



# AFMCMC

Air Force Materiel Command



## Strategic Plan

# 2013

AIR FORCE MATERIEL COMMAND 2013 STRATEGIC PLAN



## Commander's Message

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Today's Air Force delivers the most powerful, dynamic, and technologically advanced airpower the world has ever known. Retaining that status requires innovative thinking, constant vigilance, continual refinement, calculated risks, and prudent use of our resources. In order to maintain airpower dominance now, and for the future, the Air Force relies on Air Force Materiel Command to provide leading-edge science and technology, perform "cradle-to-grave" life cycle weapon systems management, accomplish world-class developmental test and evaluation, accomplish world-class depot maintenance and supply chain management, and strengthen the Air Force nuclear enterprise. This Strategic Plan outlines AFMC's critical role today and for the future.



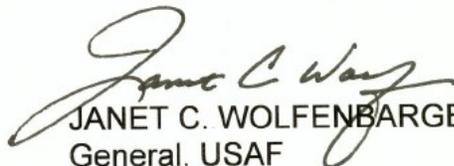
Our vision is clear ... ***One Team, Delivering Capabilities to Fly, Fight, & Win ... Today & Tomorrow.***

Our mission is straightforward ... ***Equip the Air Force for World-Dominant Airpower.***

Our priorities are focused and enduring:

- **Expertly execute our warfighter support mission ... set & meet expectations**
- **Standardize & continually improve processes ... achieve the "art of the possible"**
- **Demonstrate Cost effectiveness across all mission areas**
- **Recruit, develop, & retain a high performing workforce ... while caring for our Airmen & their families**
- **Plan for ready & responsive Agile Combat Support that meets the highest priority warfighter needs**

As your commander, I am honored to lead our command's efforts to equip combat ready forces for the rapid deployment and employment of airpower. I am also proud to serve as the Air Force Agile Combat Support Core Function Lead Integrator. This dual-hatted responsibility requires functional perspectives and insight from other organizations to ensure we have a unified position for the Air Force. Fiscal realities may change, global environments may change, but our commitment, dedication, and devotion to expertly accomplish our critical mission will remain steadfast and true.

  
JANET C. WOLFENBARGER  
General, USAF  
Commander

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## Purpose

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The AFMC strategic plan will shape and guide the command's actions for the next three to five years. The plan is influenced by the current national strategic direction, informed by the fiscal realities constraining the Department of Defense, and provides the focus of our command through clear and enduring priorities and supporting goals that ensure mission success.

We are all united by a common purpose, to **“Equip the Air Force for World-Dominant Airpower.”** This plan is designed to provide the strategic context and guidance to shape AFMC's and the Agile Combat Support Core Function Lead Integrator's (ACS CFLI) actions now and into the near future. When combined with our ACS Core Function Master Plan (CFMP), this strategic plan articulates an innovative strategy where ends, ways, and means are appropriately linked to accomplish our mission.

AFMC will work to ensure our workforce remains well informed, understands and uses this strategic guidance to shape and guide their efforts, and continually seeks and discovers new and better ways to execute our critical mission.



**Communicating the Strategic Plan:** Commanders and leaders at all levels should make this plan available to their people and be prepared to explain its contents and principles ... it is only effective if it is read, understood, and executed by all members of AFMC.

## Global Strategic Environment

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***An increasing number of adversaries are acquiring or developing the means to challenge the US military and threaten the US homeland***

Recent trends associated with globalization - competition for natural resources, shifting demographics, increased access to information technology, geographically shifting balances of power, and key regional developments - will certainly impact United States (US) and Air Force strategic planning for the next 20 years or longer. While the US is expected to remain the single largest military power in the world, many nations are rapidly building capability, leading towards a shift in the balance of power, a more multi-polar world, and potentially adverse changes to traditional alliances and partnerships. Additionally, the continuing concern with global terrorism and rising resource costs, coupled with reductions in our Defense budget and available supplies will directly impact Air Force and AFMC strategic planning. The Air Force Strategic Environment Assessment offers broadly categorized implications that will impact Air Force strategic planning, namely:<sup>1</sup>

- Potential adversaries (to include non-state actors) are acquiring or developing the means to challenge the US military and threaten the US homeland
- Certain types of operations (asymmetric warfare, humanitarian operations, special operations, urban operations, and information gathering) will likely increase in frequency or importance
- Effective deterrence is expected to become more challenging for the US
- Future energy costs are expected to rise
- There are new technology opportunities to exploit

