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“Every Airman is directly responsible for acquiring, delivering, supporting, launching and driving Airpower.”

Gen. Charles Q. Brown, Jr., Chief of Staff of the Air Force



Your Success is Our Mission!

Message from the Commander

In 2021, we published the AFIMSC Strategic Plan to lay out the three major Lines of Effort – our major focus areas – and related goals we were pursuing to optimize our delivery of Installation and Mission Support to the Air Force and Space Force.

I'm proud to report that the tremendous progress we made toward achieving those goals are helping two services, nine major commands and 83 Air Force and Space Force installations around the world better execute their missions and take care of Airmen, Guardians and families.

We made great strides across the center in those three LOEs:

- Increase Lethality and Readiness: Every day, our global AFIMSC team is ensuring the Air and Space Forces have the I&MS funding and capabilities they need to conduct their missions.
- Strengthen Airmen, Guardians and Families: We remain committed to the off-duty and family lives of our Airmen and Guardians by making sure they have safe and secure facilities and homes, and they can achieve a healthy work-life balance.
- Pursue Organizational Excellence: We're innovating internally and executing programs that enable I&MS Airmen and Guardians at every level to bring new ideas to the fight. We are also improving our organization and growing our people to better support Airmen and Guardians.

You can see the fruits of our labor every day at installations around the world. We are better advocating for infrastructure funding and ensuring ready and resilient Airmen, Guardians and installations; we improved the strategic basing process; and we are making sure Airmen, Guardians and families live, work and play in safe communities.

In 2021, our experts also helped decision-makers realize the full potential of big data; they built strong partnerships with military and industry innovation leaders and increased innovation opportunities for Airmen and Guardians; and they further demonstrated a commitment to a diverse AFIMSC workforce and initiated, implemented and maximized force development opportunities. We are excited to build on these successes in 2022.

This formal update to our strategic plan includes highlights of our work in 2021 along with an introduction to new goals and objectives. They will continue to evolve as we move forward, maintain a cycle of continuous improvement and pursue excellence. Everything we do must be relevant and valuable to the commanders, Airmen, Guardians and families we support. And without question, our people remain the core of our mission. Without their dedication and expertise, we simply can't succeed.

The AFIMSC Strategy Office is the office of primary responsibility for managing and administering our strategy. For questions or more information, please email AFIMSC.XZP.Workflow@us.af.mil.



JOHN T. WILCOX II
Major General, USAF
Commander

Your Success is Our Mission!

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

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

AFMISC, with headquarters at Joint Base San Antonio-Lackland (JBSA), Texas, comprises 10 detachments and four Primary Subordinate Units, or PSUs.



AFIMSC By The Numbers

AFIMSC Workforce: 3,672

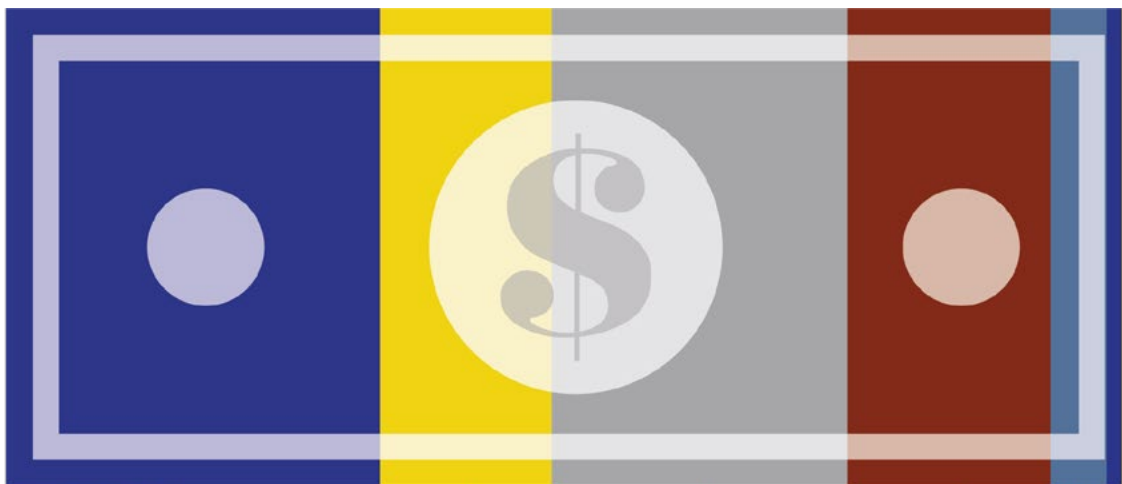
 **301 Officers**

 **708 Enlisted**

 **2,663 Civilians**

 = 10

\$7 BILLION execution in FY 2021



\$2.4 NOTTIE

for enterprise must
pay requirements

\$1.1 NOTTIE

for installation
Construction
Tasking Order
project funding

\$1.9 NOTTIE

for decentralized
Facilities Sustainment
and Restoration
Modernization

\$1.3 NOTTIE

for other I&MS
requirements

\$363 NOTTIE

for Overseas
Humanitarian
Disaster
and Civic Aid

\$100 NOTTIE

for ongoing Natural
Disaster rebuild
efforts at Tyndall,
Offutt and JBER

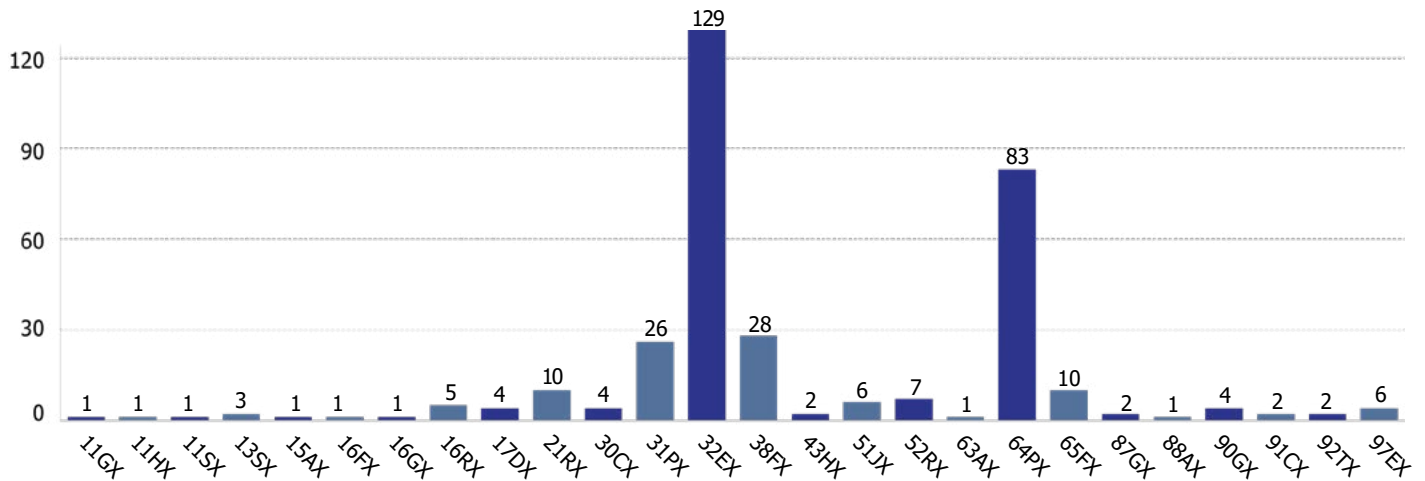
\$53 NOTTIE

to support our
ongoing fight
against the
COVID-19 pandemic

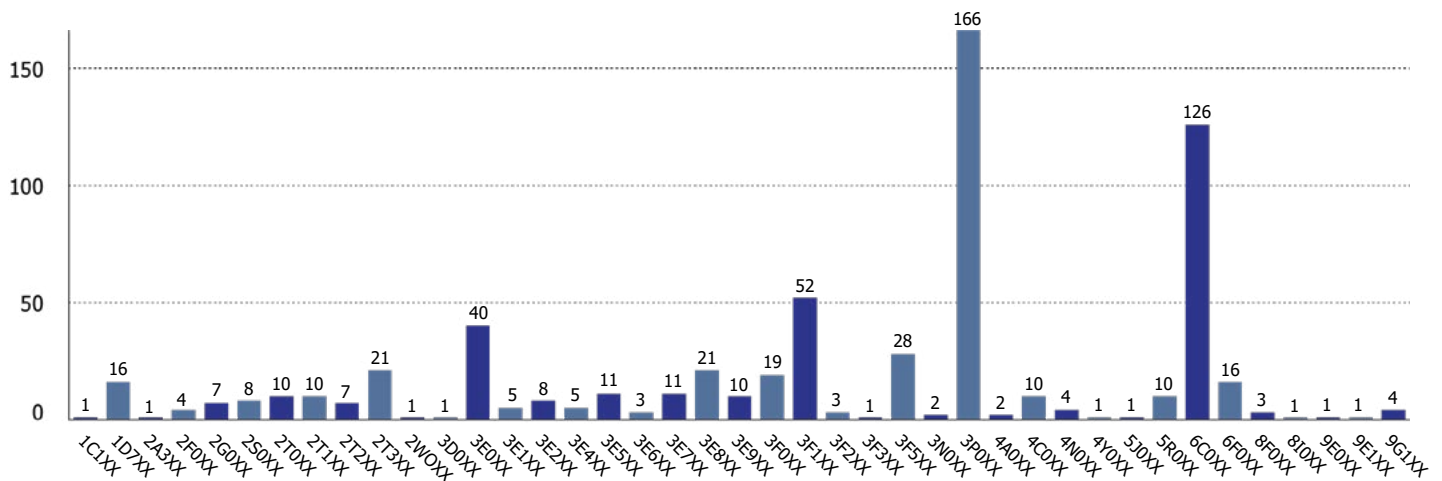
Your Success is Our Mission!

