



AFCM

Air Force Materiel Command



Strategic Plan

2017



Commander's Intent

A year ago, we published the 2016 Air Force Materiel Command (AFMC) Strategic Plan to outline how we would support the Air Force Strategy. While we did not achieve everything we had envisioned, we did have a great deal of success attacking those goals and objectives. For instance, AFMC met 81 percent of its planned commitments, eliminated dozens of barriers to agility, validated \$2.2 billion in cost savings or avoidance, and deployed a new hiring process to streamline the recruiting of civilian employees. To continue this progress, I met with AFMC senior leadership to discuss how we could refresh our strategy, taking into consideration what we've already accomplished and where we fell short, and how we can best improve our support to the United States Air Force and shape command priorities to that end.



As our Air Force celebrates its 70th anniversary, it continues to be in high demand around the globe every minute of every day. It remains the world's greatest air force; however, in order to maintain its asymmetric technological advantage over our adversaries, the men and women of AFMC must continue to deliver the right war-winning capabilities when and where needed.

Our mission statement remains unchanged: **“Deliver and support agile war-winning capabilities.”** It still encompasses the full spectrum of our role in providing agile combat support to our great Nation. This includes: the Air Force Nuclear Weapons Center, delivering and supporting our nuclear deterrence capabilities; the Air Force Research Laboratory, discovering and developing new war-winning capabilities; the Air Force Life Cycle Management Center, fielding and supporting all our weapon systems from cradle to grave; the Air Force Test Center, ensuring our weapon systems are agile, safe, and effective for the warfighter; the Air Force Sustainment Center, supplying and sustaining our war-winning capabilities; and the Air Force Installation and Mission Support Center, providing war-winning mission support to Air Force commanders worldwide.

Our new vision statement affirms what we must continually strive to become: **“Innovative Airmen, trusted and empowered, creating agile, cost-effective war-winning capabilities for the Nation.”** The change emphasizes that our Airmen, trusted and empowered, are the key element of delivering capability. The vision retains the elements of cost-effectiveness and agility of the previous vision. And, to underscore the breadth of our impact a “for the Nation” call out was added. The heart of our ability to be agile is to have empowered Airmen who have earned the trust of our partners; therefore, we trust them to make decisions and have empowered them to take action. Our vision will keep us on course today and tomorrow.

This strategic plan provides the goals and objectives to move AFMC closer to this refreshed vision. We must continue expertly executing our warfighter support mission, while at the same time focusing our strategic efforts on achieving the roadmap outlined in this plan. Our Nation continues to depend on us.


ELLEN M. PAWLIKOWSKI
General, USAF
Commander

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Purpose

This AFMC strategic plan directly supports the current Air Force Strategy and provides goals and objectives to ensure AFMC achieves its vision, “Innovative Airmen, trusted and empowered, creating agile, cost-effective war-winning capabilities for the Nation.” This plan will guide the command’s actions for the next several years. While we continue executing our missions, implementing this strategic plan will help us realize our vision. All commanders and leaders must align their efforts with this strategy. This plan is a living document. AFMC leadership will continue to add and modify objectives as we move forward.



Communicating the Strategic Plan: Commanders and leaders at all levels within AFMC shall 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 this command.

Air Force Strategic Guidance¹

The purpose of the Air Force is to ensure we can always provide responsive and effective Global Vigilance, Global Reach, and Global Power. As a globally-responsive force, the Air Force must always be ready to deliver these effects in peacetime and war; measuring its ability to respond in minutes and hours, not weeks or months. The Air Force does this through unparalleled execution of its five core missions:

- **Air and Space Superiority** ... Freedom From Attack & the Freedom to Attack
- **Intelligence, Surveillance, and Reconnaissance (ISR)** ... Eyes & Ears on Adversaries
- **Rapid Global Mobility** ... Delivery on Demand
- **Global Strike** ... Any Target, Any Time
- **Command and Control** ... Total Flexibility

The pace of change has increased substantially since the Air Force's inception; in the last two decades it has accelerated even more dramatically. This trend is expected to be the norm, with the pace of change increasing for years to come. Those who are unable to adapt will clearly be vulnerable in this volatile environment; however, for those who can become more agile, an enduring advantage will be created. To meet the challenge in the future, the Air Force strategy identifies two strategic imperatives and five strategic vectors as follows:

Strategic Imperatives

Agility: Meant to capture the attributes of flexibility, adaptability, and responsiveness.

