



AFMC

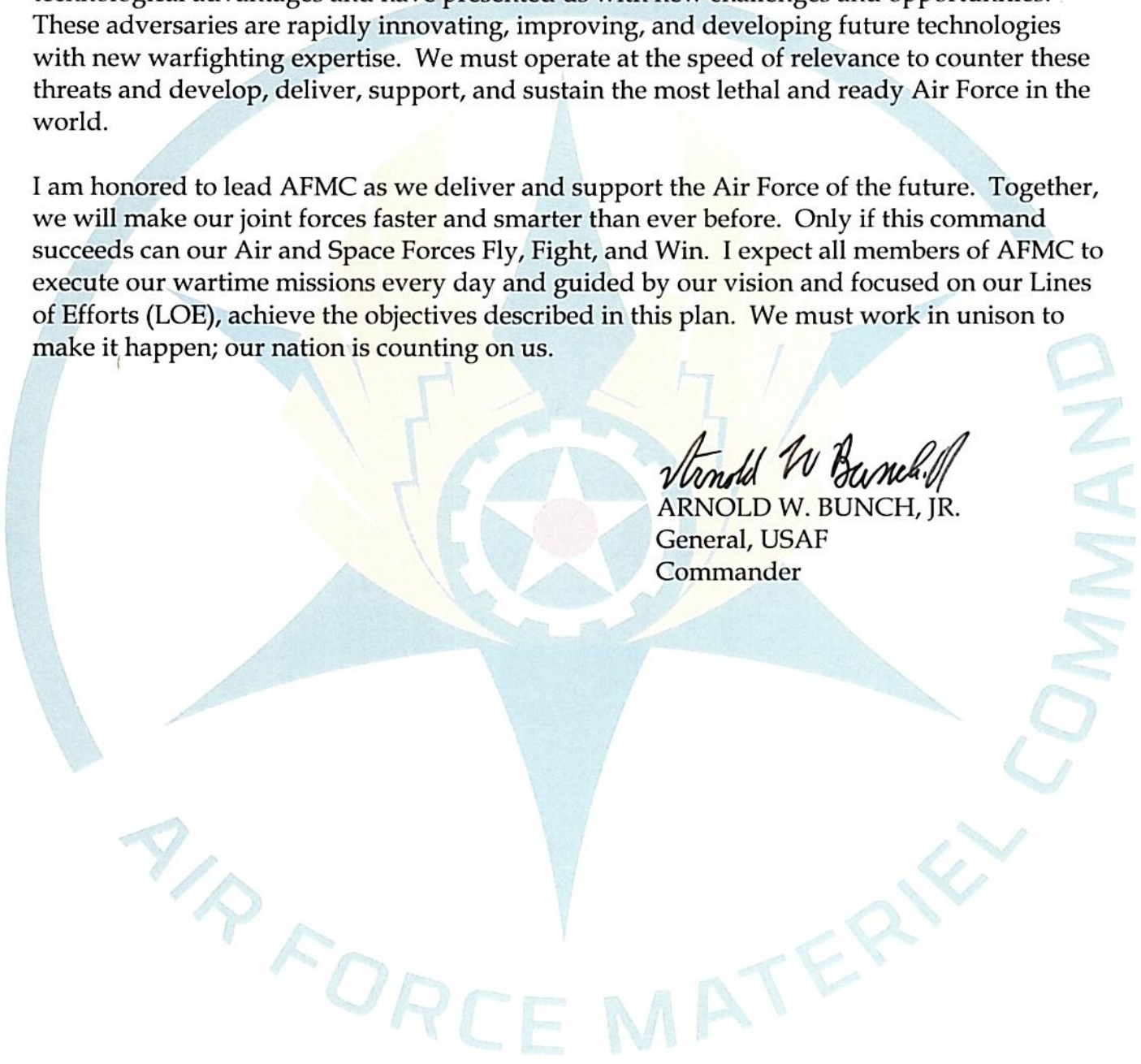
STRATEGIC PLAN

July 2020

FOREWORD

Air Force Materiel Command (AFMC) is the most important Major Command (MAJCOM) in the United States Air Force to achieve the National Defense Strategy and create the Air Force We Need. AFMC built the most powerful Air Force in the world and our nation still depends on us to build and power the Air Force of the future. Our adversaries have eroded our technological advantages and have presented us with new challenges and opportunities. These adversaries are rapidly innovating, improving, and developing future technologies with new warfighting expertise. We must operate at the speed of relevance to counter these threats and develop, deliver, support, and sustain the most lethal and ready Air Force in the world.

