



# ***AIR FORCE FACILITY INVESTMENT METRIC***

**Implementation & Operations Guide**

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## EXECUTIVE SUMMARY

As we move into the 21st Century, the Air Force must place even greater emphasis on getting the highest possible return on the taxpayer's dollar.

The Facility Investment Metric (FIM) provides credible information to assist senior leaders in making key resource decisions in the facility and infrastructure business.

The FIM will improve the Air Staff's ability to advocate and defend repair, minor construction and demolition funds within the Air Force Corporate Structure by clearly identifying the most urgent facility requirements and their impact on the Air Force mission.

The Mission of the Air Force spans a wide range of activities: from tactical flying to space operations to research & development. Consequently, each MAJCOM will tailor the FIM to reflect their primary mission.

The FIM uses existing database systems and approval processes to create a set of Facility Investment Indices (FII) for a variety of analytical purposes.

The Air Force will use these FIIs to develop a corporate investment strategy, measure adherence to this strategy, and ascertain the adequacy of long-term levels of investment to meet facility requirements.

Since the Air Force will use the FIM as a means of advocacy, we must ensure that funds are expended in the same manner as they were earned.

Therefore, the Air Force Investment Philosophy will drive future funds allocation.

### Bottom Line

The Air Staff will use the FIM to advocate for the level of funding necessary to address the Most Urgent Facility Needs of the Air Force.



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**PURPOSE, PROCESS AND CONCEPTS**

1. **PURPOSE.** The purpose of the Facility Investment Metric (FIM) is to put a mission face on existing facility and infrastructure major repair and minor construction requirements in order to advocate for funds at the Air Force Corporate Structure. It also provides a performance measure for the Air Force leadership on the effectiveness of its investment strategy by tying Real Property Maintenance by Contract (RPMC) allocation to the Air Force's investment philosophy: to address the most urgent facility needs of the Service.

**1.1 HOST INSTALLATION PROCESS.**

1.1.1. Installations are organizations immediately subordinate to the MAJCOM (except for Numbered Air Forces). In most cases, they are Wings or Wing-equivalent organizations.

1.1.2. Installations must identify facility requirements, assign Impact Ratings using impact criteria defined in Annex G, and transmit installation commander-approved project data to the MAJCOM.

1.1.3. The installation's Base Civil Engineer (BCE), or equivalent, will serve as the installation commander's executive agent for this program.

- The BCE must program projects using existing Air Force Instructions, specifically AFI 32-1032 and AFI 65-601. Air Force instructions take precedence over the FIM guidance.

- The BCE must electronically transmit Facilities Board validated project data to the MAJCOM using PCMS (or an AF approved equivalent database). The BCE must forward an installation commander-signed paper-copy of that submittal to the MAJCOM within 14 days of submitting the electronic file.

1.1.4. MAJCOM/CEs must review installation submissions for compliance with this guidance.

- Prior to submitting the report to the Air Staff, the MAJCOM/CEs must notify installations of any change(s) to their data.

- MAJCOM/CEs must certify the FIM data and transfer it in MS Access 97 to the Air Staff. The Air Staff must review the submissions and notify MAJCOMs of any change(s) to their data.

1.1.5. MAJCOMs may not change Mission Areas except to correct an administrative error. MAJCOMs must submit, and Air Staff approve, any changes in Mission Areas that are not simple correction of errors prior to making the change at the installation.

- FIM involves only RPM O&M funded, non-PML projects. FIM does not include design funds, studies, and projects funded from other accounts (i.e., Military Family Housing (MFH), Environmental, Defense Commissary Agency (DeCA), Defense Fuels Supply Center (DFSC), Research, Development, Testing & Evaluation (RDT&E), Medical, Non-Appropriated Funds (NAF), Military Construction (MILCON), Transportation Working Capital-Fund (TWC-F), etc.). The Air Force Corporate Structure will determine design funds and study resource levels.

- FIM collects studies and surveys performed by A/E or Corps of Engineers but the data does not append in the MARM.