Inclusiveness: Harnessing every possible resource to ensure the world's greatest air force.

Strategic Vectors

Provide effective 21st Century Deterrence: Maintaining a credible, robust strategic deterrent remains the Air Force's number one priority.

Maintain a robust and flexible global integrated ISR capability: ISR is the foundation upon which every joint, interagency, and coalition operation achieves success.

Ensure a full-spectrum capable, high-end focused force: We must be able to fly, fight, and win across the spectrum of conflict, especially in contested environments.

Pursue a multi-domain approach to our five core missions: We now conduct some of our core missions in, through, and from space and cyberspace.

Continue the pursuit of game-changing technologies: Maintaining the technological advantage of our airpower in terms of speed, range, flexibility, and precision.

"The victory in future conflict will go to the leader who can command and control his forces to create multiple dilemmas from multiple domains." Gen David Goldfein²

¹ America's Air Force: A Call to the Future, July 2014 (<http://www.af.mil/airpower4america.aspx>).

² Air Force Chief of Staff Gen. David L. Goldfein "Air Force Update," at the Air Force Association Air Warfare Symposium March 2, 2017, in Orlando, Fla.

AFMC Mission and Vision

Mission

“Deliver and Support Agile War-Winning Capabilities”

The AFMC Mission is enduring; it is what we are tasked to do by our Nation. It is how we support the mission of the United States Air Force--to “fly, fight, and win ... in air, space and cyberspace.” The capabilities we provide must support a wide array of contingencies. AFMC must advance agile acquisition and innovation to make us more responsive and adaptable to changing needs. We must maximize interoperability to ensure the capabilities we deliver can integrate seamlessly with other assets. Our job is to provide our Nation and Air Force “agile war-winning capabilities.” Our mission requires contributions of all AFMC organizations, working together to perform our six Core Mission Areas:

**Nuclear Systems Management
Discovery and Development
Life Cycle Management**

**Test and Evaluation
Sustainment and Logistics
Installation and Mission Support**

AFMC remains committed to delivering and supporting the agile war-winning capabilities necessary to guarantee our United States Air Force is second to none. We will successfully execute our mission – our Air Force and our Nation are depending on us.

Vision

“Innovative Airmen, trusted and empowered, creating agile, cost-effective war-winning capabilities for the Nation”

Our vision is what we aspire to achieve, identifying what we want to be and how we want people to see us. It reflects what we value most, **innovative Airmen** who deliver capability enabling the world’s greatest air force to achieve its mission. Our vision emphasizes that our Airmen, trusted and empowered, are the key element of delivering that capability. The vision highlights the elements of agility and cost-effectiveness. The call out “for the Nation” emphasizes the breadth of our impact and the support we provide. The heart of our ability to be agile is to have empowered Airmen who have earned the trust of our partners; therefore, we trust them to make decisions and have empowered them to take action.



AFMC Way Ahead – Goals and Objectives

This strategic plan outlines the command's goals and objectives to ensure we support our people to make them effective and resilient, increase our agility to improve our support to the Air Force enterprise, provide cost-effective capabilities, and assure our AF maintains technological superiority. As we continue skillfully executing our day-to-day missions, we will concurrently work the goals and objectives outlined in this plan to enable AFMC to achieve our vision. The intent is to complete these objectives by May 2018, unless otherwise noted.

Goal 1: Strengthen and enhance the effectiveness and resiliency of the total workforce

Our people are AFMC's most precious resource; therefore, this goal concisely reflects the commitment to our people. We must strengthen and enhance our total workforce to ensure they have the necessary equipment, competencies, development, and environment to excel at any mission our nation asks them to accomplish. We remain committed to supporting our Airmen and their families to ensure they can operate effectively while retaining their quality of life and sense of resiliency. AFMC is dedicated to creating an environment where everyone can reach their full potential.

Objective 1.1: Deploy at least three initiatives to improve resiliency and quality of life of the workforce and their families.