The Air Force Priorities are:

- Continue to Strengthen the Air Force Nuclear Enterprise
- Partner with Joint and Coalition Team to Win Today's Fight
- Develop and Care for Airmen and Their Families
- Modernize Our Air and Space Inventories, Organizations & Training
- Recapture Acquisition Excellence

Our Chief of Staff of the Air Force (CSAF) reaffirmed these priorities when he stated his focus will be to:

- Win the Fight - keep readiness a top priority
- Strengthen the Team - emphasize personal and professional development
- Shape the Future - rely on technology to modernize our force/take care of our Airmen

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<sup>1</sup> USAF Strategic Environment Assessment, 2012-2032

## Command Overview - Who We Are, What We Do

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The command consists of five centers and 21 HQ AFMC staff directorates who directly support the Commander in the execution of the AFMC mission. In November 2011, AFMC announced a major organizational restructure aimed at more efficiently and effectively accomplishing its mission by aligning to its four core missions, namely: Science and Technology, Life Cycle Management, Test and Evaluation, and Sustainment. This restructure enabled AFMC to standardize business practices, streamline processes and decision making authority, and bring AFMC into a “one mission, one commander” alignment. It also provided greater opportunities to share information across centers and the command and paved the way for continuous process improvement. The five centers and the National Museum of the United States Air Force, which AFMC has operational control of, are briefly described below:



**Air Force Nuclear Weapons Center (AFNWC).** Headquartered at Kirtland AFB, NM, AFNWC is responsible for sustainment support for all nuclear weapons in Air Force custody, to ensure safe, secure, and effective nuclear weapons and related nuclear certified systems in support of the President. AFNWC provides a mission-critical base for the integration of Counter-Weapons of Mass Destruction science and technology, and supports warfighter operational objectives. AFNWC accomplishes its mission through 15 directorates; mission specific components include: the 377th Air Base Wing (ABW) (Kirtland), the Intercontinental Ballistic Missile Systems Directorate (Hill), and the Nuclear Capabilities Directorate (Kirtland).



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**Air Force Research Laboratory (AFRL).** Headquartered at Wright-Patterson AFB, OH, AFRL leads the discovery, development, and integration of affordable warfighting technologies for the Air Force. It is a full-spectrum laboratory, responsible for planning and executing the Air Force science and technology program. AFRL leads a worldwide government, industry, and academia partnership in the discovery, development and delivery of a wide range of revolutionary technology. The laboratory provides leading-edge warfighting capabilities keeping our air, space, and cyberspace forces the world's best. AFRL is comprised of multiple directorates throughout the nation with major locations at Eglin AFB, FL; Kirtland AFB, NM; Rome, NY; and Arlington, VA.



**Air Force Life Cycle Management Center (AFLCMC).** Headquartered at Wright-Patterson AFB, OH, AFLCMC leads the life cycle management mission, to include the acquisition and support of war-winning capabilities. In addition to Wright-Patterson AFB, AFLCMC has directorates and system program offices at many other locations, to include Eglin AFB, FL; Robins AFB, GA; Hanscom AFB, MA; Maxwell AFB-Gunter Annex, AL; Tinker AFB, OK; Kirtland AFB, NM; and Hill AFB, UT.



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**Air Force Test Center (AFTC).** Headquartered at Edwards AFB, CA, AFTC leads the test and evaluation mission, conducting developmental test and evaluation of air, space, and cyber systems to provide timely, objective, and accurate information to decision makers. Organizations include: 96th Test Wing, Eglin AFB, FL; 412th Test Wing, Edwards AFB, CA; and Arnold Engineering Development Complex, Arnold AFB, TN.



**Air Force Sustainment Center (AFSC).** Headquartered at Tinker AFB, OK, AFSC leads the depot maintenance and supply mission, delivering combat capability through around-the-clock worldwide sustainment support for all current Air Force weapon systems and preparing for future systems. Sustainment support is provided through legacy weapon system commodity management, supply chain management, depot maintenance, and installations support. Organizations include: Ogden Air Logistics Complex and the 75 ABW at Hill AFB, UT; Oklahoma City Air Logistics

Complex, the 72 ABW, and 448th Supply Chain Management Wing at Tinker AFB, OK; Warner Robins Air Logistics Complex and the 78 ABW at Robins AFB, GA; and the 635th Supply Chain Operations Wing at Scott AFB, IL.



