD Approved by CSAF and sent to MAJCOMs/FOAs	0	SAF/USM	30
MAJCOMs/FOAs PPLANS Submitted	0	MAJCOM/FOA	90
MAJCOM/FOAs PPLANS approved by CSAF	0	SAF/USM	90
Begin PAD/PPLAN implementation	0	SAF/USM	Once Approved by CSAF
Identify AFISC Commander	0	TBD	Once Approved by CSAF
Design AFISC Staff	0	AFISCOC & ERC	30
Create/approve UMDs	0	A-1, SAF/USM, MAJCOMS/FOAs	TBD
Begin Assignment Actions required	0	A-1	TBD
Realign O&M Funding	0	TBD	TBD
<b>AFISC IOC: 1 Oct 2014</b>			
MAJCOM Staff realigned to AFISC to Establish ISC	1	TBD	TBD
Transfer AFCEC, AFSFC, and AFPC Services Functions to ISC	1	TBD	TBD
Transfer applicable COLS Functions to AFISC for Phase 1 transfers	1	TBD	TBD
Continued Monitoring	1	TBD	TBD
Transfer AFPAA Services Functions to ISC	2	TBD	TBD
Transfer applicable COLS Functions to AFISC for Phase 2 transfers	2	TBD	TBD
Continued Monitoring	2	TBD	TBD
Transfer AFICA, AFLOA, AFPC/DPW Services Functions to ISC	3	TBD	TBD
Transfer applicable COLS Functions to AFISC for Phase 3 transfers	3	TBD	TBD
Continued Monitoring	3	TBD	TBD
<b>AFISC FOC: 1 Oct 2016</b>			

### 3.3 Critical Capabilities

The most critical piece of the AFISC activation is the development of the Program Action Directive (PAD). This document outlines detailed instruction for activation, transfer of authority, funding, and a timeline with specific short and long-term milestones. This document drives every aspect of implementation.

Along with the PAD, specific PPLANS need to be aggressively developed. These program specific plans will provide functional guidance and milestones. Some crucial PPLANS include an Operations Plan, Manpower Plan, Communications Plan, Logistics Plan, Technology and Process Transfer Plan, and Plans for each of the FOAs involved.

Another critical driver is the current effort to reduce positions across the Air Force. The Future Air Force Organization Manpower Plan will be an annex to the PAD with respect to key personnel and UMD milestones. It outlines the timing and dates for unit manning document changes, Voluntary Early Retirement Actions (VERA)/Voluntary Separation Incentive Pay (VSIP) and Reduction In Force (RIF) actions.

### ***3.4 Enabling Capabilities***

In addition to critical elements, numerous second order actions are equally important. These Enabling Capabilities include the Communications Plan, the Logistics Plan, and the Technology and Process Transfer Plan.

The AFISC will begin a slow shift in AF culture. A comprehensive communications strategy is vital to the successful implementation of the AFISC. Notifications to Congress, discussions with Labor Unions, and outreach to the local communities are delicate and require thorough planning. Additionally, Public Affairs will develop an ongoing communication effort to prepare the effected personnel and organization with as much lead-time as possible.

When the AFISC is activated, a Logistics Plan must be prepared to ensure transfer of property and personnel. Any space requirements must be considered, as well as logistical support for the staff. On a larger scale, personnel moves and personal property movement throughout the AFISC must be planned.

Finally, the development of a Technology and Process Transfer Plan will ensure a thorough systems review and evaluation. It will outline business processes and redesign activities pertinent to operational changes.

### ***3.5 AFISC Transition Governance***

Until the AFISC reaches IOC, the Installation Support Transition Governance structure will consist of the AFMC/CC, the Executive Review Committee (ERC), and a support organization, the Installation Support Core Team. The charter standing up the ERC and the Core Team is attached at Appendix C. These teams will remain in place until the AFISC Commander is identified and the AFISC staff is in place.