- Our workforce (civilian, uniformed, contractor) is our number one asset; thus, improving the resiliency of our people through Comprehensive Airman Fitness (CAF) measures is essential. Additionally, improving our support to the workforce, to include updating our aging infrastructure, is key to productivity and retaining quality people. Providing the best available facilities (building, equipment, Information Technology (IT), etc.) is one aspect, but it doesn't end there. As we deploy these initiatives, we have to ensure we are also focused on the quality of life for AFMC's greatest enabler – our families. If we are not taking care of our families, we are not taking care of our Airmen. In support of this objective, our installation commanders will identify their three-year strategies to spend quality of life funds.

Objective 1.2: Establish methodologies and milestones for identifying, developing, and employing groups of multi-disciplined experts, with a pilot candidate by November 2017 and implementation by May 2018.

- To improve our agility, particularly in a resource constrained environment, we must act differently, with a desire for our people to have the ability to move from one discipline to another, given shifting priorities. This includes a focus on developing a multi-disciplined workforce where individuals are qualified to execute more than one task where appropriate, while retaining their specialized expertise. This also extends to how we develop our team; for example, how we ensure our test workforce also has the right program management experience.

Objective 1.3: Develop an overarching human capital strategy to develop, shape, and size the future workforce in order to optimize support for both aging and advanced weapon systems and installations by September 2017.

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- Over the next five years and beyond, we will be faced with the task of simultaneously bringing on the newest, most advanced combat systems in the world while maintaining and sustaining an increasingly aging fleet. We need to ensure we have the right capacity and skill mix to handle both these challenges across the spectrum of AFMC activities from acquisition and test to sustainment and logistics. We need to assess our future state workforce needs against current skill mix and size to identify where AFMC has critical areas and deficits. We will develop the strategy including the necessary training and development plan as well as the identification of and plan to eliminate roadblocks that would impede our progress getting to the future workforce.

Objective 1.4: Improve recruiting and hiring processes to reduce allocated manning shortfalls by 25%.

- We continue to be challenged with a slow hiring and on-boarding process. We cannot be agile if we don't have the right person, with the right skills in place at the right time. AFMC will partner with the Air Force Personnel Center to develop and implement a recruiting campaign across the Air Force Enterprise. This objective will leverage Air Force recruitment programs like PALACE Acquire, COPPER CAP, Internship, and Science, Mathematics, And Research for Transformation (SMART) Scholarship programs. In addition, we will continue to apply continuous process improvement techniques to the full spectrum of the hiring process.

Objective 1.5: Identify opportunities to empower the workforce to increase effectiveness and efficiency of AFMC operations.

- Our vision seeks Airmen who are trusted and empowered. Therefore, identifying ways to empower them to make decisions at the appropriate level is crucial if we are to achieve the desired outcome. This will include making sure our people know we need their ideas and establishing effective avenues for those ideas to be implemented. We will also make a determined effort to share the good work happening in our organizations so our leaders can capitalize on the successes across the command.

Goal 2: Increase agility to improve AFMC support to the AF Enterprise

Just as agility is a strategic imperative identified in the Air Force Strategy, AFMC must increase the agility of our support to the entire Air Force. There are a variety of National Security challenges today and we will face additional challenges in the future. It is absolutely critical we are capable of transitioning from one challenge to another, as required. When our combat forces need something, we must be ready to provide it and have the capability and capacity to do so rapidly. AFMC must increase our ability to rapidly analyze complex problems and to generate and shift to the best among solutions to each challenge.

Objective 2.1: Reduce one or more process timelines by at least 20% per mission area that directly speeds fielding capabilities and improves readiness.

- A key component of agility is speed. Our warfighting customers are extremely pleased with our products but they often say we took too long to deliver. We must work to improve the speed with which we field and support our systems. By applying innovation and reducing timelines throughout the command, we can improve readiness and our responsiveness to the warfighter. Across the board, we need to both increase the speed with which we deliver and also how responsive we are to our stakeholders. While this

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objective is focused on delivering specific process improvements; it will be leveraged to robust our command process to drive enduring process improvements.

Objective 2.2: Improve AFMC IT Infrastructure/applications and reengineer business processes to give our workforce the tools they need to make agility real.

- Access to the AFNET anywhere/anytime is a critical enabler to our workforce and the enterprise. Further, our workforce is frustrated by the lack of IT mobility. Without these, we cannot be agile nor have the ability to attract and retain the highest quality workforce. Our support to the mission is slowed by a 20th century IT infrastructure, which inhibits collaboration, and business processes that are too functionally oriented, which drive unique software applications. It is essential we assess our IT infrastructure requirements and provide a clear demand signal to the Cyberspace Core Function Lead, accelerate business process reengineering, and establish a five-year IT strategy to ensure the workforce has the tools to execute our mission.

