

# Air Force Installation & Mission Support Center



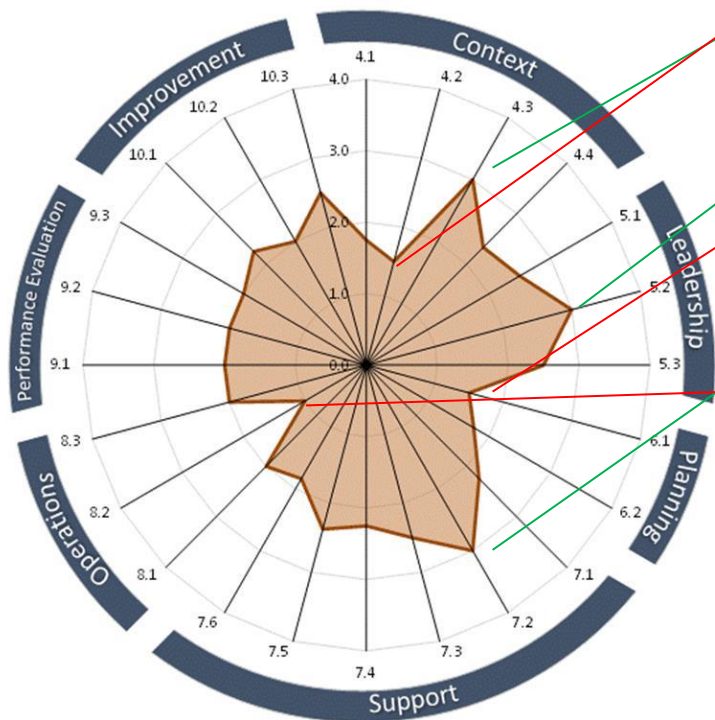
## Installations Portfolio & Deferred Maintenance

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AFIMSC/IZB  
10 Jan 24



# USAF AMS Maturity – Mar 2021

In 2019, at an AFIMSC in person meeting, 11 people responded to survey questions to generate scores  
 In 2021, Definitive Logic evaluated our capabilities through an in-person event and through one-on-one interviews



Evaluation Results	2019 Assessment Results	Change from 2019 to 2021 - DL	2021 - Initial DL Assesseme	Change from 2019 to 2021- General Green	2021 - General Green Assessment
<b>Section 4 – Context of the Organization</b>	1.78	↑ 0.36	2.15	↑ 0.26	2.04
4.1 Understanding the Organization and its Context	1.82	↓ (0.07)	1.75	↓ (0.32)	1.50
4.2 Understanding the Needs and Expectation of Stakeholders	1.77	↓ (0.27)	1.50	↑ 1.23	3.00
4.3 Determining the Scope of the Asset Management System	1.77	↑ 1.23	3.00	↑ 0.23	2.00
4.4 Asset Management System	1.77	↑ 0.56	2.33	↓ (0.11)	1.67
<b>Section 5 – Leadership</b>	1.94	↑ 0.73	2.67	↓ (0.27)	1.67
5.1 Leadership and Commitment	2.50	→ 0.00	2.50	↓ (0.50)	2.00
5.2 Policy	1.68	↑ 1.32	3.00	↑ 0.32	2.00
5.3 Organizational Roles, Responsibilities and Authorities	1.64	↑ 0.86	2.50	↓ (0.64)	1.00
<b>Section 6 – Planning</b>	1.93	↓ (0.31)	1.63	↑ 0.32	2.25
6.1 Actions to Address Risks and Opportunities for the Asset Management System	2.18	↓ (0.68)	1.50	↑ 0.82	3.00
6.2 Asset Management Objective and Planning to Achieve the Organization's Purpose	1.68	↑ 0.07	1.75	↓ (0.18)	1.50
<b>Section 7 – Support</b>	1.71	↑ 0.66	2.37	↑ 0.66	2.38
7.1 Resources	1.86	↑ 0.39	2.25	↑ 1.14	3.00
7.2 Competence	1.82	↑ 1.18	3.00	↑ 0.18	2.00
7.3 Awareness	1.82	↑ 0.68	2.50	↓ (0.82)	1.00
7.4 Communications	1.45	↑ 0.80	2.25	↑ 1.05	2.50
7.5 Information Requirements	1.73	↑ 0.65	2.38	↑ 1.02	2.75
7.6 Documented Information	1.59	↑ 0.24	1.83	↑ 1.41	3.00
<b>Section 8 – Operations</b>	1.73	↓ (0.06)	1.67	↑ 0.61	2.33
8.1 Operational Planning and Control	1.82	↑ 0.18	2.00	↑ 0.18	2.00
8.2 Management of Change	1.86	↓ (0.86)	1.00	↑ 0.14	2.00
8.3 Outsourcing	1.50	↑ 0.50	2.00	↑ 1.50	3.00
<b>Section 9 – Performance Evaluation</b>	1.46	↑ 0.54	2.00	↑ 0.76	2.22
9.1 Monitoring, Measurement, Analysis and Evaluation	1.50	↑ 0.50	2.00	↑ 1.17	2.67
9.2 Internal Audit	1.57	↑ 0.43	2.00	↑ 0.43	2.00
9.3 Management Review	1.32	↑ 0.68	2.00	↑ 0.68	2.00
<b>Section 10 – Improvement</b>	1.95	↑ 0.30	2.25	↑ 0.38	2.33
10.1 Nonconformity and Corrective Action	2.36	↓ (0.11)	2.25	↓ (1.36)	1.00
10.2 Preventative Action	1.68	↑ 0.32	2.00	↑ 1.32	3.00
10.3 Continual Improvement	1.82	↑ 0.68	2.50	↑ 1.18	3.00
<b>Result</b>	1.77	↑ 0.39	2.16	↑ 0.42	2.19
	Apprentice		Apprentice		Apprentice