## 1.2 TENANT PROCESS.

1.2.1. Tenants are organizations which do not fall under the operational control of the host installation commander, but rely on the host installation for facility project reporting support.

1.2.2. Parent MAJCOMs or equivalents must determine the Mission Areas for tenant facilities. Tenants are responsible for working closely with the host base to ensure the accuracy of their Real Property and PCMS data.

1.2.3. Host BCEs must obtain tenant commander validation for BCE assigned Impact Ratings for tenant requirements prior to obtaining host installation commander approval.

1.2.4. Host versus tenant funding responsibilities are determined by AFI 32-1032, Chapter 4 and AFI 65-601, Chapter 7.

1.2.5. Host MAJCOMs must forward all tenant requirements to the respective tenant's parent MAJCOM for review based on established policies and/or existing support agreements.

1.2.6. After review, parent MAJCOMs must include only minor construction requirements identified for their tenants as part of their final submission to the Air Staff.

## 1.3. CONCEPTS.

1.3.1. Mission Area Rating Matrix (MARM). The MARM (Table 1-1) groups all repair and minor construction projects according to Mission Areas and impacts on the installation/tenant's mission. This two-dimensional layout not only helps decision-makers characterize the types and significance of an installation's, MAJCOM's, or total Air Force's unfunded requirements, but it also forms the basis for the determining Facility Investment Indices (FIIs), as explained in Chapter 5 and Annex F. MARM's help place a "face" on RPMC requirements.

MISSION AREA	IMPACT RATING		
	Critical	Degraded	Minimal
Primary Mission			
Mission Support		<b>Cost of Unfunded Projects</b>	
Base Support			
Community Support			

TABLE 1-1: MISSION AREA RATING MATRIX

1.3.2. Mission Areas. Mission Areas (Table 1-2) group facilities according to their relationship to the overall installation and/or tenant's mission using the real property category codes. In facilities with multiple users, it is possible to have multiple Mission Areas according to their respective category codes. The Mission Areas are further defined in Annex G.

MISSION AREA	IMPACT RATING		
	Critical	Degraded	Minimal
Primary Mission			
Mission Support			
Base Support			
Community Support			

TABLE 1-2: MISSION AREA RATING MATRIX

- Multi-Facility Projects. Multi-facility projects may not cross Mission Areas. For projects which combine several facilities, the installation must ensure that all those facilities fall under the same Mission Area. For example, a single project to repair multiple roofs may not combine a supply warehouse (Base Support) with maintenance hangars (Mission Support).

- Multi-Mission Area Facility Projects. Projects in a single facility with multiple category codes that cross Mission Areas will carry the Mission Area that most correctly reflects the overall intent and scope of the work. For example, an electrical upgrade of a 10,000 SF warehouse that includes a 2,000 SF command post may be classified as Primary Mission if the majority of the cost is attributed to the command post; however, if the majority of the cost is attributed to the warehouse, the project should be classified as Base Support.

1.3.3. Impact Ratings. Impact Ratings (Table 1-3) identify the requirement's current effect on the overall installation/tenant mission. The installation Facilities Board approves Impact Ratings using criteria defined below and in Annex G. Impact Ratings must reflect the intent and scope of the work to satisfy the current installation mission impact.

MISSION AREA	IMPACT RATING		
	Critical	Degraded	Minimal
Primary Mission			
Mission Support			
Base Support			
Community Support			

TABLE 1-3: MISSION AREA RATING MATRIX

- *Critical:* Significant loss of installation/tenant mission capability and frequent mission interruptions. Work-arounds are continuously needed. Risk Assessment Code (RAC) or Fire Safety Deficiency Code (FSDC) of I.

- *Degraded:* Limited loss of installation/tenant mission capability. Work-arounds to prevent mission disruption and degradation are often required. RAC/FSDC of II or III are included.

- *Minimal:* Marginal or no adverse impact to installation/tenant mission capability. Work-arounds are seldom required. Included in this rating category are requirements that would (1) improve the quality of life in work and living centers, (2) improve productivity and (3) lead to reduced operating costs (i.e., some facility consolidation and energy conservation initiatives). Any requirement which does not meet the Critical or Degraded criteria.