Objective 2.3: Establish processes and expertise to implement Agile Software Development covering commercial and organic software.

- The current software development methodologies are not responsive to the rapidly changing mission and threat requirements. These current methods can be more costly as well. Further, our workforce comes trained in higher order languages and often has to digress to effectively manage older software. This can be a demotivator making it difficult to attract and retain a highly skilled workforce. We believe there is untapped capacity within the Air Force that, properly trained, can effectively develop software via agile means, ultimately reducing our dependence on contractors at a higher cost.

Objective 2.4: Develop and deploy integrated Log C2 to enhance Joint/AF operations and readiness.

- To improve readiness and optimize resource allocations, AFMC must operate holistically, taking a strategic, enterprise approach to the Logistics Command and Control (C2) architecture, integrated supply chain. The approach will enable us to identify the highest priorities and ensure resources are employed in a strategic manner.

Objective 2.5: Develop and deploy integrated I&MS capabilities to enhance Joint/AF operations and readiness.

- To improve readiness and optimize resource allocations, AFMC must operate holistically, taking a strategic, enterprise approach across our I&MS installations. The approach will enable us to identify the highest priorities and ensure resources are employed in a strategic manner.

Objective 2.6: Champion into Strategy, Planning, and Programming Process (SP3) FY20 Planning Choices at least two enterprise solutions for cross-platform challenges.

- We must seek out enterprise solutions to cross-platform challenges to increase agility and maximize operational readiness. Currently, our structures, funding, and organizational constructs are strongly aligned by weapon system or platform. This makes it difficult to achieve the synchronization across programs required by challenges such as Automated Dependent Surveillance Broadcast (ADSB-out), M-Code, Mode 5, and Live, Virtual, and Constructive (LVC). This objective will enable interoperability,

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provide opportunities for strategic sourcing, and simplify replication of upgrades across platforms.

Goal 3: Drive cost-effectiveness into the capabilities we provide

AFMC is and will continue to be the cost conscience of the Air Force. We must embrace our responsibility to be good stewards of the taxpayer dollars entrusted to us. Continuous Process Improvement has to be our way of thinking. Continually seeking excellence and improving processes is a major contributor to cost-effectiveness. Through financially sound strategies, AFMC will achieve the efficiencies needed to sustain the mission today and beyond.

Objective 3.1: Generate cost awareness to drive savings/avoidance by over \$2B per year through end of FY18 without unintended consequences (verified by Qualified Savings Process (QSP)).

- This highly successful objective is carried over from the 2016 AFMC Strategic Plan. We will continue identifying the true cost drivers. AFMC can focus on those drivers to reduce the cost of our products and services to reach the annual \$2B savings or avoidance goal. We must continually and smartly drive cost out of our systems and processes, providing the same output with less cost or more output with the same cost.

Objective 3.2: Achieve Air Force wide Category Management “Spend Under Management” Tier 1 maturity level (as defined by OMB guidance) for two categories and initiate work to add a third category by September 2017.

- As the cost conscience of the Air Force, we are continually driving process improvement in order to provide capability at the lowest practical cost. Introducing strategic cost management through a private sector best practice called “Category Management” will enable improved buying power, minimize redundant capabilities, and maximize the use of common supplies and services. All of which improves combat capability at a lower cost.

Objective 3.3: Inform trades between funding levels and mission impact by developing and implementing two or more data-driven decision tools to quantify operational risk.

- Effective decision-making is based on the intersection of data and Commander’s judgement and experience. In order to ensure Commanders are provided the necessary data in a timely manner, it is imperative we continue to build responsive analytical capabilities. More specifically, we need to develop the analytical models to tie resourcing decisions to combat capability.

Goal 4: Rapidly develop, transition, and deploy technology to assure our warfighting advantage

Because we deliver combat effectiveness to the Air Force, maintaining technological superiority is crucial. AFMC alone has the responsibility in the Air Force to deliver it. Key to this is our ability to explore, develop, transition, and deploy game-changing technology and to ensure we are engaged in the “right” leading-edge areas.

