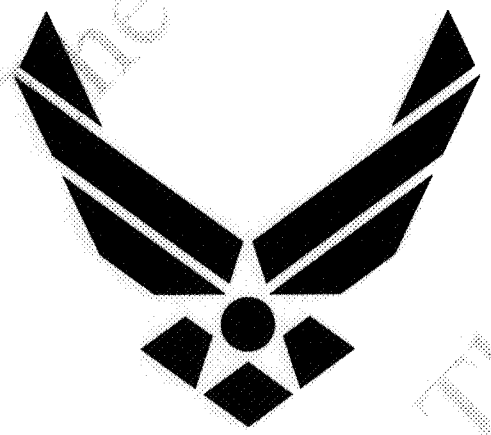
Basing Request Review Panel (BRRP)



10 Apr 14

Pre-decisional Not for Public Dissemination

The Washington Times

Agenda

- **Opening Comments**
- **Candidate List Review**
  - AF Installation and Mission Support Center (AFMC)

The Washington Times

Updates

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Basing Updates

- SBESG: 10 April 2014

- SecAF Update: 10 April 2014

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Basing Action Queue

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BRRP: 10 Apr 14

- (CL) AF Installation and Mission Support Center (AFMC) (Mendoza)

TBD

- (E) USACE NAE to Hanscom (Mendoza)
- (E) SSS Region 3 HQ to Buckley (Hobbs)
- (E) 310 MSG to Schriever (Hobbs)
- (CL) Cyber Manpower Forces (Mendoza)

SBESG: TBD

- (E) Classified (AFISRA) (Mendoza)
- (E) MC-12 Mission Beddown (Shoviak)
- (E) MC-130Hs to Hurlburt Field (Hobbs)

SecAF/CSAF: 10 Apr 14

- (E) DISA Expansion at Maxwell (Judd)
- (E) INSCOM Cyber to JBSA (Mendoza)
- (O) F-35 Eglin SEIS ROD (Judd)
- (O) K-46A FTU & MOB 1 ROD (Judd)
- (O) Wisconsin Airspace Expansion (Hobbs)
- (E) AFMC T&E Restructure (via Monthly Update) (Hobbs)

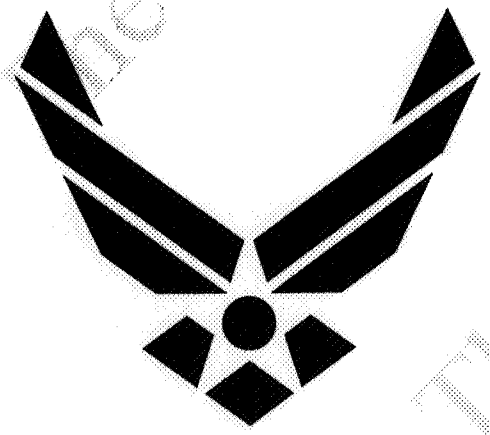
Hill:

-

Candidate List Review

The Washington Times
The Washington Times
The Washington Times
The Washington Times

AF Installation & Mission Support Center Candidate Bases



HQ AFMC
10 Apr 14

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Stage Setter

U.S. AIR FORCE

- PURPOSE – Decision Brief
  - Obtain SecAF/CSAF approval of candidate base list for hosting HQ Air Force Installation & Mission Support Center (AFIMSC)
- DRIVERS
  - Reduced budgets and manpower levels require a fundamental shift in how to best deliver installation and mission support capabilities
  - AF needs to ensure the most effective and efficient way to deliver common, day-to-day installation support/base operating support, as well as expeditionary combat support
- SCOPE
  - Align ~350 manpower authorizations/personnel to stand up HQ AFIMSC at a suitable location by IOC of 1 Oct 14
    - IOC date established at CORONA SOUTH 14