AFIMSC By The Numbers

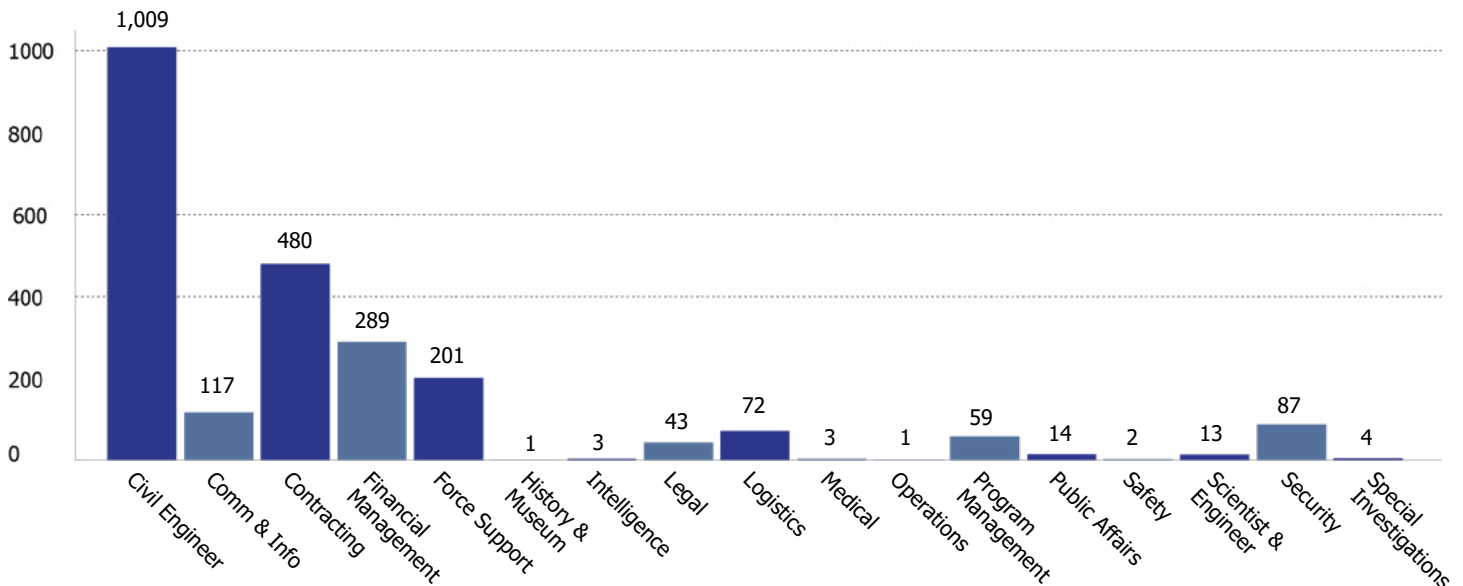
Officer Air Force Specialty Codes



Enlisted Air Force Specialty Codes



Civilian Career Fields



LAUNCH

AFIMSC's Virtual Capabilities Library



LAUNCH is a portal for the workforce and customers to learn about AFIMSC and find information and points of contact for the products and services the organization offers.

WORKFORCE



Members of the workforce can click through the six main headers, or enterprise tabs, to find information on the organization.

Our Organization: displays the AFIMSC organization chart with links into each sub-organization in order to fully understand the organizational structure and lines of authority

#IAMIMSC Team: leads directly to the AFIMSC website, where you can find information on the AFIMSC teams' development and internal business activities

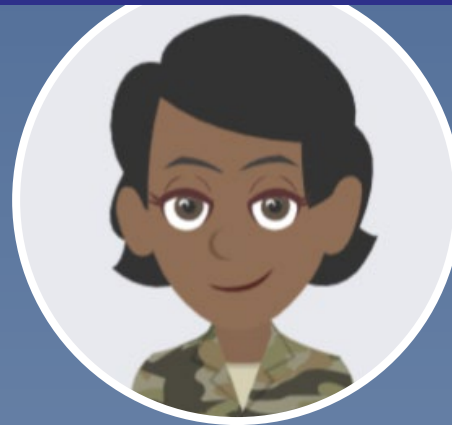
AFIMSC Informational Repository: offers a central place for users to obtain information about AFIMSC's functional process as well as knowledge management resources

AFIMSC Strategy: provides the operational roadmap that synchronizes AFIMSC common goals and objectives

Enterprise IT Service Catalog: a single-entry point for users to get information about the various IT systems in AFIMSC

AFIMSC 101: offers a one-stop-shop for information about the organization, including new hire information, templates and mission materials

CUSTOMERS

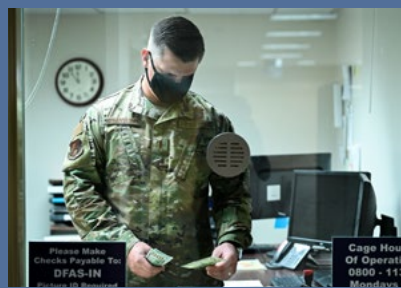
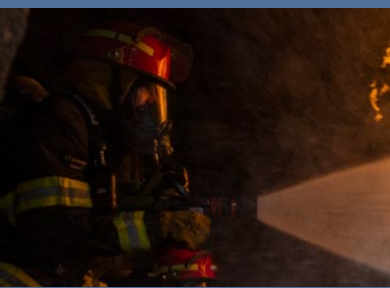


Customers can view AFIMSC's **ten portfolios of work** (e.g., Airmen, Guardian and Family Services) and find detailed information about each portfolio. Each page offers a **brief description, related links and documents** as well as a list of **additional services and capabilities** associated with the respective portfolio.

- For example, if a user wants to find the Youth Programs SharePoint site and knows that it is associated with the Airmen Family Services portfolio, then they can click that portfolio page and scroll to the bottom for the link under additional services and capabilities.

The site also offers the organization's **24 top requested services** (e.g., Youth Programs). If a customer wants help with a particular service or capability and isn't sure where in the organization or portfolios to look, the services buttons will help them navigate as they are organized by customer need.

VISIT LAUNCH TODAY AT: [HTTPS://GO.USA.GOV/XHWZA](https://go.usa.gov/xhwza)



MISSION

Deliver globally integrated installation and mission support 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 & Readiness

Strengthen Airmen, Guardians & Families

Pursue Organizational Excellence

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.

Your Success is Our Mission!

AFIMSC Strategic Framework

Our AFIMSC strategy focuses on three Lines of Effort: Increase Lethality and Readiness, Strengthen Airmen, Guardians and Families and Pursue Organizational Excellence. 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.



Your Success is Our Mission!

OUR 2022 STRATEGY



As AFIMSC moves ahead into calendar year 2022, we will continue our focus on increasing lethality and readiness, strengthening our Airmen and families, and pursuing organizational excellence. These strategic priorities support our organization, our MAJCOM and Air and Space force strategic priorities. Everyone in AFIMSC plays a part!

	Lethality	Strength	Excellence
AFIMSC Strategic Lines of Effort	1. Increase Lethality and Readiness: 1. Optimize Infrastructure 2. Increase Installation Resiliency 3. Improve Strategic Basing Process 4. Revolutionize Basing Lethality 5. Prioritize Airmen and Guardian Readiness 6. Create Data Driven Execution Plan Process 7. Integrate Air Base Command and Control	2. Strengthen Airmen, Guardians and Families: 1. Improve Quality, Utilization and Management of Unaccompanied Housing 2. Improve Housing for Airmen, Guardians and Families 3. Optimize Community Cohesion to Build Resilient Airmen, Guardians and Families 4. Execute Enterprise-wide Customer Service Strategy 5. Implement Office of the Future	3. Pursue Organizational Excellence: 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 an Inclusive and Equitable Culture/Environment
Air Force Materiel Command Strategy	Increase Readiness and Lethality	Strengthen Our Team Foster Trusted Connections	Speed with Discipline
Air Force Strategy	Modernize the Air and Space Forces We Need Build the United States Space Force	Strengthen our Allies and Partners Grow Strong Leaders and Resilient Families	Modernize the Air and Space Forces We Need
National Defense Strategy	Lethality: Build a More Lethal Force	Partnerships: Strengthen Alliances and Attract New Partners	Reform: Change the Way We Do Business

Line of Effort 1, 2 & 3

CY21 GOAL CLOSEOUT STATUS



Owl-bert

LOE 1 - INCREASE LETHALITY AND READINESS

GOAL

1. Optimize Infrastructure

Established FY22 FSRM incentives that reinforces data-driven decision-making using optimal lifecycle investment, demo/consolidation.

2. Increase Installation Resiliency

Trained 300+ program managers on Access Control Point tool, which provides commanders critical data points to ensure their installations are secure.

3. Improve Strategic Basing

Populated six critical data fields in basing trackers for MAJCOMs.

4. Revolutionize Base Lethality

Codified and implemented I-WEPTAC Review Board (IRB), driving MAWGs actions and getting results.

5. Prioritize Airmen and Guardian Readiness

Closed civilian defender training backlog to zero.

STATUS

● Needs Attention

● On Track

● On Track

● On Track

● On Track

LOE 2 - STRENGTHEN AIRMEN, GUARDIANS AND FAMILIES

GOAL

1. Improve Quality, Utilization & Management of Unaccompanied Housing

Revamped Goal 1 to focus on dorm operations, which resulted in a 45% increase in funding.

2. Improve Housing for Airmen, Guardians and Families

Took care of our most valuable resources (Airmen and their families) by the completion of work to improve the leasing process.

3. Optimize Community Cohesion to Build Resilient Airmen, Guardians and Families

9.6% increase in lodging occupancy to 64.76%. Official travel and Space-A starting to pick up.

4. Execute Enterprise-Wide Customer Service Strategy

Embraced the new-new by prioritizing feedback from external customers on I&MS services.