I am honored to lead AFMC as we deliver and support the Air Force of the future. Together, we will make our joint forces faster and smarter than ever before. Only if this command succeeds can our Air and Space Forces Fly, Fight, and Win. I expect all members of AFMC to execute our wartime missions every day and guided by our vision and focused on our Lines of Efforts (LOE), achieve the objectives described in this plan. We must work in unison to make it happen; our nation is counting on us.

The logo of the Air Force Materiel Command (AFMC) is a large, light blue watermark in the background. It features a central gear with a white star in the center, surrounded by a yellow sunburst. The words "AIR FORCE MATERIEL COMMAND" are written in a large, light blue, sans-serif font, curving around the bottom and sides of the gear.

Arnold W. Bunch, Jr.
ARNOLD W. BUNCH, JR.
General, USAF
Commander

PURPOSE

This strategic plan will focus Air Force Materiel Command's talented Airmen and vast resources around a clear vision, mission, and four lines of effort. Every Airman in our Command should know where we are going, and how we will get there. Together—as one AFMC—we can multiply our effects both to achieve the outcomes to acquire the Air Force We Need and the outcomes to defend our nation. In a rapidly changing world, our nation requires us to enhance our readiness, lethality, and speed—now more than ever. With one team, disciplined in our actions, united in purpose, we will remain indispensable to our nation's future.

MISSION

“Powering the world’s greatest Air Force... We develop, deliver, support, and sustain war-winning capabilities”

AFMC is charged with the responsibility of arming, equipping, and evolving the capabilities of the joint warfighter. We must retain focus on the fundamental role we play in the fights of today and tomorrow. As warfighters supporting warfighters, we perform our wartime mission every day. Our impact on the efforts of other MAJCOMs and Combatant Commanders demonstrates that we are the most important MAJCOM in the Air Force.

VISION

“One AFMC--Collaborative, innovative, trusted, and empowered... indispensable to our nation, disruptive to our adversaries”

AFMC will be united in our efforts. Our Airmen are trusted and empowered in every arena – collaborating deliberately and innovating at all levels. Our people have always faithfully delivered critical technologies to make our Air Force successful. We must continue to provide the training and resources needed to develop, deliver, support, and sustain the Air Force We Need.

LINES OF EFFORT (LOE)

Joint Doctrine defines lines of effort as the unity of purpose that centralizes multiple tasks and missions behind a desired effect.¹ Our four LOEs will ensure we increase readiness and lethality; deliver with disciplined speed; strengthen our team; and foster trusted connections. The objectives we accomplish in support of these LOEs will put us well on the path to achieving our shared vision. These will not be static and unchanging. At the direction of the AFMC/CC, new LOEs or objectives may be added when necessary to achieve our shared vision.

¹ Joint Publication 5-0, *Joint Planning*, pg xxiii, para 2.

LINE OF EFFORT #1: Increase Readiness & Lethality

To increase readiness and lethality, we must execute our war-time mission every day to develop, deliver, support, and sustain air, space, and cyberspace dominance, today and tomorrow. Our decision-makers need to be fully threat informed, and the National Defense Strategy (NDS) directs us to rapidly respond with higher-fidelity threat information tailored to our customers' needs. AFMC is the trusted provider of Air Force resources and systems across our changing domains. By delivering the measured improvements in the below categories, we will ensure that this effort remains successful.

- **Infrastructure** – Invest in ready, resilient, lethal bases.
- **Counter-Small Unmanned Aircraft Systems (C-sUAS)** – Develop strategy and deploy systems to protect against this emerging threat.
- **Cybersecurity** – AFMC CONOP development and execution.
- **Aircraft Availability Improvement Plan (AAIP)** – Increase Mission Capable Rates each Fiscal Year.
- **Priority Program Reviews** – Synchronize AFMC review and support of special interest items & programs.
- **Decision—Tools & Processes** – Analyze resource capability shortfalls relative to Air Force Warfighting Integration Capability.
- **Operational Agility** – Maximize AFMC effectiveness as we support the warfighter.