The Executive Review Committee will:

- Identify and resolve critical issues that must be addressed as part of fulfilling HAF needs;
- Harmonize policy and processes in a timely manner to execute transformation;
- Provide oversight to the core team;
- Provide the “corporate voice” for strategic efforts and communications; and
- Report ongoing status and milestone achievements to the Under Secretary and the VCSAF regarding the revised process and HAF organization.

The Installation Support Core Team will:

- Support the ERC and provide subject matter experts to update and document the AFISC processes;

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- Provide data collection, analytical, project/change management, and solution development capability; and
- Once the AFISC Commander is identified, the Installation Support Core Team will work with the AFISC Commander until the AFISC staff is in-place.

The AFMC Commander will:

- Identify the AFISC Commander;
- Work with the AFISC Commander and ERC to develop an operating model for AFISC Staff; and
- Assist the AFISC Commander in execution of Pad, P-Plan and Manpower, and all related transition activities from Initial to Full Operational Capability.

The AFISC Commander will:

- Work with the AFMC Commander, the ERC and Installation Support Core Team to develop an operating standards for AFISC Staff;
- Manage the AFISC activation schedule from Initial to Full Operational Capability; and
- Report ongoing status and milestone achievements to HAF organizations as required.

### 3.6 Risks/Mitigation

Implementing the AFISC will bring associated risks that must be addressed to ensure success. Figure 6 lists some of the major risks posed to bring the AFISC to realization and potential mitigation strategies.

Figure 6: AFISC Risks and Mitigation Strategies

Risk	Mitigation
AF culture does not change fast enough	Leadership training programs must adapt to reflect new authorization responsibilities and support a smooth transition to change the organization culture
The AFISC cannot be successful without controlling base-operating funding or without the support of HAF, MAJCOM, and Installation level leadership	Flexibility must be built into AFISC operations and authorizations to provide maneuverability for Commanders
The AFISC may not reduce the cost of operations if resource realignments and their associated savings are delayed	The AFISC resource realignments must occur as planned to ensure cost savings are achieved without degrading mission services or operations
AFISC service levels assume that AFCOLS is deployed and measured across all 78 installations	If AFCOLS is not implemented, AFISC service levels will initially be based on prior year funding obligations
The AFISC reporting structure will give opportunity for undue influence of AFMC over AFISC resources and decision making	The AFISC will contain a transparent governance structure with clear rules of engagement to enable clear decision-making. Additionally, AFISC will report directly to the AFMC/CC rather than serving under AFMC as a whole.
Mission effectiveness will be threatened by	Manpower assessments will be completed prior to

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manpower imbalances and process complications	realignment to analyze and minimize impacts
Realignment of previously consolidated organizations will jeopardize prior efficiencies gained	Manpower and Process Transfer Plans will be developed to evaluate and minimize centralization challenges for already consolidated organizations
Funding stream will be complicated by additional approval layers as a result of the AFISC stand-up	Funding requirements and resource allocations will be made transparent while being driven by MAJCOM and Installation requirements in order to promote efficient processes and decisions

### 4.0 Summary

The Air Force faces a demanding fiscal climate over the next ten years and must look for opportunities to deliver efficient and effective combat support. Large efficiencies in the current organizational structures supporting combat support can be found through a fundamental paradigm shift in how the Air Force has historically controlled and delivered combat support. The centralized management processes and control defined in this CONOPS will deliver installation “combat platforms” that efficiently enable the Air Force core missions and the global projection of airpower for the joint fight. The AFISC will provide a centralized program management concept that realigns existing processes and manpower into capability lines of effort (resources, operations, logistics, plans and programs, and readiness). The AFISC CONOPS aligns authorities, responsibilities, and resourcing and transfers direct support, guidance, oversight, program management and execution of installation support from MAJCOMs to the AFISC thus eliminating MAJCOM functional redundancies and overlap.

