



AIR FORCE LIFE CYCLE MANAGEMENT CENTER

*A Revolution in Acquisition
& Product Support*

2013

MESSAGE FROM THE COMMANDER

In November 2011, Air Force Materiel Command (AFMC) announced a major restructuring called the “Five Center Construct,” representing the largest and most ambitious initiative in the command’s twenty-year history. As an outcome, AFMC reduced its direct reporting business units (known as centers) from 12 to 5. From this restructure, the Air Force Life Cycle Management Center (AFLCMC) was born!

AFLCMC embodies a major shift from business as usual. Instead of having program offices focused on development and production at three distinct product centers, and program offices focused on modifications and product support at three distinct air logistics centers, AFLCMC for the first time brings true life cycle management to our Air Force and partner nation systems. This construct unleashes the full power of the System (or Single) Program Manager (SPM) and Program Executive Officer (PEO) concepts. Each of our systems now has one unified chain of command for program execution oversight from inception to disposal. And, each SPM is supported by one or more Product Support Managers (PSMs) to help build and execute life cycle product support strategies that fully leverage the organic capabilities of our AFMC sister centers and industry partners.

AFLCMC couldn’t have come at a better time, as the defense reductions and fiscal challenges facing our nation, when combined, represent a serious threat to our national security. The vision of our Air Force is one that is Powered by Airmen, Fueled by Innovation. When our Chief of Staff speaks about the concept of “Over, Not Through,” he is harkening back to how our early innovative Airmen saw the airplane as a way of going over the threats rather than attempting to push through them. Similarly, our AFLCMC strategic plan serves as our roadmap for how we will go “Over, Not Through” today’s defense and fiscal challenges.

We will work together to aggressively implement every element of this plan to achieve “Speed with Discipline” in delivering new capabilities. We will ensure our systems are effective at fulfilling their mission sets, while also affordable to procure and cost effective to support. We will embrace the concept of “Should Cost” to drive out costs across the life cycle. We will deliver to our commitments. It is critical that every Airman (civilian, military, and contractor) on Team AFLCMC join in the execution of this plan. I know I can count on your expertise in acquisition, product support, and installation support to help us succeed at Providing the Warfighter’s Edge! I am honored to be your first AFLCMC Commander and I look forward to working together to solve the challenges ahead of us!



C. D. MOORE II
Lieutenant General, USAF
Commander



AFLCMC...
PROVIDING THE
WARFIGHTER'S
EDGE

As the Air Force Life Cycle Management Center (AFLCMC), we provide the warfighter's edge by acquiring and supporting war-winning aircraft, engines, munitions, electronics, and cyber weapon systems and sub-systems. Driven by innovation and a deep commitment to excellence, we undergird our nation's strategic objectives by delivering dominant warfighter products that project global airpower. Every action we take must be in support of our Air Force's mission to fly, fight and win...in air, space and cyberspace. Every plan we make must be aligned to the missions of our parent AFMC and SAF/AQ organizations, which, in summary, are to deliver dominant airpower capabilities to our nation and its allies.

"The story of the Air Force is a story of **Innovation**. Airmen, using their unique perspective, have long stood for and pioneered innovative ways to win the fight while shaping the future. Airmen characteristically view security challenges differently—globally, without boundaries."

General Mark A. Welsh III

A NEW CENTER CONSTRUCT FOR A CHALLENGING ENVIRONMENT

As a nation and air force, we face tremendous challenges. Externally, the world is characterized by uncertainty and unrelenting danger. Internally, the fiscal environment increasingly threatens our mandate to acquire and support war-winning solutions. These constraints will continue to exist in tension with our imperatives for the foreseeable future.

It was out of this context that AFMC reorganized from twelve to five centers in 2012. The guiding purpose was and is to achieve cost efficiencies and improve warfighter product outcomes. Our MAJCOM formed AFLCMC by combining the acquisition and product support units and mission sets spread across dozens of geographic locations, to include Wright-Patterson AFB, Hanscom AFB, Eglin AFB, Robins AFB, Tinker AFB, Hill AFB, Maxwell AFB-Gunter Annex, and Joint Base San Antonio-Lackland, as well as the installation support units and mission sets at Wright-Patterson AFB and Hanscom AFB, into one purpose-built center charged with true cradle-to-grave life cycle weapon system and subsystem management responsibilities.