5. Implement Office of the Future

Establishing a new way to do work in the Air Force and Space Force enterprise to accommodate the pandemic environment and be flexible in the work environment to gain and retain talent.

STATUS

● Needs Attention

● On Track

● Needs Attention

● On Track

● On Track

LOE 3 - PURSUE ORGANIZATIONAL EXCELLENCE

GOAL

1. Drive Enterprise Behavior Using Data Analytics

Established the DAWG on data standards.

2. Increase Innovation Opportunities

Hosted 750 people at the San Antonio Innovation Summit.

3. Improve Strategic Communication

Released a customer-focused newsletter capturing key I&MS messages and updates.

4. Develop I&MS Experts & Leaders

Increased individual development plans to 85%.

5. Ensure Connectedness Across AFIMSC

Partnered with Goals 2 and 3 to increase usage of the What's Up app.

6. Increase Organizational Maturity

Completed documentation of all 2.0 transformation processes.

7. Advance IT & Collaboration

Identified 26 knowledge management representatives to oversee data and process improvements.

STATUS

● On Track

● On Track

● On Track

● On Track

● On Track

● On Track

● On Track



Line of Effort 1

INCREASE LETHALITY AND READINESS

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



LOE 1 Champion: **Mr. Samuel Grable**, IZ Director

GOAL 1

Optimize Infrastructure: The Air Force must slow down or halt the degradation in the most critical infrastructure assets based on their importance to the National Defense Strategy (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 creates tools and actionable plans to ensure the execution of mission-critical installation and mission support priorities 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: Improve new mission bed down processes to accelerate operational capabilities.



GOAL 4

Revolutionize Base Lethality: Using several key processes, this goal develops actionable steps to transform the “installation of today” to the “future blueprint” through effective resourcing in a constrained environment. This holistic approach empowers an installation’s ability to achieve mission success using existing capabilities, through innovation and resource-informed advocacy.

GOAL 5

Prioritize Airmen and Guardian Readiness: A top AFIMSC priority is Airmen and Guardian readiness, which relies on dynamic programs and funding to produce highly trained and mission-ready Airmen and Guardians. This goal will prioritize training funding to reduce gaps and prevent bases from making high-risk choices that leave the Air Force vulnerable.

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. The 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 command and control 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.



Line of Effort 1, Goal 1

OPTIMIZE INFRASTRUCTURE

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"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 in 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 brings a positive impact to the center's mission effectiveness.

2021 PROGRESS & ACCOMPLISHMENTS

We made huge progress in data-driven, decision-making capabilities. The development of two asset management

tools for data analysis of facilities and transportation infrastructure led to the establishment of a focused investment strategy to improve the conditions of dormitory and child development center assets. FSRM incentives were also implemented to improve infrastructure data quality, obligation rates and focus investments toward infrastructure in the optimal lifecycle range and demolition projects toward reducing footprint.

Biggest Achievement

Developing and issuing the new Authority to Advertise memorandum for the FY22 decentralized FSRM program was our biggest achievement. Issuing advanced authority to installations in July 2021 enabled an advanced start in the FY22 dFSRM execution process which increased project execution capacity and capability at local levels to optimize infrastructure.

Impact

Overall, our work is helping the Air Force better manage infrastructure and resources. In addition to that, the dorm and Child Development Center (CDC) focused investment strategy will boost quality of life for Airmen, Guardians and families.

2022 OBJECTIVES

G1.A — Achieve 2.3% plant replacement value funding in accordance with Infrastructure Investment Strategy (I2S) with focus on both numerator (POM resourcing) and denominator (footprint redux)

G1.B — Plant Replacement Value (PRV) reduction 1.2 million square feet annually in accordance with I2S

G1.C — Reduce degraded high Mission Dependency Index & focused infrastructure no later than (NLT) 30 Sep 22

G1.D — Execute FY23 approved decentralized facilities sustainment, restoration and modernization (dFSRM) incentives tracking and supporting FY22 performance & develop FY24 infrastructure optimization incentives

VISIT go.usa.gov/xs9VR
FOR CURRENT L1G1 INFO

GOALS FOR 2022

We will build on our data analysis tools with the development of the utilities infrastructure asset management tool. A new incentive will improve real property records and increase accuracy of facility sustainment modelling. We will also increase focus on demolition efforts to reduce infrastructure footprint and advocate to include a FY24 Program Objective Memorandum (POM) disconnect between current FSRM funding and the 2.3% plant replacement value goal established by the I2S.



IN THE
NEWS

AFCEC initiative targets infrastructure readiness, disaster recovery ▶

AFIMSC helps Air Force deliver quality child care facilities





Line of Effort 1, Goal 2

INCREASE INSTALLATION RESILIENCY

“Increasing installation resiliency is paramount and we can find ways to increase resiliency in almost everything we do.”

Linda Szabo



Goal Leader

Linda Szabo, Installation Logistics Division Chief

acquisition, category management, logistics management and installation access control.

Goal Description

This goal creates tools and actionable plans to ensure the execution of mission-critical installation and mission support priorities 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.

DRIVING THE MISSION

Our installation resiliency goal is an integral part of AFIMSC’s mission to deliver globally integrated installation and mission support. The more resilient our installations are, the more successfully we maintain the mission objectives as we overcome challenges and adversity.

2021 PROGRESS & ACCOMPLISHMENTS

We made progress across all of our objectives, including energy

Biggest Achievement

Our Air Force Security Forces Center (AFSFC) teammates provided all installation commanders with an access control point (ACP) tool ahead of agreed upon goal implementation schedule.

Impact

Our goals are making our installations more secure, through ACP and working dog acquisitions, and more resilient through our category management, energy resilient acquisition practices and improvements in logistics readiness by expediting shipping processes.

GOALS FOR 2022

We are excited about the 2022 strategy. We are adding installation resiliency goals focused on communications and information technology security, while enhancing goals targeting installation energy, logistics and security.

2022 OBJECTIVES

G2.A — Complete 100% of Installation Energy Plans (IEP)(s) NLT Dec 23

G2.B — Transition 100% of Department of the Air Force (DAF) installations onto an enterprise sustainment contract for back-up power for IT systems (PICCE) NLT FY 24

G2.C — Deliver a standardized maintenance and cybersecurity capability for Enterprise Land Mobile Radio infrastructure at >90% of DAF installations NLT Dec 22

G2.D — Provide a robust, predictable and capable transportation capability (85%) standardized with industry (CMVE) NLT Sep 23

G2.E — Standardize law enforcement equipment for 100% of all DAF installations NLT Dec 23 (Model Defender)

VISIT go.usa.gov/xs9VE FOR CURRENT L1G2 INFO



IN THE NEWS

AFSFC to improve U.S. government-wide working dog programs ▶

AFIMSC centralizes critical communication capability with standup of PMO





Line of Effort 1, Goal 3

IMPROVE STRATEGIC BASING

.....

“Basing decisions directly impact the ability of the Air Force to meet mission requirements effectively and efficiently. They are fundamental to strategy and are of great enduring importance to the Air Force.”

Steve Shea

.....



Goal Leader

Steve Shea, AFIMSC Installation Support Directorate Mission Activity Integration Division Chief

Goal Description

Improve new mission bed down processes to accelerate operational capabilities.

DRIVING THE MISSION

Fundamental to Air Force strategy, basing decisions result in a significant resource investment - or possibly divestment - and directly impact the Air Force’s ability to execute the mission. AFIMSC is uniquely positioned to provide an objective enterprise-wide look to help Air Force 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 at risk other facilities programs.

2021 PROGRESS & ACCOMPLISHMENTS

We were directly involved in many basing decisions and site surveys, exceeding our objective milestones. We also helped the Air Force develop an interim solution in the absence of an AFI 10-503 rewrite. Additionally, our team made progress establishing ATLAS on the SIPRnet.

We worked with the Air Force Strategic Basing Division (SAF/IEIB) to begin implementation of an end-to-end tracking mechanism utilizing a SAF-developed tool to track basing actions, Simplified Acquisition of Base Engineer Requirements (SABER).

Biggest Achievement

We enhanced and leveraged the capability of our data analysis tools within ATLAS to perform many bed down analyses virtually. This came through a variety of mechanisms – improvement of existing dashboards, implementation of new dashboards and data cleansing techniques which boosted the accuracy and efficacy of a “virtual site-survey” and increased community buy-in for the role AFIMSC plays in the process. Additionally, the Air Force directed MAJCOMs to come to AFIMSC for all enterprise wide looks (EWLs) prior to meeting the initial strategic basing panel.

Impact

AFIMSC’s ability to take an objective EWL 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 bed down requirements definition.

2022 OBJECTIVES

G3.A — Secretary of the Air Force (SECAF) strategic basing decisions will be based on transparent and consistent Site Survey standardized analysis and reporting NLT Sep 22

G3.B — MAJCOM Commanders have complete and accurate program requirements developed and programmed in order to make decisions according to new mission bed down timelines and in accordance with accepted levels of risk associated with budgetary constraints.

G3.C — MAJCOM Commanders have less risk of delay to operational capability of new mission requirements due to built infrastructure delivery increased cost or schedule.

GOALS FOR 2022

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 and C - driven by the AFCEC Planning and Integration Directorate and the AFCEC Facility Engineering Directorate respectively - focus delivery of accurate programs that enable MILCON and FSRM construction to meet mission requirements within operational timeline constraints and budgets.

VISIT go.usa.gov/xs9Vd
FOR CURRENT L1G3 INFO



Line of Effort 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

VISIT go.usa.gov/xs9Vv
FOR CURRENT L1G4 INFO

Goal Description

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, thrive and project power across the globe. This goal develops actionable steps to transform the installation of today to a new future blueprint base as living entity. AFIMSC is leveraging current data across functional areas to identify new metrics for critical gaps that blunt our bases’ capabilities. This integration and analysis allows us to make targeted investments that ensures continued development and mission success despite constraints in the funding environment.