LINE OF EFFORT #2: Speed with Discipline

Our command needs to accelerate the competitive edge of our Air Force. We will revolutionize our business practices to accelerate delivery of relevant technologies and capabilities to guarantee our joint force competitive advantage. We will rapidly buy, build, and deliver warfighting technologies and capabilities that the warfighter demands. To do this, AFMC will adapt our culture and mindset to create processes with clear and consistent lines of authority that drive speed of decision-making and synchronize efforts across the command. The below objectives will support this LOE:

- **Lines of Authority** – Propose and modify authorities and business rules to increase velocity between and within our organizations.
- **Information Technology** – Provide the infrastructure necessary to execute our mission.
- **Digital Enterprise** – Deliver new strategies for digital operations in logistics & engineering.
- **Science & Technology 2030** – Implement the Air Force's S&T 2030 strategy.
- **Innovation Partnerships** – Integrate functions within test, innovation, and joint acquisition communities.

LINE OF EFFORT #3: Strengthen Our Team

We will build a culture and climate where Airmen can thrive, winning the war for talent and re-invigorating our competitive edge. AFMC's Airmen are foundational to everything that we do. Our ability to meet warfighter needs hinges on attracting, developing, and retaining world-class Airmen. The objectives to support this effort include:

- **Talent Management** – Assess our talent requirements to modernize our recruitment and retention strategies.
- **Hiring Timelines** – Improve civilian hiring speed and tracking mechanisms.
- **Supervisory Training** – Improve and standardize AFMC supervisor training.
- **Manpower** – Assess and prioritize manpower requirements
- **Resiliency** – Increase awareness and access to Quality-of-Life enhancement programs.
- **Mission Awareness** – Connect the mission to the member no matter where they work.
- **Diversity, Equity and Inclusion** – Create a diverse and inclusive environment that produces equitable results and supports talent management

LINE OF EFFORT #4: Foster Trusted Partnerships

We will drive toward connectedness with one another and with our customers, with industry, and with our mission partners, to become the trusted command our Air Force needs. AFMC Airmen at all levels should understand their role, value, and connection to AFMC, AF missions, and the operational units they support.

- **Operations Crossflow** – Continue to develop stronger relationships between our materiel enterprise and the operational units we support.
- **We Are AFMC** – Rebrand the Command, reinvigorate unit-community relationships, and restore commercial connections. At all levels, we will institute a culture of pride.
- **Educational Partnerships** – Create educational work-exchange programs.
- **Foreign Partnerships** – Streamline collaborations with allied Air Forces.
- **MAJCOM Partnerships** – Examine and enhance methods of engagement with other MAJCOMs.
- **Internal Partnerships** – Strengthen teamwork and communication

APPENDIX A

LINE OF EFFORT #1: Increase Readiness & Lethality

INFRASTRUCTURE

- Ensure ready, resilient, lethal bases and infrastructure across the AF by increasing Plant Replacement Value (PRV) to 2.0% by Sep 23 and 2.3% by Sep 26 and executing the Infrastructure Investment Strategy (I2S).
 - SUSPENSE: September 2023, September 2026
 - OPR: AFIMSC

COUNTER-SMALL UNMANNED AIRCRAFT SYSTEMS (C-SUAS)

- Codify the services requirements for a common C2 platform and Kill Chain capabilities in a Rapid Prototyping Requirements Document. This document will ensure the service's requirements are met as the program moves forward to a Joint C-sUAS Office (JCO)
 - SUSPENSE: June 2020
 - OPR: AFMC/A3/6
- Establish operator assignment of C-sUAS/Air Base Air Defense (ABAD) systems.
 - SUSPENSE: December 2020
 - OPR: AFMC/A3/6
- Establish appropriate funding profile and service advocacy for C-sUAS 3 and 6 year RDT&E goals.
 - SUSPENSE: January 2021
 - OPR: AFMC/A3/6