- Rating Multiple Requirements in a Single Project. A project that combines multiple requirements, each with the potential to have a different Impact Rating, will reflect the least severe Impact Rating for the entire project. For example, a Minimal impact requirement to replace lighting throughout a facility, combined with an isolated, Mission Critical HVAC upgrade requirement in a clean room of the same facility, must be rated as Minimal if accomplished as one project.

1.3.4. Facility Investment Index (FII). The FII is a mathematical relationship the Air Force will use to formulate facility investment strategies and advocate for funding. The index is further defined in Chapter 5 and Annex F.

**AIR STAFF ACTIONS**

2. **KEY ACTIONS.** The Air Staff must use the Mission Area Requirements Matrix (MARM) to develop the AF Facility Investment Strategy, levels of investment, and Program Objective Memorandum (POM) inputs.

2.1. The Air Staff must:

2.1.1. Approve MAJCOM Mission Area List. The Air Staff must approve MAJCOM proposed changes to the Mission Area List (See Annex B).

2.1.2. Issue FIM Call with Guidance. HQ USAF must initiate each FIM cycle with implementation guidance to the MAJCOMs to meet the process timelines established in Chapter 6. MAJCOMs may supplement this Guide and Air Staff Instructions as appropriate. The Air Staff must issue the FIM Call at the same time each year to ensure statistical validity. The FIM Call will include the following:

- Suspense date for MAJCOMs to transfer tenant data. Provide an OPR list for each MAJCOM (so MAJCOMs know who to forward data to).
- Due date for submittal of the MARM to the Air Staff.
- Each MAJCOM's real property records to include PRV calculations.

2.1.3. Calculate Facility Investment Indices (FII). The Air Staff must use MAJCOM submittals to develop an Air Force MARM and calculate FIIs. See Chapter 5 for additional information on the FII.

2.1.4. Develop Facility Investment Strategy. The Air Staff must develop a facility investment strategy using FIM data to advocate funding for the most urgent facility needs of the Air Force.

2.1.5. Provide Feedback. The Air Staff must provide feedback to the MAJCOMs and Air Force Corporate Structure on how well the investment strategy has satisfied facility requirements. In addition, the Air Staff must:

- Publish an annual listing of each MAJCOMs MARM.
- Provide FIIs to all MAJCOMs after each cycle. See Chapter 5 for additional FII information.
- Brief all MAJCOM/CEs annually on the progress of FIM.

**MAJCOM ACTIONS**

3. **KEY ACTIONS.** MAJCOMs must quality control and certify base submissions, extract and forward tenant information to appropriate parent MAJCOM, and submit approved MAJCOM MARM data to Air Staff.

3.1. The MAJCOMs must:

3.1.1. Maintain Mission Area List. (see Annex B). This list ties specific infrastructure and facilities, by category code, to the Mission Area they directly support.

- MAJCOMs must submit Mission Area List changes to the Air Staff for approval no later than 60 days prior to the Air Staff FIM Call deadline. Once the Air Staff approves the list, the MAJCOMs may not alter it without written approval from the Air Staff.

3.1.2. Issue Guidance & Instructions. MAJCOMs must distribute implementation instructions to their installation and geographically separated units. As a minimum, MAJCOMs must supply this Guide along with any additional guidance deemed appropriate.

3.1.3. Convert the data in PCMS to MS Access 97. See Annexes A and C for details. MAJCOMs may also use an AF approved database management system.

3.1.4. Data Validation. MAJCOMs must ensure a process is in place to validate that installation submissions are uniformly rated using the definitions for Impact Ratings in Annex G. The MAJCOM/CEs must be the executive agent to: review installation submissions; resolve any differences with the installations; and prepare the MAJCOM submission to the Air Staff.

3.1.5. Transfer Tenant Data. MAJCOMs must transfer all tenant data to the respective parent MAJCOM(s) by the tenant transfer due date, specified in the FIM Call.