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### **National Museum of the United States Air Force (NMUSAF).**

Headquartered at Wright-Patterson AFB, OH, the NMUSAF is under the operational control of AFMC. This museum is the largest and oldest military aviation museum in the world. More than one million visitors annually experience a century of aviation history in multiple galleries that connect the Wright Brothers' enduring legacy with today's technology. Our NMUSAF protects, collects, researches, preserves, interprets, and presents the Air Force's history, heritage, and traditions. Our museum supports our Air Force mission: to *Fly, Fight and Win ... in Air, Space and Cyberspace*, and presents it to a global audience through engaging exhibits, educational outreach, special programs, and the stewardship of the national historical collection. Through educational outreach, the NMUSAF motivates, educates, and inspires America's youth toward the USAF and toward science, technology, engineering, and math (STEM).<sup>2</sup>



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<sup>2</sup> National Museum of the US Air Force Strategic Plan 2013-2014

## AFMC Vision and Mission

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### Vision

AFMC's vision is clear ...

*"One Team, Delivering Capabilities to Fly, Fight, & Win ... Today & Tomorrow"*

Our vision encompasses the contributions of all organizations within AFMC, working collectively and effectively as "one team." Our vision focuses on mission accomplishment today and also mission accomplishment in the future. It is about creating an environment where our workforce understands we must set and meet expectations and endeavor to achieve the "art of the possible;" to continually seek ways to improve our processes and to be more effective and more efficient. AFMC exists to enable the Air Force to maintain world-dominant Airpower. We have an obligation to be the best at what we do; we must always work as a team.

### Mission

AFMC's mission is straightforward ...

*"Equip the Air Force for World-Dominant Airpower"*

We know potential adversaries are acquiring or developing the means to challenge the US military and threaten our homeland. We also know effective deterrence is expected to become more challenging, but we must never forget our Service mission to *Fly, Fight and Win!* AFMC clearly understands these challenges and knows that in order for the Air Force to maintain world-dominant airpower (air, space, and cyberspace) we must equip our Air Force with superior capabilities. Whether it's conducting leading-edge science and technology, acquiring and supporting war-winning capabilities, testing Air Force capabilities with state-of-the-art equipment and facilities, or sustaining those capabilities through world-class depot maintenance and supply, AFMC remains committed to equipping the Air Force with warfighting capabilities to guarantee the United States Air Force remains second to none!

## Command Priority Overview

Central to our four mission areas is warfighter support. We have defined the enduring priorities of our command to remain aligned and synchronized with the CSAF's priorities. Each of our five centers has established an overarching goal that focuses on the warfighter and links to the AFMC Commander's priorities. The interdependence and alignment between the priorities of our Chief, HQ AFMC, and the five centers are pictorially displayed in the Operational View (OV-1) in Figure 1.



Figure 1: OV-1

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Airpower's speed, range, flexibility, precision, and lethality provides a spectrum of employment options that range from tactical to strategic effects and a degree of versatility not found in any other force.<sup>3</sup> In order to continually deliver these war-winning capabilities, AFMC must:

- **Expertly execute our warfighter support mission ... set & meet expectations**
- **Standardize & continually improve processes ... achieve the "art of the possible"**
- **Demonstrate cost effectiveness across all mission areas**
- **Recruit, develop, & retain a high performing workforce ... while caring for our Airmen & their families**
- **Plan for ready & responsive Agile Combat Support that meets the highest priority warfighter needs**

These enduring AFMC Commander priorities also provide overarching guidance and focus to our five centers. Each center established a core mission goal that supports the AFMC Vision, Mission, and Priorities.

- **AFNWC:** Continue to **Strengthen** AFMC's Support to **the Nuclear Enterprise**
- **AFRL:** Advance Today's & Tomorrow's Combat Capabilities through **Leading-Edge Science & Technology**
- **AFLCMC:** **Acquire & Support War-Winning Capabilities** "Cradle-to-Grave"
- **AFTC:** Perform **World-Class Test & Evaluation**
- **AFSC:** **Sustain** Air Force Capabilities through **World-Class** Depot Maintenance and Supply Chain Management



<sup>3</sup> AFDD 1, Air Force Basic Doctrine, Organization, and Command, 27 October 2011

## AFMC Way Ahead - Priorities & Goals

### Achieving a vision requires continual commitment, dedication, focus, and time

This strategic plan outlines the command's enduring priorities and goals that collectively allow AFMC to envision, acquire, test, and sustain leading-edge capabilities to ensure the Air Force retains world-dominate airpower.