As a newly-formed center consisting of 77 geographic locations, 10 Program Executive Officer (PEO) directorates, 14 functional and execution support directorates, 2 Air Base Organizations, and numerous other support organizations, we are on a steady march to and beyond Full Operational Capability (FOC). Given the complexity and breadth of our center, we will encounter adversity along the way. But, we will unleash the innovation hard-wired into our Airmen—military, civilian, and contractor support—to achieve an AFLCMC culture that, above all, values delivering to our warfighter commitments.

77
GEOGRAPHIC
LOCATIONS

10
PROGRAM
EXECUTIVE OFFICER
DIRECTORATES

2
AIR BASE
ORGANIZATIONS

14
FUNCTIONAL &
EXECUTION SUPPORT
DIRECTORATES

"We spent many months working through very deliberate phases of planning, implementation, and transition with an ever-present goal of providing more efficient and effective support to the warfighter."

General Janet C. Wolfenbarger





WHAT WE DO:
LIFE CYCLE
ACQUISITION
AND PRODUCT
SUPPORT

AFLCMC's acquisition and product support portfolio consists of 450 investment programs, 500 sustainment programs, 2,600 joint and international cases, and associated Services programs for all, spread across the Air Force Security Assistance Cooperation (AFSAC), Propulsion, and 10 PEO directorates. Our life cycle responsibilities begin with Development Planning (DP), when our warfighter customers state they might require a materiel solution, and end at weapon system disposal. We will make all decisions along the way with a comprehensive understanding of the implications across the spectrum of that life cycle.





MISSION:
ACQUIRE AND
SUPPORT WAR-
WINNING
CAPABILITIES

Regardless of geographic location or specific program, we all come to work each day to fulfill the same mission: *Acquire and Support War-Winning Capabilities*. That is why we exist as a center. That is what we bring to the fight. “Acquire” speaks to our acquisition of new systems and modifications to existing systems. “Support” speaks to product support for our in-development and fielded systems, as well as mission and installation support for our workforce and their families. It’s really that simple.

ACQUIRE

SUPPORT

WAR-
WINNING
CAPABILITIES



VISION:
TO FORGE *ONE TEAM*
DELIVERING INTEGRATED,
INNOVATIVE, DOMINANT
AIRPOWER CAPABILITIES...
ON TIME, ON COST

Make no mistake...we are one team today. Yet, we have work remaining to strengthen our still-young team into a seamless unit that has a small “feel” and operates with the speed and agility of a flight, but contains the expansive power and integrated capabilities of a numbered air force. We will know we’ve achieved our vision when we fully unlock the power of the AFLCMC construct...when we view our geographic dispersion as our advantage, and not as our challenge...when we operate as ONE team by preference, and not as one team by name. *‘To forge one team delivering integrated, innovative, dominant airpower capabilities...on time, on cost’* speaks to the value that will emerge when we increasingly collaborate as cross-functional innovators with a diversity of expertise and a common purpose. That is our imperative.



GUIDING PRINCIPLES

Unity of Purpose

Speed with Discipline

Trust and Confidence

As we work each day to complete our mission and realize our vision, we will apply a set of principles that transcend all levels of leadership and all individual efforts. When combined with our Air Force core values of Integrity First, Service Before Self, and Excellence in All We Do, these principles will guide how we frame issues, make decisions, and fulfill our strategic objectives. These three guiding principles are the cornerstones upon which we will build our AFLCMC culture.

UNITY OF PURPOSE

Unity of Purpose is our overarching principle and ensures our methods, actions, and communications, within and external to AFLCMC, are all synchronized in time and purpose internally and with our stakeholders, to include HQ AFMC, our sister AFMC centers, SAF/AQ, as well as many other organizations we heavily rely

upon for mission success. Because of the fiscal environment, we can no longer afford to replicate capabilities owned by and activities completed within these organizations. Rather, as we execute this strategic plan, we will form a tight “geo-agnostic” AFLCMC and closely team with external stakeholders to build and implement our initiatives, standard processes, and metrics in order to realize our strategic objectives.

SPEED WITH DISCIPLINE

Without question, the weapon systems and modifications we deliver and support have helped ensure our nation and allies have the very best air forces in the world. We now need to find ways to “unclog the system” by safely delivering these same war-winning capabilities with fewer resources and in less time. After we free up capacity within our “AFLCMC Factory,” then we can execute new programs that address our nation’s expanding threats, without asking more from our people, and without dangerously cutting important steps in the process. Using *Speed with Discipline*, we will execute initiatives aimed at removing waste from our acquisition and product support processes, as well as our individual work habits. Success applying *Speed with Discipline* will require that every member of AFLCMC be a practitioner. We expect every AFLCMC member to be involved.