## Appendices

### Appendix A: Acronyms

AEF	Air Expeditionary Force
AFCEC	Air Force Civil Engineer Center
AFCOLS	Air Force Common Output Level Standards
AFFSC	Air force Financial Services Center
AFICA	Air Force Installation Contracting Agency
AFISC	Air Force Installation Support Center
AFLOA	Air Force Legal Operations Agency
AFOSI	Air Force Office of Special Investigations
AFPA	Air Force Petroleum Agency
AFPAA	Air Force Public Affairs Agency
AFPC	Air Force Personnel Center
AFPPA	Air Force Personal Property Agency
AFRC	Air Force Reserve Command
AFSC	Air Force Specialty Code
AFSEC	Air Force Safety Center
AFSFC	Air Force Security Forces Center
AFSVA	Air Force Services Agency
COLS	Common Output Level Standard
CONOPS	Concept of Operations
CSAF	Chief of Staff of the Air Force
DIRLAUTH	Direct Liaison Authorized
DLA	Defense Logistics Agency
DoD	Department of Defense
ERC	Executive Review Committee
FOA	Field Operating Agency
FSS	Force Support Squadron
GFM	Global Force Management
HAF	Headquarters Air Force
IAT	Installation Acquisition Transformation
MAJCOM	Major Command
NAF	Numbered Air Force
OCONUS	Outside Continental United States
PAD	Program Action Directive
POM	Program Objective Memorandum
PPLAN	Program Plan
PPBE	Planning, Programming, Budgeting & Execution
SECAF	Secretary of the Air Force

## HQ AF Installation Support Business Process Reengineering Charter

The Washington Times

The Washington Times

VCSAF	Vice Chief of Staff of the Air Force
VEMSO	Vehicle and Equipment Management Support Office
VERA	Voluntary Early Retirement Authority
VSIP	Voluntary Separation Incentive Payment

### Appendix B: References

- *Future Air Force Organization*, Vice Chief of Staff of the Air Force Memorandum, 23 July 2013
- *HAF Installation Support Business Process Reengineering Charter*, Air Force Office of Business Transformation (SAF/US(M)), 23 Aug 2013
- *Installation Support Command Concepts of Operation*, Air Force Civil Engineering Center (AFCEC), 9 December 2013
- *Air Force Concept of Operations Development*, Air Force Instruction, (AFI10-2801), 24 October 2005

Appendix C: Supporting Documentation

Document I: Vice Chief of Staff Memorandum, 23 July 2013



THE SECRETARY OF THE AIR FORCE  
CHIEF OF STAFF, UNITED STATES AIR FORCE  
WASHINGTON DC



JUL 23 2013

MEMORANDUM FOR VICE CHIEF OF STAFF

SUBJECT: Future Air Force Organization

Working with the Under Secretary, you are directed to plan and present for decision a streamlined management framework within the Air Force in terms of its basic organization structures and associated business processes. This work will begin with a restructuring of key business processes, followed by appropriate changes to Air Force organizations. This restructure will be carried out beginning now and implemented over a phased period. Key objectives for this restructure include:

a. Rebaselining the responsibilities of the HAF, MAJCOMs, and NAFs, ensuring in the process redesign that functions are not duplicated between management levels or within management levels. Our MAJCOMs and NAFs should focus on operational mission execution. The Combatant Command component role will reside in either a MAJCOM or NAF. NAFs that do not have a joint component role should be eliminated. Field Operating Agencies (FOAs) that have operational functions should be realigned to MAJCOMs.

b. Reducing cost of headquarters operations (i.e., HAF, MAJCOMs, NAFs, and FOAs) by at least 20% by 2019 (these costs include all costs of the headquarters including government payroll and contractor labor). Goals include reducing overall net manpower (government and contractor) compared to the FY12 baseline; reducing the total number of MAJCOMs and NAFs compared to FY13 numbers; and reducing the size of the HAF staff by no less than 20%.

c. Promoting the closer integration of the three Air Force components (active duty, Air Force Reserve, and Air National Guard) by pursuing, in the business process re-engineering, consolidation of policy and supporting activities similar to that already being undertaken in the human resource process. In particular, continue the integration work in human resources, and expand the focus to include communications, resource management, and general installation support activities. A key objective to be addressed in all of these re-engineering efforts is to provide a single Total Force source to answer policy and resource questions in these areas rather than having to go separately to three Air Force components.