CYBERSECURITY

- All AFMC systems will be compliant with Public Key Infrastructure/ Two-Factor Authentication enforcement to provide a critical layer of security to the Air Force Information Network.
 - SUSPENSE: September 2020
 - OPR: HQ AFMC/A3/6
- 100% AFMC CAC-enabled systems will authenticate users with the Personal Identity Verification (PIV) Authentication (Auth) certificate, which ensures strong authentication and improved cybersecurity posture.
 - SUSPENSE: December 2020
 - OPR: HQ AFMC/A3/6
- Draft the AFMC Cyber Squadron Initiative/Mission Defense Team Implementation Plan.
 - SUSPENSE: December 2020
 - OPR: HQ AFMC/A3/6
- Draft Control Systems training METS specific mission defense for CSI. Draft communication and escalation paths for AFMC CDCC.
 - SUSPENSE: December 2020
 - OPR: HQ AFMC/A3/6

AIRCRAFT AVAILABILITY IMPROVEMENT PLAN (AAIP)

- Meet Lead Commands' Aircraft Availability Improvement Plan (AAIP) Mission Capable (MC) goals each FY.
 - SUSPENSE: September 2020
 - OPR: HQ AFMC/A4/10

PRIORITY PROGRAM REVIEWS

- Conduct a study and synchronization review of support of special interest programs (PAR, B-21, KC-46, T-7, Hypersonics, Vanguards, NGAD) at least once in 2020.
 - SUSPENSE: December 2020
 - OPR: HQ AFMC/A5/8/9
- Prioritize AFMC acquisition support based on importance to NDS and AF We Need outcomes.
 - SUSPENSE: March 2021
 - OPR: HQ AFMC/A5/8/9
- Identify and track Center key mission execution metrics; with semi-annual reporting to the AFMC Council.
 - SUSPENSE: November 2020
 - OPR: HQ AFMC/A5/8/9

DECISION – TOOLS AND PROCESSES

- By January 2021, conduct a gap analysis with respect to AFMC resourcing in support of Cross Functional Team (CFT) and AFWIC focus areas; and by March 21, prioritize AFMC resources to align with AFWIC activities.
 - SUSPENSE: January 2021, March 2021
 - OPR: HQ AFMC/A5/8/9

OPERATIONAL AGILITY

- Develop a Campaign Support Plan to synchronize AFMC in the support of a peer/near-peer fight.
 - SUSPENSE: February 2022
 - OPR: HQ AFMC/A5/8/9
 - OCR: HQ AFMC/A3/6
- Expand and accelerate fighting on JWICS (FoJ).
 - SUSPENSE: December 2020
 - OPR: HQ AFMC/A2
- Implement measures that will operationally synchronize AFMC to maximize effectiveness and support a peer/near-peer fight. By 15 Apr 20, operationalize the AFMC/CC's staff meeting to better synchronize HQ Staff & Center wartime mission/warfighter focus. By 15 Jul 20 (IOC), design an AFMC Ops Cell to include roles, responsibilities, authorities, manning requirements, and feasibility study. By 31 Dec 20, refine, expand, and finalize (baseline) HQ AFMC & Center Mission Essential Task Lists (METLs) to best represent AFMC's capacity and capabilities to source and sustain joint warfighting activities as well as SECAF/SECDEF/CCMD decision superiority.
 - SUSPENSE: January 2021
 - OPR: HQ AFMC/A3/6

- Reach FOC for the AFMC SIPR Virtual Desktop Infrastructure (VDI) solution implementation across the Command.
 - SUSPENSE: September 2020
 - OPR: HQ AFMC/A3/6

LINE OF EFFORT #2: Speed with Discipline

LINES OF AUTHORITY

- Analyze roles, missions, and associated authorities and responsibilities (from Air Staff to Command to Centers and including PM, EN, FM, PK, A1 equities) and propose adjustments to improve effectiveness.
 - SUSPENSE: November 2020
 - OPR: HQ AFMC/CDX
- Examine AFMC tasking procedures and business rules; deliver recommendations (March 2020); implement recommendations (August 2020).
 - SUSPENSE: March 2020; August 2020
 - OPR: HQ AFMC/DS