2021 PROGRESS & ACCOMPLISHMENTS

Our team did a tremendous job in all three objectives to better define our success and rewrite the goal’s objectives and milestones to make them actionable. Some of our accomplishments include publishing the

Adaptive Operations for Base Lethality (AOBL) construct – formerly known as the fight the base flight plan – and standing up three chalks to identify and prioritize the gaps which will be brought into the Program Objective Memorandum, or POM, process to compete for funding.

Additionally, the team codified and implemented a review process for Installation and Mission Support Weapons and Tactics Conference recommendations, ensuring they are tracked to completion so the great work of the mission area working groups is pursued to the benefit of the Air Force.

Biggest Achievement

The work the Tyndall Program Management Office is doing on command and control, specifically the Installation Resilience Operations Center, or IROC, and development of the digital twin, will revolutionize C2. The advancements and impact on first responders makes me look forward to further development and refinement in 2022.

2022 OBJECTIVES

G4.A — Complete Gap analysis via 3 chalks to create prioritized list of AOBL Flt Plan options for FY25 POM

G4.B — Implement Mission Assurance model across AFIMSC installation to identify, categorize and prioritize mission risks NLT FY 22

G4.C — Identify, track and advocate for I&MS shortfall priorities by theater - equip, building, people

Impact

These accomplishments are setting the foundation for making installations, our power projection platforms, more ready, resilient and lethal as we continue the work to identify the Gaps, revolutionize our C2 capabilities and field capabilities for our installations to enable them to thrive in the high end fight.

GOALS FOR 2022

We are looking forward to finalizing the AOBL chalks’ results to codify prioritized gaps for the installation and mission support community to deliver innovative solutions to posture installations to be more survivable and capable. Additionally, we can’t wait to see the progress our team makes in the C2 arena to bring the different I&MS systems together.



IN THE
NEWS

Tyndall AFB offers first glimpse of IROC prototype

Tyndall continues “Digital Twin” innovation ▶



Line of Effort 1, Goal 5

PRIORITIZE AIRMAN AND GUARDIAN READINESS

“The individual Airman is at the heart of all we do in the Air Force. The goal to prioritize Airmen readiness takes a deliberate and focused look at how we prepare them for mission requirements.”

Col. Andrew Pate



Goal Leader

Col. Andrew Pate, Chief, Expeditionary Support Division, AFIMSC Expeditionary Support and Innovation Directorate

Goal Description

A top AFIMSC priority is Airmen readiness, which relies on dynamic programs and funding to produce highly trained and mission-ready Airmen. This goal will prioritize training funding to reduce gaps and prevent bases from making high-risk choices that leave the Air Force vulnerable.

DRIVING THE MISSION

Prioritizing Airmen readiness is at the heart of the AFIMSC mission. Trained and ready Airmen are a force multiplier to the Air Force major commands and are the basic building block for their success.

2021 PROGRESS & ACCOMPLISHMENTS

We started 2021 with five objectives and ended the year with all but one objective closed. The team completed planned work ahead of scheduled

milestones and is postured to complete the final objective during 2022.

Biggest Achievement

The team was able to elevate training statuses for Airmen attending Silver Flag to the Headquarters Air Force (HAF) level, providing decision level information to key decision makers and charting the path for future expeditionary training.

Impact

The objective allowed for a robust conversation on how and when I&MS Airmen and Guardians complete expeditionary training requirements. As a limited resource, maximizing training quotas best postures deployable Airmen to meet the National Defense Strategy (NDS) by being fully trained and prepared for deployment operations.

GOALS FOR 2022

We will close out our final objective in 2022, completing the focused effort of the past 18 months and transitioning daily management of the tasks back to project owners.

2022 OBJECTIVE

G5.A — Increase overall AFIMSC Mission Readiness Training execution rate to >90% NLT CY22



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FOR CURRENT L1G5 INFO



IN THE
NEWS

Tyndall hosts Rapid Airfield Damage Recovery (RADR) training at Silver Flag

20th CES maintains readiness at Silver Flag ▶





Line of Effort 1, Goal 6 CREATE DATA DRIVEN EXECUTION PLAN PROCESS

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

Chris Underwood

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Goal Leader

Chris Underwood, Chief, Comparative Analysis Division, AFIMSC Resource Management 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.

ADDRESSING THE NEED

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

DRIVING THE MISSION

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.

SUPPORTING AFMC, AIR FORCE AND NATIONAL DEFENSE PRIORITIES

Creating an agile, innovative, data driven funds allocation process supports the National Defense Strategy focus area to reform the Air Force's business practices to include improving its financial processes, systems, and tools to understand, manage and improve cost.

GOALS FOR 2022

We'll measure success by progressing through the program objectives and milestones which includes requirements, design, verification and maintenance. For the first quarter of 2022, we will be focused on requirements before moving to design phase in the second quarter. Based on success with requirements and design, we will target implementation, verification and maintenance in the third and fourth quarter.

FINAL THOUGHTS

We're excited about the opportunity to leverage our tremendous progress with data analytics to support our installations and the overall enterprise in an area that really matters. Many of our portfolios have made significant progress using data to inform their execution plans and the end game is to offer our 10 portfolios valued execution plan decision support to ensure the optimal validation and allocation of our constrained resources. This will be a heavy lift, but with support and collaboration from enterprise managers and their subject

2022 OBJECTIVES

G6.A — Requirements: Define current processes, best practices, performance metrics, and risk profiles NLT Feb 22

G6.B — Design: Determine optimal validation and allocation framework and business rules for three portfolios NLT Jul 22

G6.C — Implementation: Summarize successful outcomes by back-testing the model and finalize business rules for the three portfolios NLT CY Oct 22

G6.D — Verification: Validate model produces equitable and efficient outcomes; publish business rules by March 2023

G6.E — Maintenance: Adjust model to evolving strategies to include the POM by Dec 2023

matter experts, I'm confident we can make progress toward realizing our goal.

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"In the last two to three years, the way we use and how much we rely on data has exploded exponentially across our enterprise, so it's incumbent upon us to get together and take a look at where we are and where we want to go. By taking an enterprise approach, we can have standards to our data management and make real-time, relevant information accessible to our Air and Space Force decision-makers."

Maj. Gen. Tom Wilcox
AFIMSC Commander

VISIT go.usa.gov/xA5y
FOR CURRENT L1G6 INFO

NEW GOAL
FOR
2022

Line of Effort 1, Goal 7

INTEGRATE AIR BASE COMMAND AND CONTROL

“By providing a standard emergency management 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 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 emergency management.

ADDRESSING THE NEED

Integrate Air Base Command and Control is a primary objective under the Air Force A4 (logistics, engineering and force protection) strategy. Having it as a stand-alone goal within the AFIMSC strategy gives it the proper visibility and support it requires at the center.

DRIVING THE MISSION

This goal supports the focus of ensuring success for installation commanders in time of need. An enduring weakness identified by studies and audits is standardized and responsive command and control during emergency and crisis incidents. By providing a standard emergency management C2 platform, installation commanders will be able to consistently ensure effective response and recovery during crisis events.

VISIT go.usa.gov/xeA5V
FOR CURRENT L1G7 INFO

Impact

As we move forward toward accomplishing our objectives and milestones, installation commanders, emergency responders and supporting staffs will all benefit from our work. By providing the field a standard emergency management C2 platform, all stakeholders – especially installation commanders – will experience improved emergency management and more effective crisis recovery.

GOALS FOR 2022

In 2022, we will work with the Air Force Life Cycle Management Center to establish an interim program management office to support development and fielding of a standardized C2 platform. Additionally, our team will develop a capability needs statement and a capability development document for integrated installation C2.

2022 OBJECTIVES

G7.A — Establish data standards and requirements for various installation C2 functions and determine 95% of common data needs, no later than June 2022

G7.B — Provide an information framework that supports authoritative data from separate information systems and sensors to integrate installation C2 in a single interface at multiple echelons, no later than March 2023

G7.C — Establish sustained emergency level capability for full range of C2 levers: voice, land mobile radio, mass notification and IT connectivity, no later than FY 2025

G7.D — Establish governance forum to ensure data needs and future information systems support and improve Installation C2, no later than April 2022

“A renewed emphasis into air base defense, along with Agile Combat Employment and Joint All-Domain Command and Control concepts will ensure the United States maintains the worlds’ greatest military asymmetric advantage well into the future.”

Department of the Air Force Posture Statement Fiscal Year 2022

Line of Effort 2

STRENGTHEN AIRMEN, GUARDIANS AND FAMILIES

We strengthen Airmen, Guardians and families by providing safe places for them to live, train, work and play. We foster the Whole Airmen Concept by delivering quality of life and morale, welfare and recreation programs. By building strong communities where Air Force members have a sense of belonging and security, Airmen and Guardians can concentrate on executing the mission, knowing the Air Force is taking care of them and their families.



LOE 2 Champion: **Mr. Jeff Domm**, AFCEC/CI

GOAL 1

Improve Quality, Utilization and Management of Unaccompanied Housing:

AFIMSC is charged with making sure Airmen and Guardians across the Air Force are ready and installations are operationally resilient and able to produce uninterrupted airpower. This goal focuses on taking care of Airmen and Guardians by ensuring access to safe, quality dorms thereby allowing them to focus on the mission in support of Air Force Materiel Command, Air Force and national defense priorities.

GOAL 2

Improve 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 Air Force Materiel Command's 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 3

Optimize Community Cohesion to Build Resilient Airmen, Guardians and Families:

We'll deploy new initiatives and optimize current programs to make sure our most valuable resource, our Airmen and Guardians, and their families, are provided what they need to thrive at work, home and play.

GOAL 4

Execute Enterprise-Wide Customer Service Strategy:

We will identify, measure and analyze customer satisfaction to continuously improve enterprise results and external stakeholders' experience with AFIMSC. We'll share this customer feedback with the right people, in the right way, at the right time to influence positive changes and a culture of customer satisfaction throughout AFIMSC.