The first phase of this restructure effort should focus on activities centered at HAF (to include planning, programming, budgeting and execution (PPBE) and acquisition); the rationalization of cyber and intelligence, surveillance and reconnaissance (ISR) management in the Air Force; and the establishment of a centralized installation management function for Air Force bases. Identification of FOA realignments should be a part of the HAF review. To conduct the reviews, you will assemble a working team to conduct the process review, aiming at the target organizations. You are authorized to make adjustments to the target organizations based on the results of the business reviews. Initial focus areas include:

a. Streamlining the PPBE processes. The revised process should focus the development of key strategic choices at HAF, but still allow MAJCOM/CCs a key role in the selection of strategic choices.

# **HQ AF Business Process Reengineering – Centralized Installation Management Charter**

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## **U.S. AIR FORCE**

**Date: 23 Aug 2013**

**Version 1.0**

## Approval Record

### Installation Support Executive Review Committee (ERC) Coordination

Mr. David Tillotson, III

ERC Member	SAF/US(M)	Date
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Mr. Bob Corsi

ERC Member	AF/A1	Date
------------	-------	------

Ms. Trish Young

ERC Member	AF/A4/7	Date
------------	---------	------

Ms. Kathleen Ferguson

ERC Member	SAF/IE	Date
------------	--------	------

Maj Gen Susan Mashiko

ERC Member	SAF/ST	Date
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ERC Member	SAF/CIO A6	Date
------------	------------	------

ERC Member	SAF/AQ	Date
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# HQ AF Installation Support Business Process Reengineering Charter

The Washington Times

The Washington Times

ERC Member	AFMC/CV	Date
ERC Member	AMC/CV	Date
ERC Member	AFSPC/CV	Date
ERC Member	PACAF/CV	Date
ERC Member	AF/RE	Date
ERC Member	ANG/CL	Date
ERC Member	AFCENT	Date
ERC Member	AF/JA	Date
ERC Member	AF/SE	Date

The Washington Times

The Washington Times

HQ AF Installation Support Business Process Reengineering Charter

The Washington Times

The Washington Times

ERC Advisor	SAF/GC	Date
ERC Advisor	SAF/MR	Date

Document History

Revision	Date	Description of Changes	Author/Editor

Document Owners

Name/Email	Title	Organization	Telephone

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## **1. Purpose**

This document defines the authority, effective period, description/scope, and membership/participation for HQ AF Installation Support Business Process Reengineering.

## **2. Authority**

The Air Force Vice Chief of Staff memorandum dated 23 July 2013 "Future Air Force Organization," stated: "Working with the Under Secretary, you are directed to plan and present for decision a streamlined management framework within the Air Force in terms of its basic organization structures and associated business processes. This work will begin with a restructuring of key business processes, followed by appropriate changes to Air Force organizations. This restructure will be carried out beginning now and implemented over a phased period. Key objectives for this restructure include:"

"a. Rebaselining the responsibilities of the HAF, MAJCOMs, and NAFs, ensuring in the process redesign that functions are not duplicated between management levels or within management levels...NAFs that do not have a joint component role should be eliminated. FOAs that have operational functions should be realigned to MAJCOMs.

"b. Reducing cost of headquarters operations (i.e., HAF, MAJCOMs, NAFs, and FOAs) by at least 20% by 2019 (these costs include all costs of the headquarters including government payroll and contract labor). Goals include reducing overall net manpower (government and contractor) compared to the FY12 baseline; reducing the total number of MAJCOMs and NAFs compared to FY13 numbers; and reducing the size of the HAF staff by no less than 20%.