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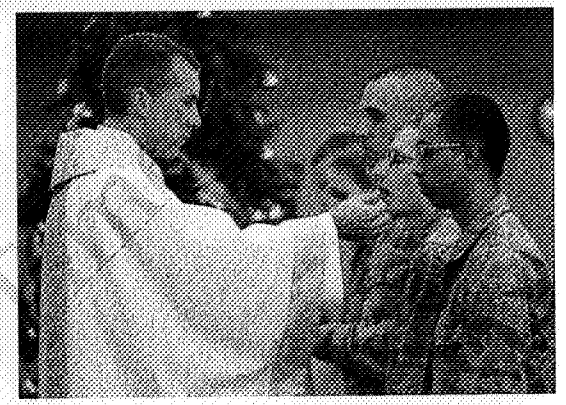
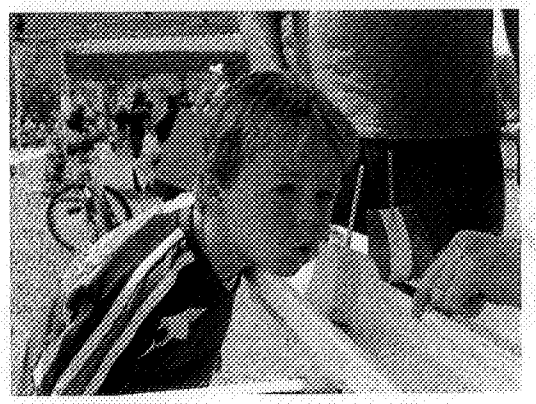
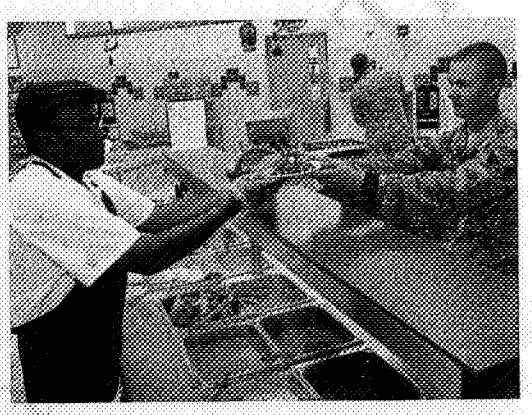
Background
Problem Statement



What is the most <u>effective</u> and <u>efficient</u> way to manage common, day-to-day, installation support/base operating support (BOS) and expeditionary combat support activities?





AFIMSC CONOPS

- **Ground Rules**
  - **Initial staff size of HQ AFIMSC = 350 authorizations (military/ civilian mix *TBD*)**
  - **HQ AFIMSC is one of several efforts contributing to AF-wide 20% mgt overhead reduction**
    - **Reduce overhead and staff functions, not core mission**
    - **Reduce "tail" to preserve "tooth"**
  - **HQ AFIMSC to stand up where a preponderance of FOA workload exists today…create/maintain synergy, minimize personnel turbulence**

[redacted]

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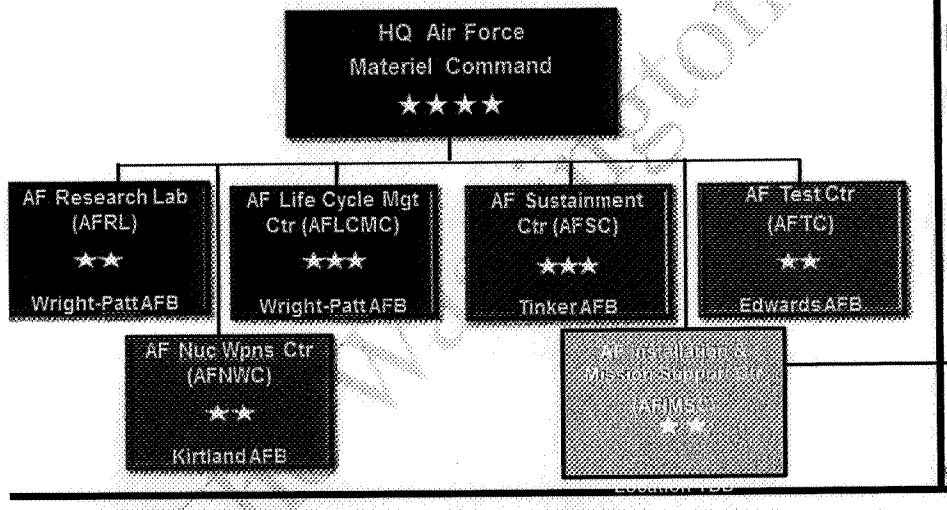
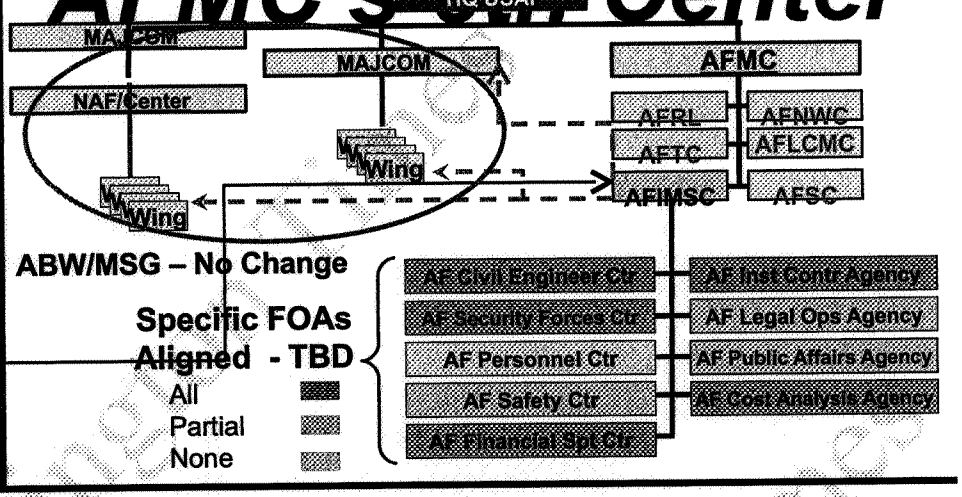
AFIMSC