- Assimilate tenant data provided by other MAJCOMs. For AF units located at non-Air Force installations, MAJCOMs must collect facility requirements using an AF-approved database system, add the costs to their MARM and annotate these exceptions as footnotes to their submissions.

3.1.6. Develop MAJCOM MARM. (See Annex D) Upon receipt of installation and tenant information, the MAJCOM must:

- Produce MAJCOM MARM and calculate FIIs for each Mission Area.
- Transmit data to the Air Staff in MS Access 97
- Retain paper and electronic files for five years after submittal to the Air Staff.

**INSTALLATION ACTIONS**

4. **KEY ACTIONS.** The installation must validate requirements, assign corresponding Impact Ratings, obtain the installation Facilities Board approval, and submit them to the MAJCOM. These actions will allow the MAJCOMs and Air Staff to compile the final FIM results and provide feedback to the installations. The effectiveness of the FIM depends on the accuracy of each installation's PCMS data, real property records, and strict adherence to Impact Rating definitions (Annex G).

4.1. The BCE must review and update Real Property records and PCMS to ensure each facility/project is properly categorized. This includes:

4.1.1. Updating real property records to reflect the proper category codes, user codes, and functional space allocation.

4.1.2. Ensuring all category codes and facilities are assigned to the correct Mission Area as listed in their respective MAJCOM's approved Mission Area List (see Annex B). BCEs must submit proposed changes in writing to the MAJCOM for approval.

4.1.3 Reviewing PCMS data to ensure projects are current and accurate in accordance with AFI's 32-1032 and 65-601.

- Multi-Mission Area Facility Projects. Projects in a single facility with multiple category codes that cross Mission Areas will carry the Mission Area that most correctly reflects the overall intent and scope of the work. For example, an electrical upgrade of a 10,000 SF warehouse that includes a 2,000 SF command post may be classified as Primary Mission if the majority of the cost is attributed to the command post; however, if the majority of the cost is attributed to the warehouse, the project should be classified as Base Support.

- Multi-Facility Projects. Multi-facility projects may not cross Mission Areas. For projects which combine several facilities, the installation must ensure that all those facilities fall under the same Mission Area. For example, a single project to repair multiple roofs may not combine a supply warehouse (Base Support) with maintenance hangars (Mission Support).

- Installations will provide a justification for each requirement submitted in the PCMS justification field; Note: Only the first three lines are transferable to the FIM in MS Access 97 program.

- 4.1.4. Assigning Impact Ratings for each requirement.

- Installations must ensure a process is in place to validate that projects are uniformly rated as defined for Impact Ratings in Annex G. As the installation executive agent, the BCE must (1) accomplish the initial rating of requirements for review and validation by the installations Facilities Board, (2) resolve any differences; and (3) prepare the submission for installation commander approval using the installation's existing project approval and prioritization process.

- BCEs must enter Impact Ratings in the PCMS "BASCDE2" data field (see Annex A for additional instructions). Impact Ratings must be based on current condition and impact, and not on the projected impact.

- Rating Multiple Requirements in a Single Project. A project that combines multiple requirements, each with the potential to have a different Impact Rating, will reflect the least severe Impact Rating for the entire project. For example, a Minimal impact requirement to replace lighting throughout a facility, combined with an isolated, Mission Critical HVAC upgrade requirement in a clean room of the same facility, must be rated as Minimal if accomplished as one project.

4.1.5. Entering Mission Area codes in the PCMS "BASCDE1" data field (see Annex E for additional instructions).

4.1.6. Entering the installation Facilities Board project priority in the PCMS "WINGPRI" data field (according to MAJCOM instructions). Do not enter data in this field prior to obtaining Board or installation commander approval.

4.1.7. Notifying the MAJCOMs when PCMS update is complete, and within 14 days of notification, forward an installation commander-signed paper-copy of that submittal to the MAJCOM.