"c....A key objective to be addressed in all of these re-engineering efforts is to provide a single Total Force source to answer policy and resource questions in these areas rather than having to go separately to three Air Force components.

"The first phase of this restructure effort should focus on activities centered at HAF...the establishment of a centralized installation management function for Air Force bases. Identification of FOA realignments should be part of the HAF review. To conduct the reviews, you will assemble a working team to conduct the process review, aiming at the target organizations. You are authorized to make adjustments to the target organizations based on the results of the business reviews. Initial focus areas include:

"d. Extend the centralized installation management process begun with the establishment of the Air Force Civil Engineering Center. Continue to centralize management processes in the direction of assigning management of Air Force installations and their associated activities to a single MAJCOM. Scope of review should include SAF/IE, SAF/US(M), AF/A4/7, AFMC, FOAs, MAJCOMs, and installations. The revised process should result in responsive installation support process that meets the mission needs of the force while further reducing overhead management."

"The first deliverable under this task is to provide a schedule for the first two years of work within 30 days of this memo."

From the AF Vice Chief of Staff, "Future Air Force Organization – Amplifying Instructions", 8 August 2013 email message: "Following discussions with the Under Secretary, I have tasked Mr. Tillotson to lead a senior steering group that will include Ms Zarodkiewicz, Maj Gen Mashiko, and Mr Bill Booth to plan and oversee the AF organization restructure. They will be responsible for working with each of your POCs to develop detailed work plans to meet our reorganization goal. The memo from the SECAF/CSAF identifies some of the key initial focal areas. In this email I want to provide some amplifying information and guidance for the way forward."

"b. The target organizations we will move towards are consistent with the presentation at the last CORONA, including the modifications agreed to at that session. Those target organizations are included in the slides attached. Consistent with the discussions at CORONA, the involved project teams will use these target organizations to develop revised processes. If in the course of this work the teams identify better approaches or insurmountable problems, we will reconsider the target organizations."

"c. You have all participated in AF corporate discussions regarding the content of the FY15 budget proposal. Every variation of that proposal has an embedded option for Air Force management headquarters reductions that include approximately 3000 manpower positions reduced. This reduction has been laid into the FY15 budget programmatically (spread across commands). As we make decisions about specific alternatives, HAF will reallocate the reductions consistent with approved plans. Having said that, the bottom line is a headquarters reduction is part of the means by which we have all decided to protect more critical investments, so our work must yield real reductions. Moreover, the corporate process laid in these reductions in the early years of the budget, so we need to move out deliberately on this work."

"d. The Under Secretary and I intend that final decision briefings will be made to SECAF and CSAF for each initiative, and those decisions will be coordinated with the involved MAJCOMs and staff agencies. The venue for those presentations will be CORONA (where timely), or a separately scheduled VTC/DCO session as necessary to keep work moving. To that end, I would like to bring our first decisions to CORONA Fall in Oct. Those first decisions will be on the restructure of AFGSC (eliminate NAFs); restructure of AFRC (eliminate NAFs); and the revised PPBE process with associated reorganization."



**Timetable: Now – 6 Years**

**U.S. AIR FORCE**



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Red – Secretariat Staff  
Blue – Air Staff  
\* FOA

2



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## Consolidate and Form Installation Services Center (ISC) under AFLC

### ■ Organizations / functions for inclusion in ISC

- AFPC (Services Functions only)
- Air Force Civil Engineer Center
- Air Force Petroleum Agency
- Air Force Security Forces Center
- Air Force Legal Operations Agency
- Air Force Safety Center
- Air Force Installation Contracting Agency (new FOA in development)