GOAL 5

Implement Office of the Future:

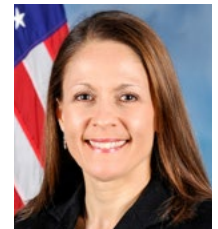
Build and benchmark a better, radically new way of working at AFIMSC called the Office of the Future, or O2F. Through a culture of experimentation and innovation, we will establish a new model for office-work that leverages cutting edge information technology to enable collaboration and flexible work in order to optimize resources, maintain connectedness and quality of life while improving mission effectiveness.



Line of Effort 2, Goal 1 IMPROVE QUALITY, UTILIZATION AND MANAGEMENT OF UNACCOMPANIED HOUSING

“A big part of taking care of Airmen is making sure they have access to safe, quality dorms so they can focus on their mission in support of AFMC, Air Force and National Defense priorities.”

Danielle Poyant



Goal Leader

Danielle Poyant, AFIMSC Activity Management Program Manager - Dorms

Goal Description

AFIMSC is charged with making sure Airmen and Guardians across the Air Force are ready and installations are operationally resilient and able to produce uninterrupted airpower. This goal focuses on taking care of Airmen and Guardians by ensuring access to safe, quality dorms thereby allowing them to focus on the mission in support of Air Force Materiel Command, Air Force and national defense priorities.

DRIVING THE MISSION

A big part of taking care of Airmen and Guardians is making sure they have access to safe, quality dorms. Our goal focuses on objectives associated with that so Airmen and Guardians can focus on their mission.

2021 PROGRESS & ACCOMPLISHMENTS

We made a lot of great progress in 2021. We approved \$6 million to begin execution of an Air Force-wide dormitory master plan (DMP) update, enabling the development of a comprehensive investment strategy for dormitories. Additionally, a 27% increase of sustainment, repair and maintenance dormitory project submissions from the installations ensures we are maintaining quality living standards for our youngest

Airmen and Guardians. Lastly, we secured an additional \$12 million for dormitory operations and increased visibility and training on internal dormitory management programs.

Biggest Achievement

Starting fiscal year 2023, the Air Force will deliberately make a targeted \$175 million annual operations and maintenance (O&M) investment in quality of life facilities, to include dormitories.

Impact

With so many dorms in an unacceptable condition, many Airmen are living in dorms that the private sector would not accept. This translates to a lower quality of life, impacts retention and recruitment, and garners scrutiny from concerned stakeholders. When quality and lack of capacity issues arise at installations, AFIMSC is in the unique position to build and resource get-well plans, prioritized by risk and dorm condition, to fix this problem for the entire Air and Space Force.

VISIT go.usa.gov/xs9Vf
FOR CURRENT L2G1 INFO

2022 OBJECTIVES

G1.A — Manage an investment strategy that produces and sustains 80% of the dormitory portfolio at or above a Building Condition Index (BCI) of 80 each FY

G1.B — Replace all dormitory furnishings by lifecycle or condition life end each FY

G1.C — Maintain 95% dormitory utilization for 60 installations annually

G1.D — Implement I-WEPTAC MAWG 1 dormitory items once approved

GOALS FOR 2022

In 2022, we'll continue working the dormitory master plan update and we'll work to improve dormitory condition data and investment decisions to enable funding of the most critical requirements. Our team will also focus on increase dormitory utilization across the service and improve funding for dormitory operations and military construction projects to address deficits.

“Leaders owe Airmen and their families the Quality of Service and Quality of Life where all can reach their full potential.”

- Gen. Charles Q. Brown, Jr., Chief of Staff of the Air Force



Line of Effort 2, Goal 2

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 secure communities they are proud to call home. This goal is nested in AFMC’s 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.

DRIVING THE MISSION

Improvements to the Housing Privatization program ensure residents receive better service, resolve disputes in a faster and more transparent fashion, and have better information to guide decisions about where to live. Overall, the peace of mind that comes from knowing their families are housed in safe, quality environments helps military members focus on their missions and also drives retention.

2021 PROGRESS & ACCOMPLISHMENTS

Our team made significant progress in 2021. We reached new Performance Incentive Fee (PIF) agreements with five owners; implemented the new dispute resolution process, the rent segregation process and the seven-year maintenance history process; and we’re reviewing all state addenda for the universal lease so new residents can begin the signing process.

Biggest Achievement

The biggest accomplishments were wins related to the universal lease. The universal lease was agreed to and finalized and now AFCEC, the Air Force General Counsel Installations, Energy and Environmental Law Division, and project owners are reviewing all state-level addenda for each base.

As those addenda are reviewed and completed, universal leases are rolling out to installations. In the meantime, 60 of 68 locations implemented dispute resolution and rent segregation, and 62 of 68 locations implemented the seven year maintenance history.

Impact

We’re giving residents better insight into the quality of a home before signing a lease, better avenues to pursue disputes and more

2022 OBJECTIVES

- G2.A** — Negotiate Performance Incentive Fee (PIF) Restructure by CY22
- G2.B** — Develop and Implement a Process for Reporting Health and Safety Issues by March 2022
- G2.C** — Finalize and Implement the Universal Leases by June 2022
- G2.D** — Implement Dispute Resolution Process by June 22
- G2.E** — Develop a process for Project Owners to Provide Maintenance Records to New Residents by June 22
- G2.F** — Implement Revised Utility Billing Process by CY22
- G2.G** — Institute Section 606 2.5% payments for underfunded projects by July 22
- G2.H** — Implement OSD Standards for Inspections & Assessments by CY22

effective ways to pursue monetary damages when rights are not upheld.

GOALS FOR 2022

We hope to continue making progress on approving state addenda for the universal lease and having those go into effect. We also hope to make strides with other owners on renegotiating PIF plans. Finally, once the Office of the Assistant Secretary of Defense (OASD) for Housing provides guidance on the new utility billing process, we are ready to move out and make progress to evolve that objective as well.

VISIT go.usa.gov/xs9V7
FOR CURRENT L2G2 INFO



IN THE
NEWS

Air Force makes more rights
available for housing tenants



Line of Effort 2, Goal 3

OPTIMIZE COMMUNITY COHESION TO BUILD RESILIENT AIRMEN, GUARDIANS & FAMILIES

“Not only are our accomplishments working toward improving programs to make Airmen, Guardians and families lives better, they are bringing attention to AFIMSC programs at all levels.”

Jo Anne Dimitriou, 2021 Goal Leader



Goal Leader

Brian Roush, Air Force Services Center Executive Director

Goal Description

We'll deploy new initiatives and optimize current programs to make sure our most valuable resource, our Airmen and Guardians, and their families, are provided what they need to thrive at work, home and play.

DRIVING THE MISSION

This goal strengthens Airmen, Guardians and families through focused efforts on programs that build resilient military members and strong Air Force and Space Force communities.

2021 PROGRESS & ACCOMPLISHMENTS

We made quite a bit of progress toward accomplishing our goal in 2021. We were able to get our centralized fitness equipment purchasing to the sustainment phase, developed more efficient travel voucher processing and started the lodging of the future study. We also kept working toward our Food 2.0 and campus dining objectives and, despite lack of funding, made progress.

Biggest Achievement

With the diversity of the goal, it is difficult to choose just one. The \$12M centralized fitness recapitalization effort has consistently met the 15% annual equipment replacement goal and moved into the sustainment phase. This means our Airmen, Guardians and families are utilizing fitness equipment that is safe and in good working order. Another achievement was reducing PCS vouchers payment timeline to meet or exceed the AF goal of 15 days. We captured areas needing improvement, provided virtual training, and worked one-on-one with both installations and customers to ensure we are paying vouchers within the AF goal.

Impact

Through focused efforts to improve our programs, we are achieving our objective of improving cohesion and resiliency in military members and building strong Air and Space Force communities. By taking lessons learned during the fitness recapitalization effort, we are exploring ways to apply the same methodology to recapitalize dining facility equipment and establish a centralized replacement program across the enterprise.

2022 OBJECTIVES

G3.A — Efficiency - Apply economies of scale and a centralized view to save time and resources to improve cohesion and resiliency NLT CY22

G3.B — Optimization - Execute, measure and improve current portfolio of programs NLT CY22

G3.C — Child Care - Advocate for child care expansion funding, execute funded construction projects and increase child care options across the enterprise for FY22

VISIT go.usa.gov/xs9V6
FOR CURRENT L2G3 INFO

GOALS FOR 2022

We hope to keep momentum in moving the objectives forward as well as continue finding new and innovative ways to improve our services and programs.



IN THE
NEWS

Campus Dining System arrives at Maxwell Air Force Base

MHAFB first base in ACC to initiate Campus Dining System





Line of Effort 2, Goal 4

EXECUTE ENTERPRISE-WIDE CUSTOMER SERVICE STRATEGY

“We want to develop an enterprise-wide tool to measure customer satisfaction by capturing successes, addressing challenges and filling gaps on a continual basis.”

Col. Kevin Mantovani



Goal Leader

Col. Kevin Mantovani,
AFIMSC Vice Commander

Goal Description

We will identify, measure and analyze customer satisfaction to continuously improve enterprise results and external stakeholders’ experience with AFIMSC. We’ll share this customer feedback with the right people, in the right way, at the right time to influence positive changes and a culture of customer satisfaction throughout AFIMSC.

DRIVING THE MISSION

The customer satisfaction goal is the embodiment of AFIMSC’s tagline: Your Success is Our Mission. This goal helps the center understand how it can improve support to the installations so Airmen and Guardians can be successful.