New AFMC 6-Center Construct



AFMC's To Be State



- **AFIMSC will align as 6th center under AFMC as Agile Combat Support (ACS) Core Function Lead Indicator (CFLI) and will provide AF-wide installation and mission support capabilities**
- **Strategic allocation of scarce resources via ACS governance structure**
- **Fundamental shift in delivery of installation and mission support capabilities**
- **All Wings and Mission Support Groups stay aligned to parent NAFs, Centers & MAJCOMs (no change to current org structure)**
- **Reduces AF/MAJCOM staff levels – tied to SecDef 20% Mgt HQ redux -- drives centralized management, decentralized execution of AF installation and mission support across the enterprise**
- **Initial Operational Capability (IOC) – 1 Oct 14…capabilities to be migrated from MAJCOMs to AFIMSC identified and people/processes in place to provide those capabilities**
- **Full Operational Capability (FOC) – 1 Oct 16…all FOAs migrated, processes and responsibilities transferred from MAJCOMs to AFIMSC**

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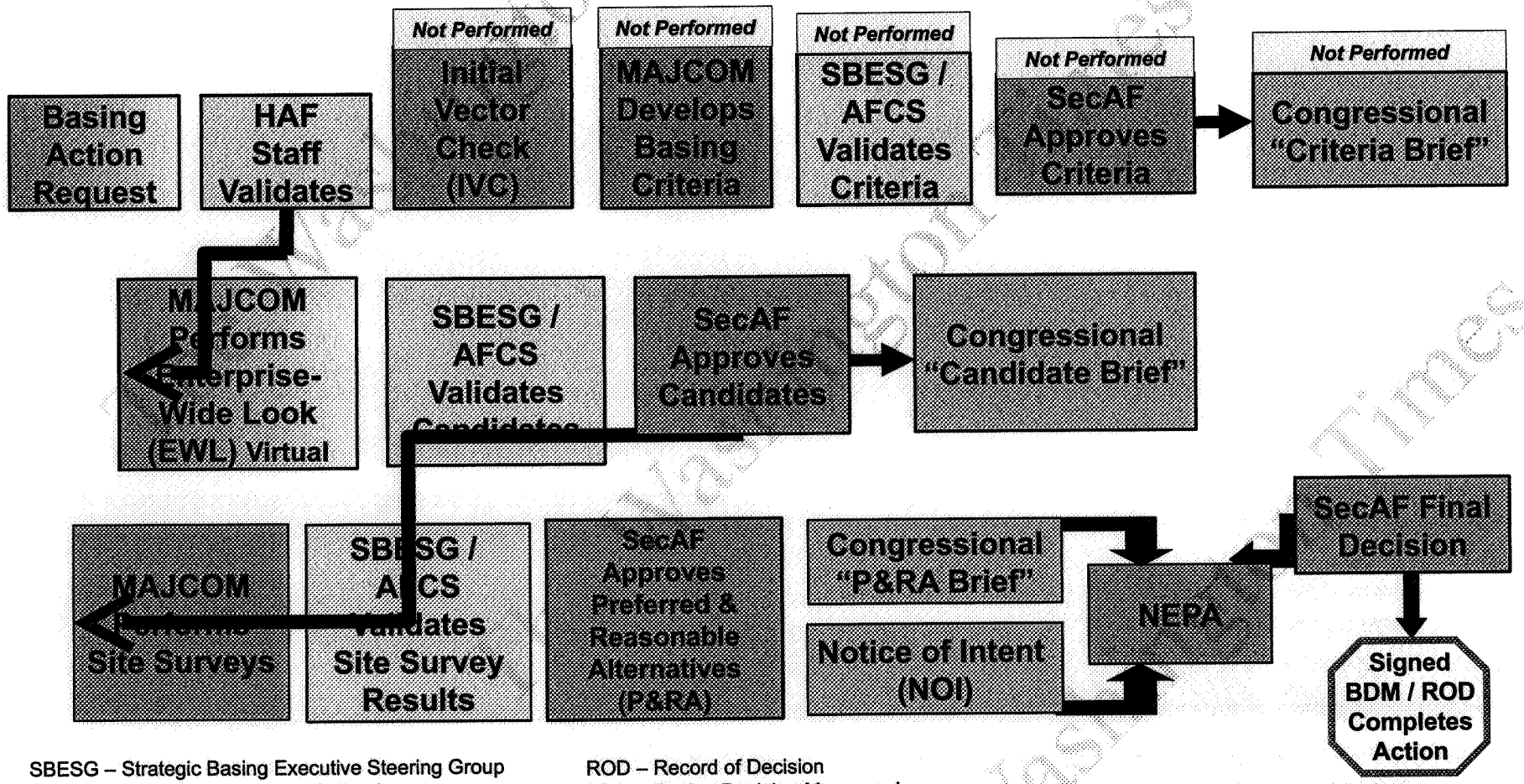
AF Strategic Basing Process Expedited