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U.S. AIR FORCE

## HAF Future FOA Organization Structure

Current Title	FOA	Recommended Alignment
AF/SG	Air Force Medical Support Agency	AFMSA
AF/SG	Air Force Medical Operations Agency	AFMOA
A1	Air Force Personnel Operations Agency	AFPOA
A1	Air Force Personnel Center	AFPC
A2	Air Force Intelligence Analysis Agency	AFIAA
SAF/PA	Air Force Public Affairs Agency	AFPAA
AF/HO	Air Force Historical Research Agency	AFHRA
A2	Air Force Intelligence, Surveillance & Reconnaissance & Tech Application Center	AFISRA / AFTAC
A3/5	Air Force Flight Standards Agency	AFPSA
A3/5	Air Force Agency for Modeling and Simulations	AFAMS
A3/5	Air Force Weather Agency	AFWA

FOAs that remain in HAF:

Title	FOA
A3	Air Force Operations Group
SAF/AG	Air Force Audit Agency
SAF/AQ	Air Force Program Executive Office
SAF/FM (A8)	Air Force Cost Analysis Agency
SAF/FM (A8)	Air Force Financial Services Center
SAF/IG	Air Force Office of Special Investigations
SAF/IG	Air Force Inspection Agency
SAF/MR (A1)	Air Force Personnel Center (minus services & management engineering)
SAF/MR (A1)	Air Force Review Board Agency

• Prior slide shows FOAs recommended in total or in part for transfer to AFLC, Inst Ctr

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### 3. Description/Scope

The overall Installation Support governance structure will provide forums to bring together ideas and initiatives from respective senior leaders to scope a common vision for centralized installation management support that requires less HQ AF manpower and overall cost.

The Installation Support governance structure will consist of one primary decision-making body, the **Executive Review Committee (ERC)** whose duties will include:

- ☒ Identify and resolve critical issues that must be addressed as part of fulfilling HQ AF strategic and operational needs
- ☒ Harmonize policy and processes in a timely manner to execute transformation
- ☒ Provide oversight to the core team
- ☒ Provide the “corporate voice” for strategic efforts and communications
- ☒ Report ongoing status and milestone achievements to the Under Secretary and the VCSAF regarding the revised process and HQ organization

Additionally a support organization, the **Installation Support Core Team**, will support the Executive Review Committee (ERC) and provide data collection, analytical, project/change management, and solution development capability.

#### 4. Membership/Participation

##### ***Installation Support Executive Review Committee***

###### Role and Scope

The role of the ERC is to work collaboratively to provide the leadership and direction necessary to execute the VCSAF Memorandum “Future Air Force Organization,” 23 July 2013, “Extend the centralized installation management process begun with the establishment of the Air Force Civil Engineering Center. Continue to centralize management processes in the direction of assigning management of Air Force installations and their associated activities to a single MAJCOM. Scope of review should include SAF/IE, SAF/US(M), AF/A4/7, AFMC, FOAs, MAJCOMs, and installations. The revised process should result in responsive installation support process that meets the mission needs of the force while further reducing overhead management.”

From the VCSAF email, “Future Air Force Organization – Amplifying Instructions:” “The Under Secretary and I intend that final decision briefings will be made to SECAF and CSAF for each initiative, and those decisions will be coordinated with the involved MAJCOMs and staff agencies. The venue for those presentations will be CORONA (where timely), or a separately scheduled VTC/DCO session as necessary to keep work moving.”

- ☒ Determine the Installation Support future state vision and attributes for enterprise domain

- ☒ Develop Installation Support process recommendations and solutions
- ☒ Agree and orchestrate Installation Support policy and process changes in support of transformation
- ☒ Oversee progress of Installation Support total efforts and ensure the integration and implementation of recommendations and solutions
- ☒ Identify and work to resolve Installation Support issues and barriers that may impede execution
- ☒ Provide strategic direction to the portfolio of programs/projects/initiatives:
  - ☒ Synchronize with other initiatives, programs and projects
  - ☒ Provide the support needed for priority programs/projects/initiatives (e.g., leadership appointments, funding, outcomes, timelines, and performance targets)

#### Membership

Membership is comprised of the following offices (or their designated representative):