INFORMATION TECHNOLOGY

- Improve AFMC Information Technology User Experience caused by IT shortfalls in service by 25% as measured by user experience surveys. The AF NETLAW team will conduct site visits of AFMC Main Operating Bases (MOB) and larger Geographically Separated Units (GSU) analyzing the base networks against the AF Base Area Network (BAN) specification. Implement the AF NETLAW recommended Information Technology changes (Networks, Engineering, Hardware and Software)
 - SUSPENSE: March 2021
 - OPR: HQ AFMC/A3/6
- Develop and enable Basing, Logistics, and Data Environment (BLADE); achieve as a precursor to LogC2.
 - SUSPENSE: September 2025
 - OPR: HQ AFMC/A4/10

DIGITAL ENTERPRISE

- Develop an AFMC implementation strategy for a digital enterprise, to include engineering and logistics capabilities, standards, infrastructure, training and resources with the goal of increasing application by 25%.
 - SUSPENSE: September 2020 (strategy); July 2023 (implementation)
 - OPR: HQ AFMC/EN

SCIENCE AND TECHNOLOGY (S&T)

- Identify resources required to execute the Science and Technology 2030 strategy.
 - SUSPENSE: June 2020
 - OPR: AFRL

- Implement Phase I of the Science and Technology 2030 strategy with a full implementation of remaining phases by 2021.
 - SUSPENSE: September 2020 (Phase I); September 2021
 - OPR: AFRL

INNOVATION PARTNERSHIPS

- Review the innovation hubs across the AF, identify best practices, and assess for scalability and implementation across AFMC.
 - SUSPENSE: September 2020
 - OPR: HQ AFMC/CDX
- Partner with Air Force test organizations to deliver a plan for more integrated Developmental Testing (DT), Operational Testing (OT), and Force Development.
 - SUSPENSE: February 2021
 - OPR: AFTC

LINE OF EFFORT #3: Strengthen Our Team

TALENT MANAGEMENT

- Assess and forecast AFMC talent requirements (skillsets needed, gaps, hard-to-fill and potential recruiting/retaining approaches) for FY21-22 and develop a strategy to recruit and retain the best. (OPR: AFMC/A1)
 - SUSPENSE: July 2020
 - OPR: HQ AFMC/A1

HIRING TIMELINES

- Improve overall timeliness of AFMC civilian hiring by 10% each fiscal year through Sep 22.
 - SUSPENSE: September 2020; September 2021; September 2022
 - OPR: HQ AFMC/A1

SUPERVISORY TRAINING

- Create AFMC Civilian Supervisor Development Course.
 - SUSPENSE: December 2020
 - OPR: HQ AFMC/A1

MANPOWER

- Implement (place and space) manpower changes after AFMC/A5/8/9 support prioritization is complete.
 - SUSPENSE: December 2020
 - OPR: AFMC/A1

RESILIENCY

- Deliver a legislative proposal that allows more funding flexibility in infrastructure modernization in order to increase mission effectiveness and quality of life.
 - SUSPENSE: August 2020
 - OPR: HQ AFMC/A4/10

- Develop initiatives to increase awareness and access to current people programs (e.g., EAP, MFLC, Military One-Source, Mental Health, Chaplain, fitness programs) through deliberate messaging that encourages early help-seeking.
 - SUSPENSE: Ongoing
 - OPR: HQ AFMC/A1

MISSION AWARENESS

- Develop a recurring process to communicate command-wide comprehensive threats-to-acquisition to AFMC senior leaders and program offices to ensure the command is fully threat-informed.
 - SUSPENSE: December 2020
 - OPR: HQ AFMC/A2
- Develop a plan for immediate execution to make personnel across AFMC more aware of HQ/Centers specific missions and accomplishments.
 - SUSPENSE: June 2020
 - OPR: HQ AFMC/DS

DIVERSITY, EQUITY AND INCLUSION

- Develop a diversity, equity and inclusion strategy in line with our AFMC Strategic Plan that supports each line of effort.
 - SUSPENSE: December 2020
 - OPR: HQ AFMC/A1

LINE OF EFFORT #4: Foster Trusted Connections

OPERATIONS CROSSFLOW

- Develop and implement “AFMC Operational Linkages” with other MAJCOMs (operational units to program offices).
 - SUSPENSE: August 2020
 - OPR: HQ AFMC/DS