2021 PROGRESS & ACCOMPLISHMENTS

We made a considerable amount of progress toward accomplishing our goal in 2021. We completed the observe-and-learn phase of our goal and collected customer feedback

on their level of satisfaction with AFIMSC. From this input, we identified pain points, challenges, gaps and successes. This has postured us to transition to the subsequent phases where we will develop initiatives to address challenges and continuously improve enterprise results and external stakeholders’ experience with AFIMSC.

Biggest Achievement

The biggest accomplishment this year was completing 16 Air Force and Space Force installation visits. Our team met with wing, group, and squadron leadership across all active-duty major commands, conducted focus groups and received direct feedback on how AFIMSC can better provide customer service at the installation level and better support base leadership in accomplishing their mission.

Impact

The feedback from the field will directly impact Airmen, Guardians and their families by ensuring they receive the best possible level of care and support.

2022 OBJECTIVE

G4.A — Build customer satisfaction survey NLT Jul 22

G4.B — Identify and Implement get-well plans for focus-group findings NLT Mar 22

GOALS FOR 2022

Next year, we hope to move the needle even further by acting on the data gathered. We want to develop an enterprise-wide tool to measure customer satisfaction by capturing successes, addressing challenges and filling gaps on a continual basis.

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FOR CURRENT L2G4 INFO



IN THE
NEWS

AFIMSC ‘launches’ new virtual support center



AFIMSC VIRTUAL
SUPPORT CENTER

Line of Effort 2, Goal 5

IMPLEMENT OFFICE OF THE FUTURE

“Our efforts will help us create an environment that enables collaboration and innovation while giving people the flexibility to work from home.”

Col. Kevin Mantovani

Goal Leader

Col. Kevin Mantovani,
AFIMSC Vice Commander

2022 OBJECTIVES

G5.A — Distribute monthly O2F newsletters and gather feedback on design plan NLT end of CY22

G5.B — Integrate/experiment/ scale O2F technologies -- Collect space utilization analytics NLT Jun 2022 to inform future O2F designs

G5.C — Deliver Infrastructure Investment Strategy effects through Joint Base San Antonio prototyping NLT Dec 2022

G5.D — Codify O2F implementation guidance by AFIMSC HQ, PSUs and detachments, available for external use by 22 June 2022

Goal Description

Build and benchmark a better, radically new way of working at AFIMSC called the O2F. Through a culture of experimentation and innovation, we will establish a new model for office-work that leverages cutting edge information technology to enable collaboration and flexible work in order to optimize resources, maintain connectedness and quality of life while improving mission effectiveness.

DRIVING THE MISSION

We hope to benchmark O2F at AFIMSC and serve as a model for other organizations across the Air Force and Department of Defense (DoD) looking to implement this type of hybrid work structure.

2021 PROGRESS & ACCOMPLISHMENTS

We initiated our goal in early 2021. Since then, we've made significant progress developing and implementing a hybrid work model which incorporates the benefits of teleworking from home along with in-person collaboration in the workplace.



Biggest Achievement

Our biggest accomplishment of 2021 was reaching Initial Operating Capability (IOC) for our O2F implementation rollout in AFIMSC's Headquarters building at JBSA, Texas. This rollout incorporated over 300 shared workstations throughout the facility and introduced a proof of concept reservation tool which allows personnel to schedule workspaces and collaboration areas through an easy to navigate web based and mobile platform.

Impact

O2F is at the forefront of AFMC's goal of reducing administrative offices spaces by 40%, and allowing personnel the flexibility to telework up to 50% to 70% of the time. In the early stages of implementation, AFIMSC has already consolidated over 30,000 square feet of administrative office space which falls directly in line with the Air Force's long-term Infrastructure Investment Strategy.

GOALS FOR 2022

The O2F team will continue to experiment and identify additional areas throughout the AFIMSC headquarters building where we can implement additional space saving and new collaborative designs based on data and lessons learned from our initial rollout. We'll also expand our coordination efforts within the AFIMSC enterprise to ensure geographically separated units are fully supported in implementing their own versions of O2F.

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FOR CURRENT L2G5 INFO



IN THE
NEWS

Work begins on AFIMSC 'Office of Future' ▶

Texas-based Air Force agency converting to mostly telework in 'Office of the Future'



Line of Effort 3

PURSUE ORGANIZATIONAL EXCELLENCE

We pursue organizational excellence by first syncing our strategic priorities with those of our higher headquarters to support the NDS. We're focused on growing and retaining high-performing professionals to execute our mission. We're maturing our processes and finding ways to better collaborate and communicate with our customers. We're committed to developing and fielding innovations that deliver capabilities smarter, faster and cheaper.

LOE 3 Champion: **Lorna Estep**, AFIMSC Executive Director



GOAL 1

Drive Enterprise Behavior Using Data Analytics: This goal empowers decision-makers at all levels in the I&MS enterprise to realize the full potential of data to inform their daily activities, enabled by high-quality data analytics products that are flexibly tailored, packaged and scoped to their needs. This goal is achieved when a data culture exists across the entire enterprise.

GOAL 2

Increase Innovation Opportunities: The aim of this goal is to empower Airmen and Guardians 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: 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. Through collaboration and community, we quickly identify and mitigate areas lacking in persistent, consistent and effective communication.

GOAL 4

Develop I&MS Experts & Leaders: 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.



GOAL 5

Ensure Connectedness Across AFIMSC: We are a stronger and more successful team when we are connected across our global enterprise. The AFIMSC team is the sum of all our military, civilians, contractor members and their families. This goal ensures connectedness between the headquarters, PSUs and detachments through targeted data, informed opportunities, tools and processes.

GOAL 6

Increase Organizational Maturity: When it comes to organizational maturity, our goal is simple: maximize organizational effectiveness and efficiency for maximum mission delivery. This goal defines the optimized organization to help identify and close performance gaps. We highlight and prioritize opportunities and track our progress by measuring AFIMSC against established performance characteristics of organizational maturity.

GOAL 7

Advance IT & Collaboration: This goal ensures we develop effective information technology portfolio management, collaboration and maturity. Through innovation and applying economies of scale across the organization, we can return time and resources to AFIMSC in addition to providing enhanced customer support to meet mission needs and vision.

GOAL 8

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.



Portfolio Performance

Metric Performance

AF Enterprise
Installation
Mission Area
Financial

Environmental Quality

Deployment & Distribution

Airman & Family Services

Protection

Base Communications

Facility Operations

Fire & Emergency Services

Line of Effort 3, Goal 1

DRIVE ENTERPRISE BEHAVIOR USING DATA ANALYTICS

"Our work elevates the failing health of Air Force infrastructure, resulting in significant increases to facility sustainment, restoration and modernization funding."

Jadee Purdy



Goal Leader

Jadee Purdy, Chief Innovation Officer

Goal Description

This goal empowers decision-makers at all levels in the Installation and Mission Support enterprise to realize the full potential of data to inform their daily activities, enabled by high-quality data analytics products that are flexibly tailored, packaged and scoped to their needs. This goal is achieved when a data culture exists across the entire enterprise.

DRIVING THE MISSION

Our work elevates the failing health of Air Force 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 which 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.

2021 PROGRESS & ACCOMPLISHMENTS

We exceeded our goal of growing up to 1,000 users during the year, due in part to the 15 training courses we offer each month and monthly collaboration opportunities with the Air Force Chief Data Office (AFCDO); Air Force Studies, Analyses and Assessments; and Tableau. This Air Force wide "Collab Lab" has seen more than 300 in attendance during our first three months alone.

Biggest Achievement

The core work of the data analytics team supporting AFIMSC's Installation Engineering Division was again a featured element of the Air Force I2S and featured at the service's fall meeting of its most senior leaders, called Corona.

Impact

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

2022 OBJECTIVES

G1.A – Agility – Grow enterprise portfolio data analytics capabilities by deploying, monitoring and maintaining a data and business intelligence ecosystem and report numbers monthly

G1.B – Proficiency – Target AFIMSC PSU growth of 500 trained users and share analytics best practices NLT Aug 22

G1.C – Community – Grow users from 2,000 to 3,000 by end of CY22

G1.D – Data Automation – Migrate 12 authoritative databases to the AF VAULT (visible, accessible, understandable, linked and trusted) data lake by end of FY22

G1.E – Federate Air Force Civil Engineer and Air Force Security Forces Centers and gain 12 more I&MS data systems/sets of record into the VAULT either directly or federated via ADVANA in CY22

GOALS FOR 2022

Our aim is to advance data analytics at the AFIMSC PSU level 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 fight for critical projects across the enterprise. We are essentially a combat multiplier between the PSU functional community and their HAF partners deploying data analytics to achieve these goals.

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FOR CURRENT L3G1 INFO



IN THE
NEWS

AFIMSC accelerates
change across the
enterprise with Big Data





Line of Effort 3, Goal 2

INCREASE INNOVATION OPPORTUNITIES

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

Jadee Purdy

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Goal Leader
Jadee Purdy, Chief Innovation Officer

Goal Description
The aim of this goal is to empower Airmen and Guardians 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 contracting, engineer, defender and services spark cells to further innovation. This impacts the lives of Airmen and Guardians and strengthens the bond and working relationship between us, our centers and all we serve.

2021 PROGRESS & ACCOMPLISHMENTS
The team made tremendous progress completing established milestones. We coordinated with AFIMSC PSUs to pursue ideas, running another successful

innovation rodeo and moving a combined 25 projects forward. We also hosted the San Antonio Innovation Summit in partnership with the center's PSUs, Air Education and Training Command (AETC), Air Force Personnel Center (AFPC), as well as city and industry partners.

Biggest Achievement
Our biggest achievement was our ability to quickly move applications from ideation through execution. We have several in testing or implementation Air Force wide, proving that applications and execution can happen quickly to meet the charge of accelerating change.

Impact
The innovations we are working have a direct impact on the daily lives of Airmen, Guardians and their families. For example, intelligent lockers will get packages to Airmen more quickly, even when the post office is closed; using artificial intelligence (AI) and machine learning to analyze and determine roof and facility condition can replace the need for Airmen and Guardians to do physical inspections; and Kinderspot is helping military families find short-term child care.