- ☒ SAF/US(M)
- ☒ AF/A1
- ☒ AF/A4/7
- ☒ AF/JA
- ☒ AF/SE
- ☒ AF/RE
- ☒ ANG
- ☒ SAF/CIO A6
- ☒ SAF/AQC
- ☒ SAF/IE
- ☒ SAF/ST
- ☒ AFMC
- ☒ AFSPC
- ☒ AMC
- ☒ PACAF
- ☒ AFCENT
- ☒ SAF/MR (Advisory)
- ☒ SAF/GC (Advisory)

SAF/US(M) is designated as ERC Chair

#### ***Installation Support Core Team***

##### Role and Scope

The role of the Installation Support Core Team is to support the ERC through managing the work of the combined project teams, data collection, analytical, project/change management, and solution development capability.

Identify manpower cuts at the UMD level of detail by the end of 30 Dec 2013 to support timelines for Congressional notification and preparations for a FY14 VERA/VSIP and RIF. Manpower reductions are effective no later than 1 Oct 2014, fit within the target organization approved during CORONA Top, and reduce operating costs 20% by 2019.

### Membership

Membership is comprised of a Brig Gen/SES (minimum) from the following offices:

- ☒ AF/A1
- ☒ AF/A4L
- ☒ AF/A7C
- ☒ AF/A7S
- ☒ AF/JA
- ☒ AF/SE
- ☒ AF/RE
- ☒ ANG
- ☒ SAF/CIO A6
- ☒ SAF/AQC
- ☒ SAF/IE
- ☒ SAF/ST
- ☒ AFMC/A6/7
- ☒ PACAF (OCONUS MAJCOM rep)
- ☒ AMC (CONUS MAJCOM rep)
- ☒ AFSPC (installation representative)
- ☒ AFCENT
- ☒ SAF/US(M)
- ☒ SAF/MR (Advisory)
- ☒ SAF/GC (Advisory)

### Outcomes

Reduce HQ AF Manpower and operational costs over 20%

Assign organize, train and equip responsibilities to MAJCOMs/NAFs

Reduce HAF role to strategic planning and policy

Simplify presentation of forces to the joint commanders

Align and streamline installation support authority and responsibility, providing a single voice for installation support resourcing and performs at a level acceptable to tenants and senior AF leadership

Maintain consistent standard delivery of service

Maintain deployment support

Reduce number of systems used for installation support

Establish common systems

## 5. Governance Structure

The governance structure is the body described previously.

### Installation Support Core Team

- |                                     |                   |
|-------------------------------------|-------------------|
| <input checked="" type="checkbox"/> | AF/A1             |
| <input checked="" type="checkbox"/> | AF/A4L            |
| <input checked="" type="checkbox"/> | AF/A7C            |
| <input checked="" type="checkbox"/> | AF/A7S            |
| <input checked="" type="checkbox"/> | AF/JA             |
| <input checked="" type="checkbox"/> | AF/SE             |
| <input checked="" type="checkbox"/> | AF/RE             |
| <input checked="" type="checkbox"/> | ANG               |
| <input checked="" type="checkbox"/> | SAF/CIO A6        |
| <input checked="" type="checkbox"/> | SAF/AQC           |
| <input checked="" type="checkbox"/> | SAF/IE            |
| <input checked="" type="checkbox"/> | SAF/ST            |
| <input checked="" type="checkbox"/> | AFMC(A6/7)        |
| <input checked="" type="checkbox"/> | PACAF             |
| <input checked="" type="checkbox"/> | AMC               |
| <input checked="" type="checkbox"/> | AFSPC             |
| <input checked="" type="checkbox"/> | CENTAF            |
| <input checked="" type="checkbox"/> | SAF/US(M)         |
| <input checked="" type="checkbox"/> | SAF/MR (Advisory) |
| <input checked="" type="checkbox"/> | SAF/GC (Advisory) |

RC)

reflects the governing