WE ARE AFMC

- Develop a comprehensive communication strategy and implementation plan for branding AFMC.
 - SUSPENSE: August 2020
 - OPR: HQ AFMC/PA
- To facilitate engagement with internal and external stakeholders, each Center and Directorate will document a SIPOC (suppliers, inputs, processes, outputs, customers).
 - SUSPENSE: January 2021
 - OPR: HQ AFMC/CDX
- Utilize the AFMC Community Action Plan (CAP) goal to increase Unit Cohesion and Connectedness by providing targeted tools/resources (AFMC Connect) to enhance the Command climate by strengthening our Airmen and empowering squadron leadership.
 - SUSPENSE: December 2020
 - OPR: HQ AFMC/A1

EDUCATIONAL PARTNERSHIPS

- Determine requirements for an Education With Industry (EWI) program(s) for military (officer and enlisted) and civilians beyond the annual AF Basic Developmental Education level program. Additionally, identify EWI programs within Centers already in existence outside SAF/AQ sponsored program(s) as a potential benchmark.
 - SUSPENSE: June 2020 (review); December 2020 (establish)
 - OPR: HQ AFMC/A1
 - OCR: All Centers

FOREIGN PARTNERSHIPS

- Identify and begin actions to eliminate/lessen limitations to co-development/co-production and collaborative opportunities.
 - SUSPENSE: August 2020
 - OPR: HQ AFMC/IA

MAJCOM PARTNERSHIPS

- Examine current MAJCOM engagement activities (TASR, CDC, WEPTAC, etc.) and propose adjustments to enhance our partnerships with other MAJCOMs.
 - SUSPENSE: Aug 2020
 - OPR: HQ AFMC/CCX

INTERNAL PARTNERSHIPS

- Examine current interaction between AFMC Centers and propose Action Officer Alignments and adjustments to enhance internal communications.
 - SUSPENSE: March 2021
 - OPR: HQ AFMC/DS
- Each platform/system identify coordination activities for technology insertion activities in their Program Management Directives to facilitate the Air Force We Need.
 - SUSPENSE: December 2020
 - OPR: AFLCMC; AFNWC
- Establish MOA(s) with the Rapid Sustainment Office to jointly pursue areas of emerging technologies critical to depot modernization. (e.g. additive manufacturing, cold spray, automation, AR/VR, etc.).
 - SUSPENSE: September 2020
 - OPR: AFLCMC/RO; AFSC/EN
- Host a conference/summit to discuss strategy at the Center level for action officers.
 - SUSPENSE: December 2020
 - OPR: AFMC/DS
 - OCR: All Center DS

MISSION

Powering the world's greatest Air Force... We develop, deliver, support, and sustain war-winning capabilities.

APPENDIX B

LINES OF EFFORT - Strategy Map

VISION

One AFMC-- Collaborative, innovative, trusted, and empowered... indispensable to our nation, disruptive to our adversaries.

LOE 1	Increase Readiness & Lethality	Execute our war-time mission every day to develop, deliver, sustain, and support air, space, and cyberspace dominance, today and tomorrow.
AFMC is the most important command to deliver the Air Force We Need and achieve the National Defense Strategy. By executing our war-time missions every day, we will ensure our Air Force is dominant by delivering the systems needed to increase lethality in air, space, and cyberspace. AFMC serves as the trusted provider; developing, delivering, supporting and sustaining combat capabilities needed, today and tomorrow.		
LOE 2	Speed with Discipline	Revolutionize our business practices to enable actions with a sense of urgency, accelerate delivery of relevant technologies & capabilities to ensure joint force competitive advantage.
Our command needs to accelerate the competitive edge of our Air Force. The definition of velocity includes speed and direction. We will rapidly, but with innovation and discipline, buy, build, and deliver relevant technologies and capabilities in support of the joint force. AFMC will adapt our mindset, structures, and processes to deliver the Air Force We Need across all domains. We will create horizontal and vertical processes with clear and consistent lines of authority that drive speed of decision making and synchronize efforts across the command.		
LOE 3	Strengthen Our Team	Build a culture and climate where Airmen can thrive, winning the war for talent and re-invigorating our competitive edge.
AFMC Airmen are foundational to everything we do. Our ability to meet warfighter needs hinges on winning the war on talent by attracting, developing, and retaining world-class Airmen. We will build a culture and climate where our Airmen will thrive. Our environment will foster world-class talent, and reinvigorate our competitive advantage by creating the AFMC We Need.		
LOE 4	Foster Trusted Connections	Connect internally, externally, horizontally, and vertically to be the trusted command our Air Force needs.
Airmen at all levels shall understand their role, value, and connection to the AFMC and AF missions as well as the operational units we support. We will drive toward connectedness - internally and externally, with one another and with our customers, with industry, and with our mission partners, to become the trusted command our Air Force needs. We must communicate.		