2022 OBJECTIVES

G2.A — Develop — Shepherd three new innovation ideas into implementation while managing 22 existing innovation projects in CY22

G2.B — Capability — Support four PSU sparks with funding and project tracking for five projects in FY22

G2.C — Community — Increase and scale five outreach events for FY22

G2.D — Collaboration — Grow collaboration opportunities 50% in FY22

Additionally, the work we're doing helps innovators and project managers connect and collaborate Air Force wide, reducing project duplication and increasing effectiveness.

GOALS FOR 2022
We are posturing for a strong 2022 working with our DoD and industry partners, including expanding work with AFIMSC PSU spark cells and Air Force Gaming (AFG). We are also partnering with I-WEPTAC teams to increase industry and government collaboration. Overall, we hope these partnerships will help our team scale and implement goals faster.

VISIT go.usa.gov/xs9p3 FOR CURRENT L3G2 INFO



IN THE NEWS

SA Innovation Summit takes on 'accelerating change' ▶

AFIMSC Ventures accelerates change across I&MS enterprise





Line of Effort 3, Goal 3 IMPROVE STRATEGIC COMMUNICATION

“Our ability to tell our story internally and externally informs and educates our team, customers and the American public about our role in national defense.”

Mike Briggs



Goal Leader

Mike Briggs, AFIMSC Public Affairs Chief

Goal Description

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. Through collaboration and community, we quickly identify and mitigate areas lacking in persistent, consistent and effective communication.

DRIVING THE MISSION

Strategic communication raises the awareness and understanding of the workforce and customer base. By doing that, we become more accessible and better capable of meeting mission needs in a timely and efficient manner. As we seek to accelerate change, stronger

communication ties can lead to faster decision-making and fielding of initiatives.

2021 PROGRESS & ACCOMPLISHMENTS

We were able to better connect with our internal team and customers with strategic communication initiatives such as senior leader videos, marketing our big events and establishing a quarterly external newsletter. We also grew our website and social media presence, which allows us to communicate with a larger audience about the AFIMSC team and its people.

Biggest Achievement

Because of COVID-19, we placed a greater emphasis on ensuring we maintained the information flow to our internal team with monthly leadership videos, commanders calls and town halls. We were very successful in sticking to the plan and

2022 OBJECTIVES

G3.A — Conduct communication engagements targeted to AFIMSC team and customers to grow AFIMSC awareness, understanding and advocacy NLT CY22

G3.B — Grow communication platform followership/views by 20% in CY22

G3.C — Complete 2022 AFIMSC Communication Strategy execution by end of CY22

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FOR CURRENT L3G3 INFO

keeping the commander’s voice in the conversation despite the challenges of very limited travel.

Impact

An informed AFIMSC team better understands its mission and how the command’s operations contribute to lethality, readiness and caring for service members and their families. It instills pride and ownership of the mission and drives the team to perform at a higher level.

GOALS FOR 2022

We hope to expand on the progress of the last year, which in many ways served as a baseline from which to measure future progress. So we’ll continue to market our platforms internally and externally, seek to improve and expand customer relations, and look for innovative ways to tell our story.

Monthly videos help AFIMSC leaders connect with workforce audiences around the globe.



Line of Effort 3, Goal 4

DEVELOP I&MS EXPERTS & LEADERS

.....
"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

Talent management is key to integrating delivery of installation and mission support capabilities. From timely recruitment to developmental opportunities, human resources lifecycle programs help the center grow and retain the right talent for the mission.

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FOR CURRENT L3G4 INFO

2021 PROGRESS & ACCOMPLISHMENTS

We had a successful year and identified opportunities for improvement as program efforts evolved. We made strides improving the hiring process and created a standard vacancy report tracking system for AFIMSC. We also expanded the experiential rotation program to include enlisted teammates, expanded training and educational course offerings, and significantly increased individual development plan completion rates.

Biggest Achievement

In 2021, we revamped the rotation experiential and broaden horizons opportunity programs and implemented the Air Force Installation and Mission Support Total Force eLearning program.

Impact

Effective and timely recruitment and developmental opportunities increase lethality and readiness for installation and mission support capabilities across the Air and Space Force. Our strategy postures employees and leaders to succeed in their current jobs and future opportunities across the service.

GOALS FOR 2022

In 2022, we want to increase participation and interest in personal and professional development tools, programs and events. We also plan to standardize recruitment processes across the center and automate requests for personnel actions to eliminate email as the entry point. Finally, we want to assign qualified supervisors to positions that combine various talents from across the AFIMSC enterprise to leverage capabilities, maximize efficiency, and effectiveness in support of the center's overall force development efforts.

2022 OBJECTIVES

G4.A — Hiring Process - Decrease civilian hiring timeline though workforce planning by 15% in FY22

G4.B — Rotation - Establish a rotation program target of 2-3% within the Center (5% stretch) (Broadening and Experiential); begin execution/ placement by 3rd Qtr

G4.C — Career Planning - Increase Individual Development Plan (IDP) utilization by 85% by end of year

G4.D — Training & Education - Increase training and education participation by 10% per year and seek funding to support AFIMSC's UFR requirements

G4.E — Capture and track data that shows the impact of force development execution through assessing qualitative and quantitative ROI & by identifying key indicators by Mar 22; Report analysis by end of CY

G4.F — Establish Supervisor Rotation Program; Expand Center-wide; begin execution/ placement by 3rd Qtr

G4.G — Establish AFIMSC civilian force renewal program by end of CY; Evaluate enterprise civilian positions for restructuring to provide target/ developmental opportunities to renew the force

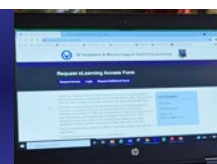
G4.H — Monitor effectiveness of mentoring efforts (ongoing surveys/ data analytics)



IN THE
NEWS

AFIMSC expands development programs with supervisor rotation program

AFIMSC expands eLearning platform to Total Force ▶





Line of Effort 3, Goal 5
ENSURE CONNECTEDNESS ACROSS AFIMSC

.....
“Our group is tearing down the walls of segregation between detachments, centers and geographically separated units.”
.....

Suhyon Siewert



Goal Leader

Suhyon Siewert,
Financial and Program Analyst

2022 OBJECTIVES

G5.A – Transition Connectedness
– evolve the collection of data and separate value added events held and assess ROI NLT Jul 22

G5.B – Organizational Health Assessment – combine feedback/survey forum into a focused question to have relevant data across AFIMSC NLT Jul 2022

G5.C – Transform Connectedness/ IAMIMSC App – NLT 30 Sep 22, Utilize the current framework to enhance the IT/Web solutions and deliver an easy forum/access to provide information and feedback every quarter

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FOR CURRENT L3G5 INFO

Goal Description

We are a stronger and more successful team when we are connected across our global enterprise. The AFIMSC team is the sum of all our military, civilians, contractor members and their families. This goal ensures connectedness between the headquarters, PSUs and detachments through targeted data, informed opportunities, tools and processes.

DRIVING THE MISSION

Our group is tearing down the walls of segregation between detachments, centers and geographically separated units. Our group instills the #IAMIMSC culture, bringing the total force together for a shared mission.

2021 PROGRESS & ACCOMPLISHMENTS

Our group has grown leaps and bounds in 2021. We have refined our objectives and we are confident in what we will accomplish in 2022.

Biggest Achievement

We meticulously laid every brick for our foundation in 2021. In sequential years, we will be reaping the fruits of our labor.

Impact

Our efforts in this group has fostered center-level cohesion and unity. This has materialized into defined organizations, effective recreational events and improved morale.

GOALS FOR 2022

We aspire to drive change from the top-down. We want to eliminate all of the organizational inconsistencies that create conflict within AFIMSC and we want to renew focus on the #IAMIMSC concept.

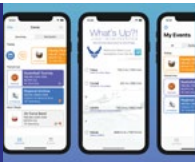


AFIMSC built goals into its strategic plan aimed at improving morale, resilience and unity, and made “Family & Fun” one of its organizational values.



IN THE
NEWS

AFIMSC tests installation events app





Line of Effort 3, Goal 6

INCREASE ORGANIZATIONAL MATURITY

.....
"Our goal focuses on internal processes that will allow us to continue to grow."
.....

Chris Underwood



Goal Leader

Chris Underwood, Chief, Comparative Analysis Division, AFIMSC Resource Management Directorate

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FOR CURRENT L3G6 INFO

Goal Description

When it comes to organizational maturity, our goal is simple: maximize organizational effectiveness and efficiency for maximum mission delivery. This goal defines the optimized organization to help identify and close performance gaps. We highlight and prioritize opportunities and track our progress by measuring AFIMSC against established performance characteristics of organizational maturity.

DRIVING THE MISSION

Being such a young organization, we've got an amazing opportunity at AFIMSC. We need to be innovative in our approach to providing service and support to the major commands and installations. Our goal focuses on internal processes that will allow us to continue to grow.

2021 PROGRESS & ACCOMPLISHMENTS

In 2021, our team made significant advancements in increasing our overall organizational maturity. We closed out AFIMSC 2.0 deliverables including mapping 58 key processes across the AFIMSC enterprise that will help to better inform/educate both internal and external customers. Additionally, we saw continuous growth in 13 of 14 key maturity categories based on maturity assessment results.

Finally, we've taken the AFIMSC Strategy program to new levels. We implemented a healthy enterprise wide strategy cadence, where strategy is baked into daily decision making. To help reinforce this culture of strategy, we launched monthly "Strat Chats" with AFIMSC senior leaders, developed a strategy hub to host all things strategy, codified our processes into playbooks and developed the strategy incubatory process.

Biggest Achievement

Our biggest accomplishment was developing and launching the LAUNCH site, the front door to all things AFIMSC: our organization, capabilities and unit directory.