Streamlined analysis used due to Time-sensitive beddown actions



SBESG – Strategic Basing Executive Steering Group
NEPA - National Environmental Policy Act
ROD – Record of Decision
BDM – Basing Decision Memorandum

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AFIMSC Site Survey Criteria

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Enterprise: AF installations in CONUS with an existing installation support FOA(s)

Mission: (60%)

- Synergy
  - Co-located FOAs
  - Minimize $$ expended
  - Minimize relocations of personnel
  - Diversity of workload

Capacity: (15%)

- Communications Infrastructure
  - Sufficient NIPR/SIPR bandwidth
  - Sufficient telephone capacity
  - Sufficient VTC support
- Facilities
  - Availability
  - Suitability
  - Condition

Environmental: (5%)

- Sufficient EA to meet IOC timeline

Timing: (10%)

- Ability to meet Initial Operational Capability (IOC) by 1 Oct 14

Cost : (10%)

- Cost of Facilities
- Cost of Living
- GS Locality
- One-time start-up
- PCS costs

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AFIMSC Site Survey Criteria

- Synergy
  - Co-location EOAs - # of EOAs at location
  - Minimize $$ expended to relocate/establish staff - $s required to stand-up Center staff
  - Minimize relocations of personnel - # of personnel to be relocated
  - Diversity of workload - # of IMSC missions performed at location

- Communications Infrastructure
  - Sufficient NIPR/SIPR bandwidth - capacity to support 350 staff (current bandwidth available to support staff)
  - Sufficient telephone capacity - capacity to support 350 staff (current switching capacity to support staff)
  - Sufficient VTC support - capacity to support 350 staff (current VTC capability to support staff)

- Facilities
  - Availability - Min 52,500 SF (based on 150 GSF per person)
  - Security - AT/FP Compliance measured by ForcePRO Vulnerability Assessment Tool

- Environmental
  - Appropriate level of analysis conducted

- Cost
  - Cost of Facilities – ACF
  - Cost of Living
    - BAH based on O-4
    - GS Locality based on GS-13
  - One-time start-up costs – Cost to stand-up Center at each location – non-manpower related

- Ability to meet Initial Operational Capability (IOC) by 1 Oct 14
  - Earliest Date to reach IOC

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Proposed AFIMSC Candidate Locations

- **Ellsworth AFB, SD**
  - AF Financial Services Center
- **Joint Base Andrews-NAFW, MD**
  - AF Cost Analysis Agency
- **Joint Base San Antonio (JBSA), TX**
  - AF Civil Engineer Center (Lackland)
  - Air Force Security Forces Center (Lackland)
  - Air Force Personnel Center (Services Div) (Lackland and Randolph)
- **Scott AFB, IL**
  - AF Installation Contracting Agency
- **Tyndall AFB, FL**
  - AF Civil Engineer Center
- **Wright-Patterson AFB, OH**
  - AF Installation Contracting Agency