4.2. Tenant commanders must work with host installations to ensure their requirements and Impact Ratings are correct.

4.3. BCEs must retain paper and electronic file copies of FIM data for five years after submittal to the Air Staff.

4.4. For installations that wish to develop a preliminary MARM based on PCMS data, see Annex E, Tab B.

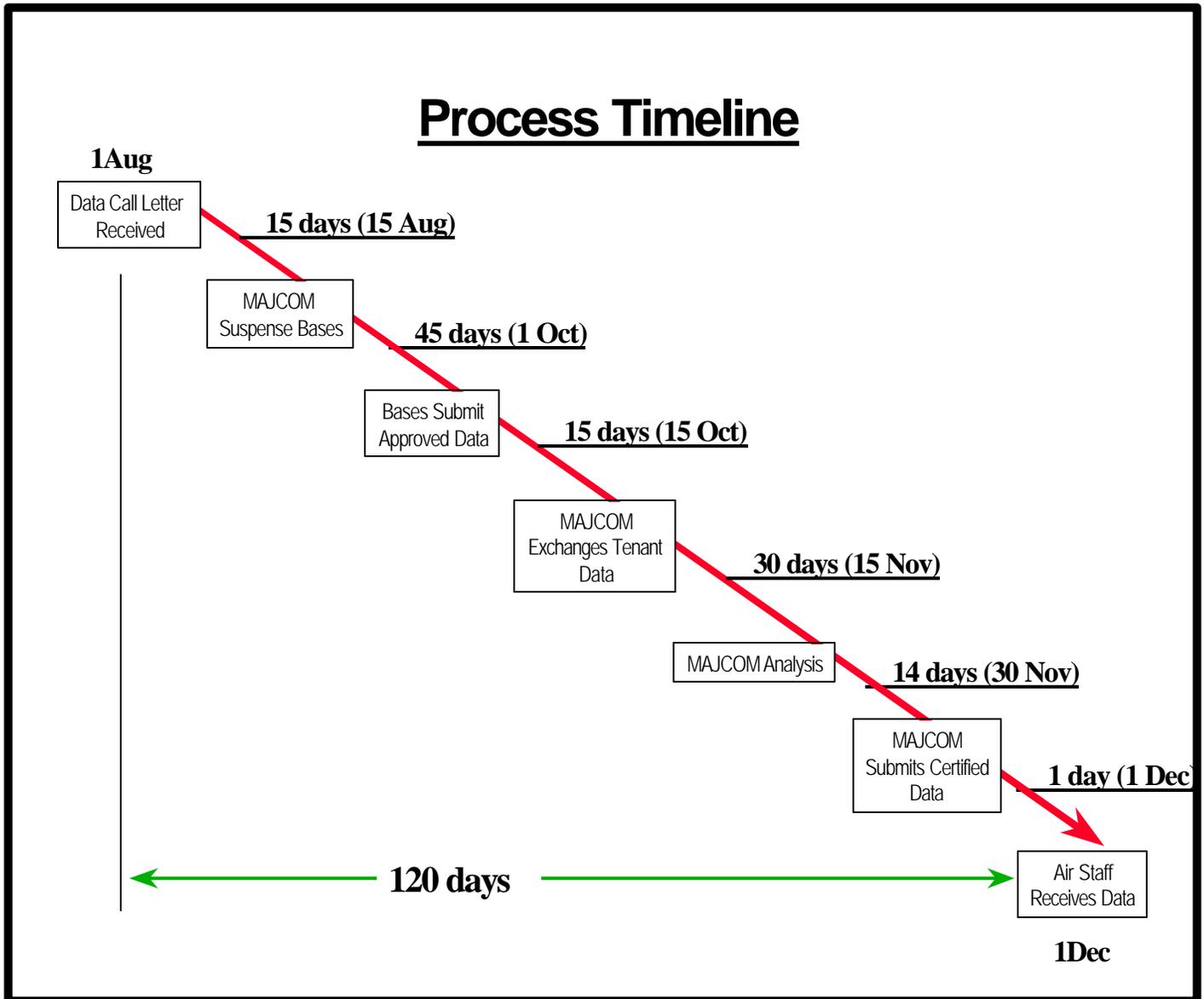
**FACILITY INVESTMENT INDEX**

5. **PURPOSE.** The Facility Investment Index (FII) is a set of indices that serve a variety of analytical purposes, such as measuring adherence to the Air Force Investment Strategy and the adequacy of the long-term level of investment. This chapter is solely for informational purposes--as the strategy evolves, so will the analysis and uses for the FII.