Impact

Our organizational maturity efforts ultimately result in providing better service and support to our customers across the Air and Space Forces. Developing tools like LAUNCH allow for better communication with our customers at the MAJCOMs and installations while assisting internal AFIMSC teammates with navigating the enterprise.

GOALS FOR 2022

We are shifting away from closing out AFIMSC 2.0 and focusing on integration across the center using programs like

2022 OBJECTIVES

G6.A — Execute well-rounded Continuous Process Improvement (CPI) program in accordance with (IAW) Air Force Instruction (AFI) 38-401 and AFI 90-201 focusing on both people and processes NLT Dec 2022

G6.B — Execute one CY22 maturity matrix NLT May CY22

G6.C — Implement Director of Staff organizational Knowledge Management Strategy across the enterprise NLT CY22

G6.D — Develop and implement no less than 3 value-added AFIMSC operational acquisition processes to support delivering required I&MS capability NLT end of CY22

knowledge management (KM) and continuous process improvement to push the organization forward.



Click for AFIMSC LAUNCH Portal Video Tour.

Line of Effort 3, Goal 7

ADVANCE IT & COLLABORATION

"Our goal is ultimately focused on improving AFIMSC's ability to deliver installation and mission support to our Air and Space Forces in support of Air Force Materiel Command, Air Force and National Defense priorities."

Michael Osborn

Goal Leader

Michael Osborn, AFIMSC Chief Information Officer (CIO)

2022 OBJECTIVES

G7.A — Apply economies of scale to consolidate at least 6 contracts with savings of >20% and provide more robust capabilities in FY2022

G7.B — Migrate nine additional on premise services to the cloud by FY2022

G7.C — Ensure 100% of IMSC has access to tools and training to effectively use collaboration tools NLT CY22

G7.D — Improve daily customer experience through increased customer support, education and feedback on IT helpdesk, Office 365, and voice services; also, during key implementations like IT refresh

G7.E — Migrate 16 AFIMSC Authoritative Databases to VAULTIS or BLADE by May 15, 2022 consistent with SAF/CO guidance

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FOR CURRENT L3G7 INFO

Goal Description

This goal ensures we develop effective information technology portfolio management, collaboration and maturity. Through innovation and applying economies of scale across the organization, we can return time and resources to AFIMSC in addition to providing enhanced customer support to meet mission needs and vision.

DRIVING THE MISSION

Effective IT portfolio management, along with enhanced customer support, improves AFIMSC's ability to deliver installation and mission support to our Air and Space Forces.

2021 PROGRESS & ACCOMPLISHMENTS

In 2021, our accomplishments included consolidating five contracts to one and providing collaboration tools to the AFIMSC enterprise and workforce.

Biggest Achievement

In addition to the contract consolidation success, transitioning from Commercial

Virtual Remote (CVR) Teams to the Air Force network version was among our biggest achievements. AFNet Teams is safer and more secure than CVR Teams and able to process controlled unclassified information with less risk.

Impact

Transitioning to AFNet teams with little disruption made sure AFIMSC teammates had what they needed to communicate and collaborate. As many in AFIMSC continue to primarily work from home, and prepare to move into the hybrid model of the O2F, reliable IT tools will continue to be critical to individual and organizational mission success.

GOALS FOR 2022

In 2022, we will work toward consolidating more contracts, moving 9 applications to the cloud, and migrating 15 authoritative databases to data that is visible, accessible, understandable, linked, trustworthy, interoperable and secure (VAULTIS) to ensure objective and effective decisions.



Collaborative IT tools continue to drive AFIMSC's ability to connect with teammates and execute the mission.



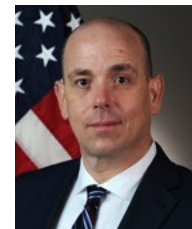
DIVERSITY INCLUSION
UNITED STATES AIR FORCE

Line of Effort 3, Goal 8

BUILD AND SUSTAIN AN INCLUSIVE AND EQUITABLE CULTURE/ENVIRONMENT

"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."

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.

ADDRESSING THE NEED

AFIMSC seeks to create and sustain a healthy command climate that is inclusive and equitable for all service members and civilian employees. This includes the right to serve, advance and be evaluated based on individual merit, fitness, capability and performance in an environment free of discrimination based on race, ethnicity, religion, sexual orientation and other identifying attributes.

DRIVING THE MISSION

Increasing awareness around the discussion about diversity, and creating an inclusive working 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.

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FOR CURRENT L3G INFO

Impact

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.

GOALS FOR 2022

The 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 AFIMSC Airmen and Guardians.

2022 OBJECTIVES

G8.A — Conduct/coordinate unconscious bias training opportunities for all AFIMSC personnel; mandatory for both military and civilian managers/supervisors with an expectation of 90% completion by the close of the current performance period, March 31, 2022, and 55% completion for the enterprise population by April 29, 2022

G8.B — Unit population of 70% attend one sensing session per quarter

G8.C — Coordinate/conduct an annual diversity, equity, inclusion, and accessibility focus day session; with at least 75% attendance of enterprise population.

G8.D — Build an AFIMSC dashboard to identify center demographic data on race, ethnicity, age, education, and gender diversity to identify possible barriers to build equitable and inclusive workspaces NLT CY23

Appendix

Acronyms

Glossary of Acronyms

ACC	Air Combat Command
ACP	Access Control Point
AETC	Air Education and Training Command
AFAA	Air Force Audit Agency
AFCAMP	Air Force Comprehensive Asset Management Plan
AFCDO	Air Force Chief Data Office
AFCEC	Air Force Civil Engineer Center
AFCOLS	Air Force Common Output Level of Service
AFDW	Air Force District of Washington
AFG	Air Force Gaming
AFGSC	Air Force Global Strike Command
AFI	Air Force Instruction
AFICC	Air Force Installation Contracting Center
AFIMSC	Air Force Installation and Mission Support Center
AFMC	Air Force Materiel Command
AFPC	Air Force Personnel Center
AFSFC	Air Force Security Forces Center
AFSOC	Air Force Special Operations Command
AFSVC	Air Force Services Center
AFWIC	Air Force Warfighting Integrating Capability
AI	Artificial Intelligence
AMC	Air Mobility Command
AOBL	Adaptive Operations for Base Lethality
AoE	Analysis of Operating Environment
APF	Appropriated Fund(s)
ATAC	Advanced Tactical Acquisition Corps
BCCI	Building Component Condition Index
BCI	Building Condition Index
C2	Command and Control Operations
CCDR	Combatant Commander
CDC	Child Development Center
CEP	Category Execution Plans
CIO	Chief information Officer
CMVE	
CONUS	Continental United States
CPI	Continuous Process Improvement
CTR	Click-through Rate

CUI	Controlled Classified Information
CVR	Commercial Virtual Remote
CY22	Calendar Year 22
DAF	Department of the Air Force
DID	Digital Innovation Dashboard
DMP	Dormitory Master Plan
DoD	Department of Defense
DP	Development Activities
EADR	Expeditionary Airfield Damage Repair
EFMP	Exceptional Family Member Program
EM	Enterprise Manager / Enterprise Management
EMWG	Enterprise Management Working Group
ERM	Enterprise Resource Management
EWL	Enterprise Wide Look
FOC	Full Operational Capacity
FSRMD	Facility Sustainment, Restoration, Modernization and Demolition
FY22	Fiscal Year 22
GI&S	Geospatial Information and Services
HAF	HQ Air Force
I&MS	Installation & Mission Support
I2S	Infrastructure Investment Strategy
IAW	In Accordance With
IDP	Installation Design Package
IHA	Installation Health Assessment
IROC	Installation Resilience Operations Center
IPL	Integrated Priority List
IT	Information Technology
I-WEPTAC	Installation and Mission Support Weapons and Tactics Conference
IZ	Installation Support Directorate
JADC-2	Joint All Domain Command and Control
JBSA	Joint Base San Antonio
KPI	Key Performance Indicators
KM	Knowledge Management
LOE	Line of Effort
MAJCOM	Major Command
MHO	Military Housing Office
MHPI	Military Housing Privatization Initiative
MILCON	Military Construction
MilDeps	Military Department or Dependent
MSG	Mission Support Group
NDS	National Defense Strategy
NLT	No Later Than
O&M	Operations and Maintenance
O2F	Office of the Future

Glossary of Acronyms (cont.)

OASD	Office of the Assistant Secretary of Defense
OCS	Operational Contract Support
OSD	Office of the Secretary of Defense
PA	Public Affairs
PACAF	Pacific Air Forces
PB	Program and Budget
PCS	Permanent Change of Station
PICCE	
PIF	Performance Incentive Fee
PMRs	Program Management Review
POM	Program Objective Memorandum
PPS	Pick, Pack and Ship
PRV	Plant Replacement Value
PSU	Primary Subordinate Unit
R4R	Recharge for Resiliency
RADR	Rapid Airfield Damage Recovery
RM	AFIMSC Resources Directorate
ROI	Return on Investment
RPA	Remotely Piloted Aircraft
SABER	Simplified Acquisition of Base Engineer Requirements
SECAF	Secretary of the Air Force
SIF	Squadron Innovation Fund
SIPR	SECRET Internet Protocol Router (Network)
TID	Technology Integration Detachment
TLF	Temporary Lodging Facility
T-MDI	Tactical Mission Dependency Index
TP-1	Transportation Priority - One
UA	Unmanned Aircraft
VAULTIS	Data that is Visible, Accessible, Understandable, Linked, Trustworthy, Interoperable and Secure
UAS	Unmanned Aircraft Systems
UFR	Unfunded Requirements
USAFE	U.S. Air Forces in Europe
USSF	United States Space Force
UTM	Unit Training Manager
VQ	Visitor's Quarters
WG	Working Group
XZ	Expeditionary Support and Innovation Directorate
YoY	Youth of the Year