The Washington Times

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Way Ahead

- 10 Apr 14: BRRP endorsement
- 24 Apr 14: SBESG endorsement
- May 14: SecAF/CSAF approve Candidate List
- Jun 14: Congressional notification
- Jun 14: Conduct site surveys
- Jul 14: Complete EIAP (anticipate CATEX)
- Jul 14: BRRP endorsement
- Jul 14: SBESG endorsement
- Aug 14: SecAF/CSAF final basing decision
- 1 Oct 14: IOC
- 1 Oct 16: FOC

The Washington Times

Backup Slides

The Washington Times

Summary

- Consolidate AF Installation & Mission Support into one Center
  - Improved warfighter support – single face to customer
  - Fosters integration of installation support across 15 AF functional areas
  - Reduces redundancies & overhead across MAJCOMs
  - Drives consistent, standardized level of installation support
  - Aligns installation support authorities, responsibilities & resources in a single accountable commander
    - Provides true enterprise-wide view to allocate/apportion limited resources against prioritized risk to mission/Airmen
  - Improves expeditionary combat support options – balanced risk and capability across AF
- Request SecAF/CSAF approval of AFIMSC Site Survey Criteria and Candidate List

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What does the AFIMSC need to do for me?

HAF/SAF Perspective

- Oversight of IS activities
- Evaluate compliance w/ policy
- Be effective & efficient in using allocated resources
- Develop, analyze and test new delivery methods
- Provide ECS advocacy & focus

MAJCOMs Perspective

- Provide expert advice/counsel on installations & ECS issues
- Use transparent prioritization process for IS & ECS needs
- Make best use of resources to support ECS capabilities & Airmen

Wing & MSG CC Perspective

- Streamline comm/assistance
- Provide consistent level of installation support resources
- Act as clearing house for best practices…help us improve
- Provide ECS advocacy & focus

Airmen & Families Perspective

- Standardize levels of service and support across AF installations
- Make the transition transparent, retain same fit, feel & finish at base level

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AFIMSC Enterprise & Screening Criteria

- HQ AFIMSC to stand up where a preponderance of FOAs exist today…create/maintain synergy, minimize personnel turbulence
- Enterprise-wide Look (EWL) Screening Criteria (virtual)
  - "Move-in" ready administrative space (52.5K sq ft)
  - Environmental assessment complete in 6 months or less
  - Ability to expand to consolidate FOAs, as required
  - Normal BOS/HTSA arrangements

The Washington Times

Agile Combat Support
Core Function Lead Integrator - AFMC

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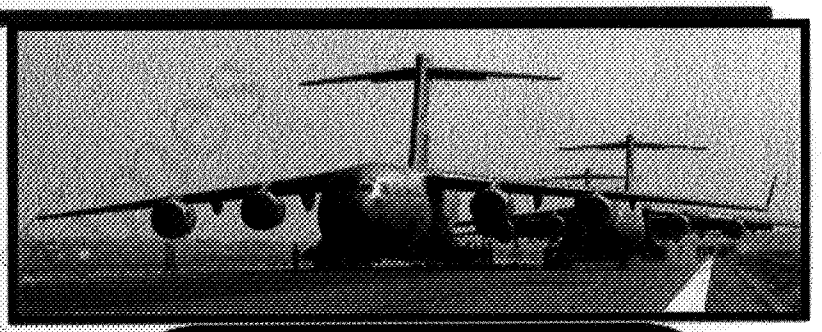
ACS is the ability to *"field, base, protect, support, and sustain air, space, and cyberspace forces across the full range of military operations to achieve joint effects"*



New AFMC 6-Center Construct

HQ Air Force Materiel Command
★★★★

- AF Research Lab (AFRL) ★★ Wright-Patt AFB
- AF Life Cycle Mgt Ctr (AFLCMC) ★★★ Wright-Patt AFB
- AF Sustainment Ctr (AFSC) ★★★ Tinker AFB
- AF Test Ctr (AFTC) ★★ Edwards AFB
- AF Nuc Wpns Ctr (AFNWC) ★★ Kirtland AFB
- [illegible] ★★ [illegible]

Strengthening the ACS Core Function across AFMC

ACS Functional Activities

S&T	Logistics Plans	Airfield Operations
Acquisition Mgmt	Distribution	Health Services
Intelligence	Munitions	OSI
Test & Evaluation	[illegible]	Civil Engineer
Finance	Materiel Mgmt	Historian
Contracting	Force Support	Chaplain
Inspector General	Public Affairs	Judge Advocate
[illegible] Assurance	Security Forces	Safety