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|---|--|--|---|
| <p>LOE 1:</p> <ul style="list-style-type: none"> - Infrastructure - C-sUAS - Cybersecurity - AAIP - Priority Program Reviews - Decision – Tools & Processes - Operational Agility | <p>LOE 2:</p> <ul style="list-style-type: none"> - Lines of Authority - Information Technology - Digital Enterprise - S&T 2030 - Innovation Partnerships | <p>LOE 3:</p> <ul style="list-style-type: none"> - Talent Management - Hiring Timelines - Supervisory Training - Manpower (place & space) - Resiliency - Mission awareness - Diversity, Equity & Inclusion | <p>LOE 4:</p> <ul style="list-style-type: none"> - Ops Crossflow - We Are AFMC - Educational Partnerships - Foreign Partnerships - MAJCOM Partnerships - Internal Partnerships |
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APPENDIX C

LINE OF EFFORT TRACKING AND REPORTING

Some LOEs in this strategic plan are expected to be accomplished within a single agency and in the immediate future. However, many objectives that contribute to our vision will require deliberate, long-term regular focus from teams all across the command. Therefore, the below update mechanisms will be used to ensure that these objectives become a part of our regular tempo and battle-rhythms. Updates to this Appendix may be necessary as we evolve our business rules and complete our various objectives.


HQ AFMC/DS will be responsible for tracking and reporting progress of the objectives outlined in this plan.

Weekly status updates will be given at the AFMC Commander's Update Meeting, using the formatted example below. OPRs will submit updates to HQ AFMC/DS Workflow, afmc.ds.workflow@us.af.mil, two days prior to their scheduled update briefing.

After an OPR has provided an update, the most current information will be uploaded by HQ AFMC/DS to a SharePoint Webpage that has been created. To ascertain the most recent status of any objective, the following link can be used:

<https://usaf.dps.mil/sites/AFMC/Strat%20Plan%20Objectives%20Tracking/>

EXAMPLE



Line of Effort #2 – Tasking Procedures

<p>OBJECTIVE: Examine AFMC Tasking Procedures and business rules; deliver recommendations; then implement recommendations.</p> <p>SUSPENSE: Deliver March 2020; Implement Aug 2020</p> <p>OPR: HQ AFMC/DS</p> <p>PREVIOUS UPDATES</p> <ul style="list-style-type: none"> • No previous updates provided. 	<p>STATUS: </p> <p>SIGNIFICANT ISSUES:</p> <ul style="list-style-type: none"> • No significant issues addressing action items from CPI event. • AFMC will be the first AF MAJ/COM to transition to the DOD directed system TMT system known as Enterprise Task Management Software Solution. Working with Army Program Office and ACC to determine costs and availability of SAF/ICN funding. <p>ECD: 1 June 2020</p> <p>KEY: No Current Path to Resolution On Track/Out for Action Sourced or Complete</p> <p>CURRENT UPDATES</p> <ul style="list-style-type: none"> • CPI event held Feb 20. CPI only addressed processes and not the platform, but indicated more process issues than platform issues. Numerous action items to include building tasking flowcharts at HQ and Center levels, providing useful metrics and updating various sections of the Workflow and Action Officer Guide. • Workflow and Action Officer Guide in final stages of rewriting. Flowcharts still in the infant stage. Slowed on working metrics with decision to switch tasking platforms. • AFMC/CC approved switch from SOCCER to TMT in Mar 20. <p>POC: Mr. Curtiss Petrek DSN: 257-4661 As of: 08 May 2020</p>
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One AFMC ... Powering the World's Greatest Air Force