Maturity	Score
Beginner	0 < Average Score ≤ 0.5
Novice	0.5 < Average Score ≤ 1.5
Apprentice	1.5 < Average Score ≤ 2.5
Practitioner	2.5 < Average Score ≤ 3.5
Master	3.5 < Average Score ≤ 4.0

ISO 55000 Sections

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# *Infrastructure Investment Strategy*



- **SECAF & MAJCOM/CCs signed in 2019; AF installations are power projection platforms**
  - **Cites risks due to poor sustainment, recommended revised investment approaches**
  - **Outlines minimum required investments to fund infrastructure to support missions**
  - **Set target to reduce portfolio by 5% over long time horizon**
- **Funding has been often fallen short of recommended levels + NDAA reqmnts focus**
  - **AFIMSC adjusts by decentralized/centralized allocation of infrastructure funds**
  - **Commanders retain authority to balance risk/optimize assets with decentralized funds**
  - **Bases identify reqmnts based on condition, risk, mission needs**
- **MAJCOMs prioritize base projects → AFIMSC builds multi-year Priority Lists**
  - **Tasking Order gives bases authority to advertise - advanced bids provide flexibility**
  - **Enterprise oversight metrics on performance informs business rules and processes**

**Restore readiness to power projection platforms**



# Deferred Maintenance & Repair

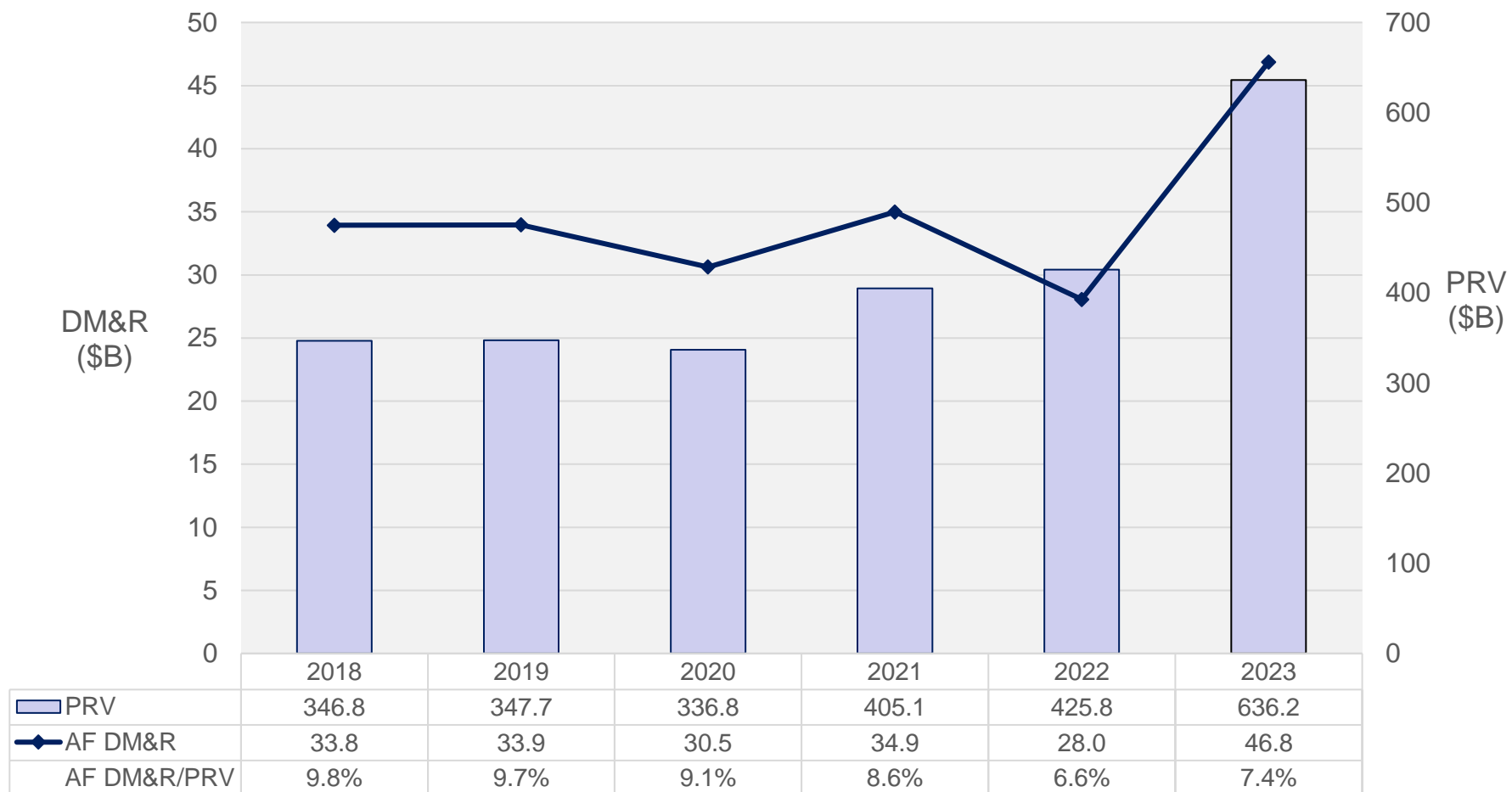


- **Before FY20, AF lacked a formal process to consistently calculate DM&R for the Annual Financial Report**
  - Resulted in Financial Improvement and Audit Remediation (FIAR) Observation – unable to produce key supporting documents required for auditor verification of the annual DM&R reported values
  - AF conducted a Business Process Re-engineering to get a repeatable process to produce DM&R
- **Real Property inventory is foundation of DM&R analysis:**
  - All DAF assets to include ANG, AFRC and USSF
  - For FY23 report, APSR data pulled in FY23 Q4 (Sept 2023)
- **Calculation methodology order of priority for individual asset DM&R values:**
  - Priority 1: Condition assessment-based DM&R estimates obtained from Sustainment Management Systems (SMS; - BUILDER and PAVER)
  - Priority 2: DM&R estimates derived from extrapolation of calculated DM&R averages of similar assets
  - Priority 3: DM&R estimates calculated via Unit of Measure (UoM) quantity and either the PRV Unit Cost (PUC) or the Sustainment Unit Cost (SUC) set forth in UFC 3-701-01, *DoD Facilities Pricing Guide, Table 3*
  - Priority 4: DM&R estimates derived from the application of Age-Status based estimates