Grey denotes outside AFMC

The Air Force Materiel Command

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Agile Combat Support
Core Function Lead Integrator - AFMC

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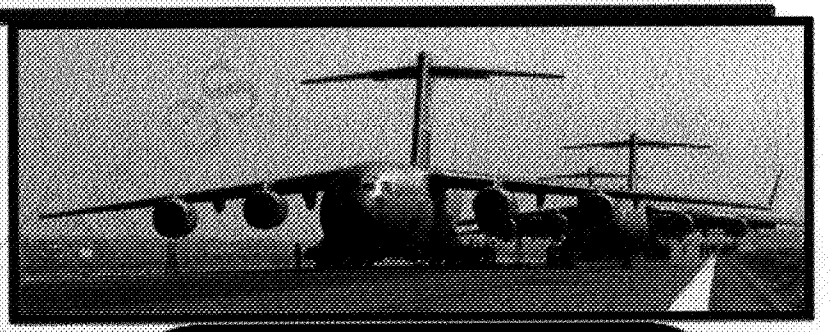

New AFMC 6-Center Construct

- HQ Air Force Materiel Command ★★★★
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  - AF Test Ctr (AFTC) ★★ Edwards AFB
  - AF Nuc Wpns Ctr (AFNWC) ★★ Kirtland AFB
  - AF Installation & Mission Support Ctr (AFMSC) ★★ Location TBD

Strengthening the ACS Core Function across AFMC

ACS Functional Activities

S&T	Logistics Plans	Airfield Operations
Acquisition Mgmt	Distribution	Health Services
Intelligence	Munitions	OSI
Test & Evaluation	Mx	Civil Engineer
Finance	Materiel Mgmt	Historian
Contracting	Force Support	Chaplain
Inspector General	Public Affairs	Judge Advocate
Mission Assurance	Security Forces	Safety

Grey denotes outside AFMC

Pre-decisional Not for Public Dissemination

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Benefits
AFIMSC To-Be State

- Improved warfighter support – single face to customer
- Fosters integration of installation support across 15 AF functional areas
- Reduces redundancies & overhead across MAJCOMs
- Drives consistent, standardized level of installation support
- Aligns installation support authorities, responsibilities & resources in a single accountable commander
  - Provides true enterprise-wide view to allocate/apportion limited resources against prioritized risk to mission and Airmen
- Improves expeditionary combat support options – balanced risk and capability across AF
- Retains existing wing/MSG alignment to MAJCOMs

ACS Governance

U.S. AIR FORCE

Board of Directors (BoD)

Chair: AFMC/CC

Mbrs: HAF 2-Ltrs, MAJCOM CVs, NGB, AFR

Executive Steering Group (ESG)

Chair: AFMC/A8/9

Mbrs: HAF 3-Ltrs, MAJCOM, NGB, AFR, designated 2-Ltrs

Colonel's Advisory Group (CAG)

Chair: AFMC/A8/9 Deputy

Mbrs: HAF 4-Ltrs, MAJCOM, NGB, AFR, designated 3-Ltrs

The Washington Times

Background
Senior Leader Perspective

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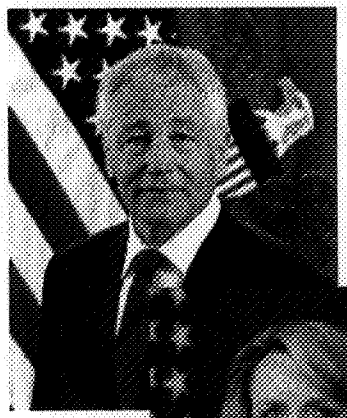

"In this constrained budget environment, we will continue to look for ways to reduce overhead, improve efficiency and maximize combat power, but we must do so in a deliberate manner after careful consideration of how best to ensure this department is able to carry out its mission of defending the nation."
Honorable Chuck Hagel, Secretary of Defense
December 2013

"Tomorrow's Air Force has to be the most agile, credible, and affordable total force team capable of meeting what our Combatant Commanders need."
Honorable Deborah Lee James, Secretary of the Air Force
January 2014

"We have a dilemma immediately in the Air Force of do we want a ready force today or a modern force tomorrow? That's the dilemma. You can't have both. And so you're looking at a balance going forward between capability, capacity, and readiness."
General Mark A. Welsh III, Chief of Staff of the Air Force
December 2013

Questions?

The Washington Times