Objective 4.1: Integrate at least three technologies to positively impact cost and/or effectiveness within our AFMC enterprise.

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- To deliver and support agile war-winning capabilities, we must develop and leverage the best technologies to enable world-class research, development, logistics, sustainment, and test. Developing and fielding new technologies (e.g. 3-D printing, additive manufacturing, environmental impacting chemical reduction, aging aircraft maintenance) for our AFMC enterprise will improve our support to the warfighter by decreasing timelines, improving quality, and reducing costs.

Objective 4.2: Explore, integrate, adapt, and accelerate game-changing technologies to defeat current and emerging threats and meet warfighter needs.

- As the provider of combat capability to our Air Force and others, we are the means by which technologically superior systems are fielded. Without us, the nation will lose our asymmetric combat advantage, particularly against near-peer competitors. Advancing game-changing technologies requires the integrated AFMC enterprise collaborating with external stakeholders (end user, other services, interagency, international, academia, and industry).

Objective 4.3: Develop an infrastructure investment plan to prepare the AFMC enterprise for game-changing technology transitions.

- AFMC is the key MAJCOM in developing the technologies that will reshape not only the Air Force, but the very nature of warfare. For this to happen, we need the infrastructure and resources to expeditiously transition game-changing technologies to fielded capabilities. We must focus on the modernization needed across the AFMC enterprise to field and support new capabilities such as hypersonics, directed energy, and autonomous systems.

Objective 4.4: Rejuvenate and mature our Strategic Development Planning and Experimentation (SDPE) process to more rapidly exploit emerging technologies, better leverage experimentation and prototyping, and set a framework for parallel development.

- AFMC has been designated as the lead for Strategic Development Planning and Experimentation. This Air Force-level effort leverages warfighter requirements and the most promising emerging innovations to define and refine the capabilities the Air Force needs to maintain technological superiority. This effort will focus on both near-term and far-term development planning and the transition to planning for development.

Tracking and Measuring Success

The AFMC Corporate Structure will be used to monitor progress towards meeting AFMC's goals and objectives. Objective Owners will develop their action plans and metrics and present them for approval at the AFMC Council. Objective Owners will periodically brief execution progress for their objectives, initiatives, and actions.

In addition to the metrics established to track the progress and success of our objectives, AFMC Centers and Directorates will continue presenting operating metrics to the AFMC Council at least semiannually to keep leadership abreast of mission execution successes. These metrics will be tracked to ensure we are efficiently and effectively executing the day-to-day job across our six core mission areas.

Conclusion

Our Nation faces significant challenges requiring more agile and capable forces. Our Air Force and our Airmen are in constant high demand around the globe. The dynamic, ever-changing worldwide environment requires we operate more effectively. We must deliver the right war-winning capabilities when and where needed. To do this, AFMC and its Airmen must become more agile and innovative; and this command must empower our people to make decisions at the appropriate level to increase their effectiveness and efficiency.

This strategic plan provides our command with overarching guidance and establishes goals and supporting objectives meant to help us achieve our vision. While this plan provides valuable guidance, it is just the launching mechanism. The real execution will be completed by Objective Owners accomplishing their action plans and command organizations at all levels aligning their efforts to this strategy. Doing so will make us even better at providing agile combat support.

All AFMC Airmen have contributed and continue to contribute to successful execution of our mission to ***deliver and support agile war-winning capabilities***. With your support in fulfilling our vision of ***innovative Airmen, trusted and empowered, creating agile, cost-effective war-winning capabilities***, AFMC will ensure the United States Air Force remains the strongest, most viable, and most dominant air, space, and cyberspace force the world has ever known.

Annex A: Acronyms and Abbreviations

ADSB-Out - Automated Dependent Surveillance Broadcast
AFMC - Air Force Materiel Command
AFNET - Air Force Network
AFSPC - Air Force Space Command
CAF - Comprehensive Airman Fitness
ISR - Intelligence, Surveillance, and Reconnaissance
IT - Information Technology
I&MS - Installation and Mission Support
Log C2 - Logistics Command and Control
LVC - Live, Virtual, and Constructive
MAJCOM - Major Command
NIPR - Non-Secure Internet Protocol Router
OMB - Office of Management and Budget
QSP - Qualified Savings Process
SDPE - Strategic Development Planning and Experimentation
SP3 - Strategy, Planning, and Programming Process

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