5.1. **FII CALCULATION.** FII equals the total dollar value of the requirements (projects) divided by the PRV. However, depending on the Air Force Investment Strategy, it may be calculated using various combinations within the MARM. For example, the Mission Area FII represents the total unfunded requirements in a particular Mission Area, divided by PRV for that Mission Area.

5.2. **METHODOLOGY.** The FII is calculated at a specific time as dictated by the Air Staff. During the biennial POM cycle, an FII (known as the Baseline FII) is used to provide feedback on the adequacy of the overall level of investment. Additionally, another FII (known as the Closed FII) is computed annually to measure adherence to the Air Force Investment Strategy. See Annex F for more detailed methodology.

**PROCESS CHART & TIMELINE**



6. **PROCESS/TIMELINE.** The FIM cycle is initiated at approximately four months before the results are due.

6.1. The Air Staff must request FIM data annually and the MAJCOM MARMs once a year at the same time each year to ensure statistical validity. The timeline for submission should coincide with the annual development of the POM and Financial Plans to ensure consistency and minimize duplication of effort.

**PCMS INSTRUCTIONS**

**MAJCOM MISSION AREA LIST**

PCMS TO MS ACCESS 97 7.0<sup>0</sup> CONVERSION

**MAJCOM FIM INSTRUCTIONS**

**PCMS BASE MARM ELEMENTS**

**FACILITY INVESTMENT INDEX METHODOLOGY**

**FII Calculation.** FII equals the total dollar value of the requirements (projects) divided by the PRV. However, depending on the Air Force Investment Strategy, it may be calculated using various combinations within the MARM.

For example, the Mission Area FII represents the total unfunded requirements in a particular Mission Area, divided by PRV for that Mission Area.

Equation:

$$\text{FII} = \text{Unfunded Requirements} / \text{PRV}$$

**Methodology.** The FII is calculated at a specific time as dictated by the Air Staff. During the biennial POM cycle, an FII (known as the Baseline FII) is used to provide feedback on the adequacy of the overall level of investment. Additionally, another FII (known as the Closed FII) is computed annually to measure adherence to the Air Force Investment Strategy.

Baseline FII Process. This process is a comparison of the new Baseline FII with the previous Baseline FII, ~~currently planned~~ to be conducted ~~annually every two years~~ annually. Once initially computed, the data set (the list of unfunded projects) becomes closed. Closed means that no new data may be added to this unfunded project list (see diagram below).