The command priorities and supporting goals listed below are focused on enabling AFMC to continue to meet the needs of the warfighter today and tomorrow. These priorities provide a statement of purpose and they communicate broad and continuing commitments for AFMC's future. Supporting goals have been established to pursue these commitments. These goals will be achieved by meeting specific objectives guiding our actions and are measured with relevant, outcome-based metrics. Each enduring priority, along with the supporting goals, is briefly described below.

### AFMC Priority: Expertly execute our warfighter support mission ... set & meet expectations

To ensure our Air Force is the best equipped force in the world, AFMC is focused on delivering safe, secure, and effective nuclear deterrence; leading-edge science & technology; cradle-to-grave management of war-winning systems and capabilities; world-class test and evaluation services; and premier sustainment of Air Force capabilities through our world-class depot maintenance and supply chain management systems. AFMC will set and meet expectations in executing our critical mission of warfighter support by managing risk, lowering costs, and enabling a high-performance workforce.

#### Goals:

- Continue to Strengthen AFMC's Support to the Nuclear Enterprise
- Advance Today's & Tomorrow's Combat Capabilities through Leading-Edge Science & Technology
- Acquire & Support War-Winning Capabilities "Cradle-to-Grave"
- Perform World-Class Test & Evaluation
- Sustain Air Force Capabilities through World-Class Depot Maintenance & Supply Chain Management



**AFMC Priority: Standardize & continually improve processes ...  
achieve the “art of the possible”**

This priority and its supporting goals capitalize on the benefits of our five-center organizational structure by embracing an environment of continuous process improvement. It is the key enabler for all other priorities and drives us to improve as we perform activities in a consistent, high-quality manner. Our initial focus will be to ensure our critical core processes reflect our combined best practices and are performed in the same manner, no matter the location or unit designation. Fostering a culture of continuous process improvement enables us to achieve the “art of the possible” across the command, providing an environment conducive to creative thinking, innovation, and structured problem solving. We will utilize the AFMC Business Enterprise as the authoritative repository to document our processes and understand their relationships. To institutionalize these efforts, our commanders/directors will train the workforce on all processes and continuous improvement efforts while enforcing standard processes. HQ AFMC/IG will independently validate the enforcement through evaluations and inspections.

**Goals:**

- Standardize Critical AFMC Processes & Train the Workforce
- Continuously Improve Critical AFMC Processes
- Enforce Standard Processes



**AFMC Priority: Demonstrate cost effectiveness across all mission areas**

While executing our critical mission of warfighter support, AFMC recognizes its responsibility to be good stewards of the taxpayer dollars entrusted to us. In addition, financial accountability and auditability remain a top priority for the Air Force and AFMC. Through financially sound strategies AFMC will achieve the efficiencies needed to sustain the mission through our current fiscally constrained environment and beyond.

**Goals:**

- Demonstrate Cost Effective Mission Execution
- Achieve & Maintain Financial Accountability/Auditability
- Achieve Efficiencies in Energy Use



**AFMC Priority: Recruit, develop, & retain a high performing workforce ... while caring for our Airmen & their families**

Our people are AFMC's most important resource. Ensuring the right number of people, with the right skills to respond to current and future missions, is vital to the success of our Air Force. Our responsibility is to ensure our Airmen have the right equipment, training, and skills to excel at any mission our nation asks them to accomplish. AFMC remains committed to supporting its workforce and their families, creating an environment where everyone can reach their full potential, and setting a path for all AFMC personnel to work towards our common vision.

**Goals:**

- Recruit, Develop, & Retain a Diverse & Competent Workforce
- Enhance the Wellness & Safety of the Workforce & Their Families
- Protect & Secure AFMC Installations & Sites
- Deploy Fully Trained & Ready Personnel
- Champion Infrastructure & Services for Our Workforce & Families



## AFMC/CC's Role as ACS CFLI

**AFMC Priority: Plan for ready & responsive Agile Combat Support that meets the highest priority warfighter needs**

On 9 November 2009, the Secretary of the Air Force and the CSAF appointed the AFMC/CC as the ACS CFLI, designated to be the principal integrator for the ACS Service Core Function (SCF). In collaboration with Air Force-wide stakeholders, the ACS CFLI establishes long-term development and guides maturation of the ACS SCF through risk assessment and prioritization, and submission of an investment-related CFMP and a Program Objective Memorandum.<sup>4</sup>

ACS, identified as one of 13 Air Force SCFs, enables the remaining 12 SCFs; collectively, they encompass the full range of Air Force operations. Listed below are the other Air Force SCFs and associated CFLIs:

- Nuclear Deterrence Operations (NDO) - Commander, Air Force Global Strike Command
- Space Superiority (SS) - Commander, Air Force Space Command
- Cyberspace Superiority (CS) - Commander, Air Force Space Command
- Rapid Global Mobility (RGM) - Commander, Air Mobility Command
- Special Operations (SO) - Commander, Air Force Special Operations Command
- Building Partnerships (BP) - Commander, Air Education & Training Command
- Education and Training (E&T) - Commander, Air Education & Training Command
- Personnel Recovery (PR) - Commander, Air Combat Command
- Command and Control (C2) - Commander, Air Combat Command
- Global Integrated ISR (GIISR) - Commander, Air Combat Command
- Air Superiority (AS) - Commander, Air Combat Command
- Global Precision Attack (GPA) - Commander, Air Combat Command

### ACS CFLI Vision

Provide an integrated and interoperable mission-ready Total Force capable of delivering responsive, persistent, effective, and affordable support across the range of military operations to achieve Joint effects.<sup>5</sup>

### ACS CFLI Goal

Assess the health of each ACS functional area and advocate for capability needs.

<sup>4</sup> United States Air Force Agile Combat Support Core Function Master Plan FY15, September 2012

<sup>5</sup> *ibid*

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## AFMC Governance Structure: Measuring Success

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Through the AFMC corporate governance structure, metrics will be used to monitor progress towards meeting AFMC's enduring priorities. HQ AFMC/A8/9 has overall responsibility for the Strategic Plan and ensures its priorities and goals are being met; however, each goal has an organization assigned as its champion. This hierarchical governance structure includes a Group (chaired by HQ AFMC/A8/9 Deputy); Board (chaired by HQ AFMC/CV); and Council (chaired by HQ AFMC/CC). The command measures and tracks progress through updates to the governance structure (Group, Board, Council) using measurable components with actionable thresholds (metrics) to track accomplishment.

## Conclusion

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**As one team, AFMC is united by a common purpose; we answer our Nation's call; current and future generations are depending on us ... we must preserve our freedom and our way of life.**

The United States Air Force has played a leading role in transforming the international environment over the past sixty-five years. We have helped create a safer, more stable, more prosperous world for the American people, our allies, and our partners around the globe. We face profound challenges that require strong, agile, and capable military forces whose actions are harmonized with other elements of US national power. Our global responsibilities are significant; we simply cannot afford to fail.

In summary, this Strategic Plan provides our command with overarching guidance and focus on our core mission areas, and establishes enduring priorities with supporting goals. Current and future generations are counting on our success. Our own Airmen are counting on us; every Soldier, Sailor, Marine, and Coast Guardsmen is counting on us; and coalition partners are counting on us. By accomplishing our mission to ***Equip the Air Force for World-Dominant Airpower*** and fulfilling our vision of ***One Team, Delivering Capabilities to Fly, Fight & Win ... Today & Tomorrow***, AFMC will ensure the USAF remains the strongest, most viable, and dominant airpower the world has ever known.

## Annex A: Acronyms and Abbreviations

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A8/9 - Directorate of Strategic Plans, Programs and Analyses  
ACS - Agile Combat Support  
AFB - Air Force Base  
AFDD - Air Force Doctrine Document  
AFLCMC - Air Force Life Cycle Management Center  
AFMC - Air Force Materiel Command  
AFNWC - Air Force Nuclear Weapons Center  
AFRL - Air Force Research Laboratory  
AFSC - Air Force Sustainment Center  
AFTC - Air Force Test Center  
BP - Building Partnerships  
AS - Air Superiority  
C2 - Command and Control  
CC - Commander  
CFLI - Core Function Lead Integrator  
CFMP - Core Function Master Plan  
CS - Cyberspace Superiority  
CSAF - Chief of Staff of the Air Force  
CV - Vice Commander  
E&T - Education & Training  
FY - Fiscal Year  
GIISR - Global Integrated Intelligence, Surveillance & Reconnaissance  
GPA - Global Precision Attack  
HQ - Headquarters  
IG - Inspector General  
NDO - Nuclear Deterrence Operations  
OV-1 - Operational View  
PR - Personnel Recovery  
RAND - Research and Development Corporation  
RGM - Rapid Global Mobility  
SCF - Service Core Function  
SECAF - Secretary of the Air Force  
SO - Special Operations  
US - United States  
USAF - United States Air Force

## Annex B: References

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