**DRAFT**

# FY23 DM&R Analysis





# DM&R Analysis



- **DM&R values have fluctuated significantly in recent years**
  - **Dataset upon which the calculations are based is not stagnant**
    - New sites added: Joint Base realignment, overseas bases added
    - Continued assets “found on base” in existence/completeness surge
    - Data Quality is improving, but there is still much work to do
  - **Increased number of DM&R reportable assets & assets with condition based data**
    - Key drivers were SMS Cost Book increases across the board in each of the last 2 years
    - Cost Book increases due to inflation, increased labor/materiel costs, and continuation of supply chain issues
    - Continued degradation of our portfolios – limited investment is underperforming
- **Likely funding cannot keep pace with this trend – a change in approach & footprint must occur**



# Looking Ahead



- **Significant I2S Update in the works, driven by Senior Leader vectors**  
**AF intent to manage footprint and shape bases for future conditions and risks**
  - **Policy & investments to posture facilities for consolidation and closure**
  - **Mission dependency and risk perspective emphasis by senior leaders**
- **AFIMSC re-org in motion to augment investment planning/improve strategic alignment**
  - **Revised authorities may be needed; robust debate on optimal approach expected**
  - **Definition of acceptable conditions may be based on strategy (cultural shift)**
  - **Strategic Oversight provided by AF Infrastructure Council**



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# Data Maturity Assessment & Collection



Asset Class	SMS	Data Collector	Data Collection Method	Annual Contract Cost	CI	Assessment Methodology (Direct or Distressed)	Completeness	Data Quality
Buildings, Structures, Linear Structures	BUILDER™	Base	Base Personnel or Base Funded Ktr	N/A	BCI	Direct	Gap - Number of systems (7 vs All 13) Gap - Low MDI Assets	Fair
Airfield Pavements	PAVER™	AFCEC	APE Team & PCI Contractor (AFIMSC Funded)	\$3-4M	PCI, SCI, PCN, EA, FPI, MU	Distressed	Substantially Complete	High
Roads & Parking Pavements	PAVER™	AFCEC	PCI Contractor (AFIMSC Funded)	Included Above	PCI	Distressed	Substantially Complete	High
Railroads	RAILER™	AFCEC	USACE (AFIMSC Funded)	\$0.25M	TSCI	Distressed	Substantially Complete	High
Utilities	UTILITIES™ SMS (in Development)	TBD	TBD	TBD	UCI	Direct	Inventory Mostly Complete Gap - Limited Condition Information. Gap - No enterprise plan for re-assessing.	Fair
POL/Fuels	FUELER™ SMS (in Development)	DLA & AFCEC	DLA & AFCEC/CZ Contracts	Not Tracked by CO	UCI	Direct	Substantially Complete Gap - No SMS	Good
Bridges	No SMS	AFCEC (CONUS)	FHWA (AFIMSC Funded)	\$1M	SI	Distressed	Reportable Bridges Substantially Complete. Gap - No SMS Gap - Non-Reportable Bridges	High
Mission Ports & Wharfs	BUILDER	AFCEC	USACE (AFIMSC Funded)	\$0.25K	BCI	Direct	Partially Complete - New Assessment Program Gap - Non Mission Ports	Good
Dams	No SMS - National Inventory of Dams	AFCEC (CONUS)	USACE (AFIMSC Funded)	\$0.5M	NID	Distressed	Reportable Dams Substantially Complete Gap - No SMS Gap - Non-Reportable Dams	High



# Infrastructure Readiness



## Infrastructure Readiness

- High Risk (CI < 55)
- Moderate Risk (BCI/UCI = 55-84 or PCI = 55-69)
- Good (BCI/UCI = 85-100 or PCI = 70-100)