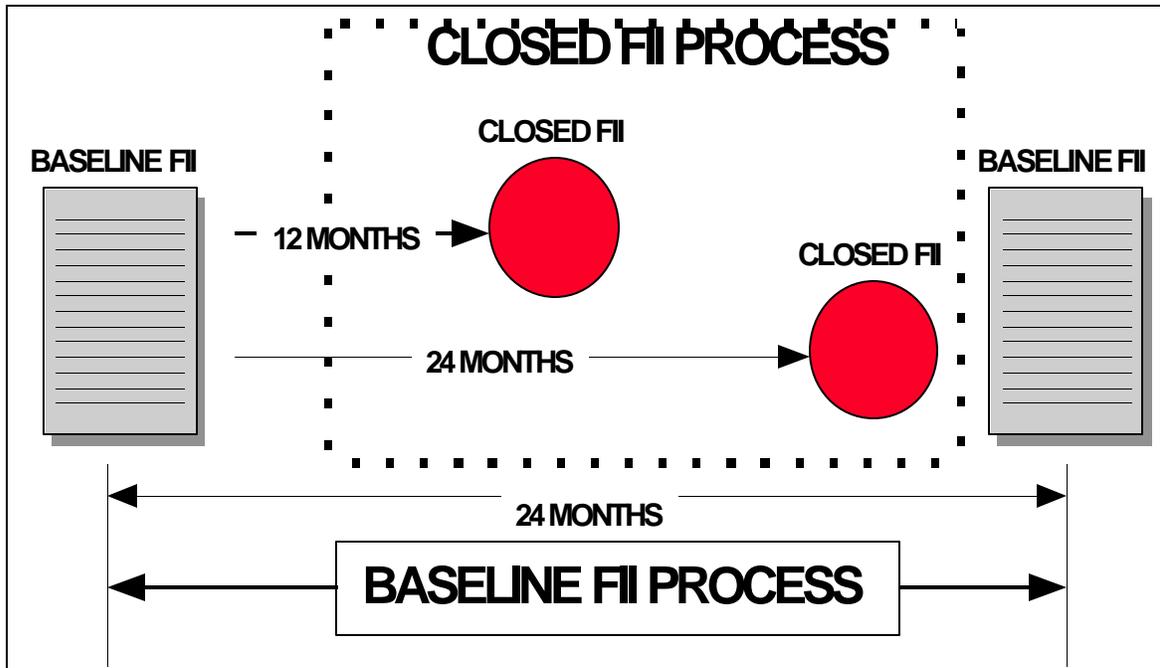
Closed FII Process: The Closed FII process uses the Baseline, calculated above, as the starting point. It is calculated using existing MARM unfunded projects every year. Every twelve (12) months, the Closed FII is calculated to reflect the change in the closed data set caused by the reduction of requirements due to funded projects. While the Closed FII is calculated every year, the data set remains closed for 24 months.

Adjustments: Projects funded outside the closed data set, or outside the investment strategy are tracked individually as Adjustments. There are three types of Adjustments:

Migration: Projects funded outside of the investment strategy, but within the closed data set.

New Similar: Projects funded within the investment strategy, but outside the closed data set.

Disconnect: Projects funded outside the investment strategy and not in the closed data set.



## ANALYSIS.

Baseline FII. The objective is to measure the sufficiency of funds being invested.

Closed FII. The objective is to measure adherence to the investment strategy. It also serves as a tool to provide credibility and accountability in the program's execution.

Adjustments. Highlights both the rate of facility deterioration in terms of impacting the mission, as well as the integrity of the program's execution.

Migration: Demonstrates that the rate of deterioration is faster (higher) than the level of investment.

New Similar: Demonstrates that the rate of deterioration is faster (higher) than the level of investment, or the impact caused by new requirements.

Disconnect: Highlights deviations from the investment strategy and provides a tool to capture and address these occurrences in the future.

**DEFINITIONS**

As referred to in this guide, the following definitions apply.

**Air Force Corporate Structure.** The Secretariat and HQ USAF leadership structure, to include the Air Force Council, Board, Panels, and integrated product teams.

**Air Staff.** HQ USAF/ILE (The Civil Engineer)

**Base Civil Engineer:** Lead facilities and infrastructure manager for the installation, responsible for maintenance, repair, and construction of facilities, and real property management.

**Facility Investment Index (FII).** FII equals the total dollar value of the requirements in a single Mission Area divided by the PRV of that Mission Area.

**Impact Rating.** A rating of the facility deficiency as it impacts the mission. Impact Ratings must be based on current impact. The Impact Rating definitions are:

Critical: Significant loss of installation/tenant mission capability and frequent mission interruptions, *and* work-arounds are continuously needed. Risk Assessment Code (RAC) or Fire Safety Deficiency Code (FSDC) of I.

Degraded: Limited loss of installation/tenant mission capability, *and* work-arounds to prevent mission disruption and degradation are often required. RAC/FSDC of II or III are included.

Minimal: Marginal or no adverse impact to installation/tenant mission capability, *and* work-arounds are seldom required. Included in this rating category are requirements that would improve productivity and lead to reduced operating costs (i.e., some facility consolidation and energy conservation initiatives). Any requirement which does not meet the Critical or Degraded criteria.

## Impact Rating Table

Level of Impact	Critical	Degraded	Minimal
Significant loss of mission capability	X		
Constant mission interruptions	X		
Continuous work-arounds	X		
RAC I	X		
FSDC I	X		
Mission capability is limited		X	
Mission interruptions occasionally occur		X	
Work arounds routinely needed		X	
RAC II or III		X	
FSDC II or III		X	
Marginal or no adverse mission impact			X
Work arounds occasionally needed			X
Work improves efficiency or productivity			X

**Installation.** The organization immediately subordinate to the MAJCOM, excluding Numbered Air Forces (NAF). For example, in AFMC “Installation” refers to Centers, while in most MAJCOMs “Installation” refers to Wing-level organizations.

**Installation Commander.** The senior officer responsible for the installation.

**MAJCOM.** Organizations immediately subordinate to the CSAF, to include Field Operating Agencies (FOAs), Direct Reporting Units (DRU), etc. For example, the Air Intelligence Agency (AIA), the Air National Guard (ANG), Air Force Reserve Command (AFRC), 11th Wing (Bolling AFB, DC), and United States Air Force Academy (USAF). However, the Air Staff may determine any other organizations that will be considered “MAJCOMs” (see Annex D).

**Mission.** The overall mission of the host installation or tenant organization, as specified in the unit mission description. This mission will be the basis for all Impact Ratings.

**Mission Areas.** A grouping of facilities by category code in accordance with the level of support provided to the installation or tenant’s primary mission. The four mission areas are:

Primary Mission: Facilities & infrastructure that directly accomplishes or directly supports the installation/tenant’s primary mission.

Examples: Airfield pavements, navigational aids, electrical distribution system which supports the airfield only, operational squadron operations centers, missile alert facilities, academic facilities at AETC and the US Air Force Academy, base operations center, research laboratories and depot maintenance shops at AFMC.

Mission Support: Facilities that support the installation/tenant's primary mission, some infrastructure, and primary emergency response facilities. Primary emergency response facilities are limited to those facilities tasked to provide immediate life support and rescue service (i.e., Central Security Control & Fire Dept).

Examples: Aircraft maintenance facilities, test stands, fire stations, the base communications center, primary water and electrical distribution systems.

Base Support: Facilities and some infrastructure that are not directly tied to the execution of the primary mission, but are necessary to keep the installation/tenant functioning properly.

Examples: Administrative facilities, chapels, headquarters buildings, supply warehouse, civil engineering shops, photo lab, fitness center, essential feeding facilities, dormitories, billeting.

Community Support: Facilities that supports the installation/tenant community.

Examples: Lodging facilities, theaters, youth centers, child development center, credit unions, aero-club, exchange facilities, recreation site lodging, consolidated clubs, museums.

**Mission Area List.** The Mission Area List is where each MAJCOM identifies, with installation input, the proper Mission Area for each facility and category code. (see Annex B)

**Mission Area Rating Matrix (MARM).** The MARM (Table 1-1) groups all projects according to Mission Areas and impacts on the installation/tenant's mission.

**Preventive Maintenance Level (PML).** Minimum level of maintenance required to sustain the day-to-day operation of Air Force facilities and infrastructure between periodic repairs and replacements. This maintains the system to its intended life-span.

It includes:

- In-house labor, civilian pay, supplies, training, and equipment
- Maintenance projects by contract
- Maintenance service contracts (pavement markings, joint sealing, runway rubber removal, etc.)

It excludes:

- Major repair projects by contract
- Minor construction by contract
- Demolition
- Non-Maintenance Service Contracts (refuse collection, custodial, etc.)

**Tenants.** Organizations which do not fall under the operational control of the host installation commander, but rely on the host installation for facility project reporting support.

**CASE STUDIES**

This section will contain the case studies generated at the Apr 98 FIM IPT meeting.

**DATA CALL MEMOS**

This section will contain current plus two data call memos.

**FIM FINAL MEMOS**

This section will contain FIM Final Memos

**MAJCOM POCS**

This section will contain the MAJCOM POC list