TRUST AND CONFIDENCE

Our warfighters, as well as our Air Staff, DoD, and congressional stakeholders only care that we deliver to commitments. By realizing the strategic objectives that comprise this strategic plan, we will deliver to our commitments, and subsequently bolster the *Trust and Confidence* of our stakeholders as well as that within our AFLCMC team. Like the first two principles, protecting and bolstering *Trust and Confidence* requires action and accountability on the part of every AFLCMC team member. It is through bolstered *Trust and Confidence* that our external stakeholders will afford us additional freedom of action and decreased oversight.

Using Speed with Discipline, we will execute initiatives aimed at removing waste from our acquisition and product support processes, as well as our individual work habits.



STRATEGIC OBJECTIVES

1. Deliver cost effective acquisition solutions
2. Deliver affordable and effective product support
3. Launch high confidence sustainable programs
4. Standardize and continuously improve center processes
5. Develop and place right person at right time
6. Assure safe, secure and quality work environment

Achieving our mission, *Acquiring and Supporting War-Winning Capabilities*, requires that we realize six comprehensive and non-changing strategic objectives. Think of each as an imperative for AFLCMC survival and success. Our strategic objectives include two aligned to our products, two aligned to our processes, and, finally, two aligned to our most important resource, our people. These six strategic objectives combine to yield a simple but powerful thesis: people, appropriately trained and equipped, employing effective and efficient processes, will deliver and support cost-effective and affordable war-winning products. Objectives 1 and 2 are our primary objectives, and directly link to our mission. Objectives 3-6 are our enabler objectives. Without success on Objectives 3-6, we cannot succeed on Objectives 1-2; for this reason, they are every bit as important.

Objective #1: Deliver Cost Effective Acquisition Solutions

At the end of the day, our warfighter customer will grade us on the answers to only two questions...and this is the first one: did we deliver the systems and sub-systems we promised? We must keep our acquisition commitments when it comes to cost, schedule, and system performance. And, we must ensure our acquisition solutions are cost effective, meaning their warfighting value far exceeds their monetary cost, especially when compared to the next best alternative.

Objective #2: Deliver Affordable and Effective Product Support

The second question we will be graded on is equally direct: did we deliver systems and sub-systems that are affordable to own, and easy to sustain and support? Given roughly two-thirds of system life cycle costs are incurred after delivery, we must diligently build and execute product support strategies that assure long-term affordability within a given Core Function Lead Integrator (CFLI) portfolio of programs.

Did we deliver the systems and sub-systems we promised? Did we deliver systems and subsystems that are affordable to own, and easy to sustain and support?



Objective #3: Launch High Confidence Sustainable Programs

Success on Objectives #1 and #2 demands that we launch high confidence sustainable programs. We will spend time up-front ensuring we “get it right” so that we can go faster later. Our efforts will include meaningful Development Planning (DP) that informs full life cycle affordability versus capability trade-offs, not just for the development and production phases. We will then carefully craft our acquisition and business strategies using our team of functional experts from across every location of our center.

Objective #5: Develop and Place Right Person at Right Time

Our people, and our teams of people, are without doubt the fundamental enabler in achieving Objectives #1 and #2. We will rigorously organize, train, and equip our workforce and our work teams to succeed and be the DoD leaders within the mission areas of acquisition and product support, and installation support. Success on Objective #5 is a team sport; while our functional home offices and air base units have a primary role, so does every leader and every mentor and every individual within AFLCMC.

Objective #4: Standardize and Continuously Improve Processes

Many of the center-wide “production” processes our “AFLCMC Factory” completes every day (e.g., contract award, urgent Technical Order changes, risk management) are so similar in desired output that they warrant a standardized approach to eliminate scrap-and-rework, variability in success rates, and time to complete. We will work hard to standardize, train, measure, and then lean those critical center-wide processes we need most to achieve *Speed with Discipline*, and of course, Objectives #1 and #2.

Objective #6: Assure Safe, Secure and Quality Work Environment

The ability of our AFLCMC workforce to give it their all requires that we establish and maintain the proper work environment. We will focus most heavily on assuring our two installations, multiple other work locations, and computer networks are safe and secure for our workforce and their families. We will also work to ensure our installation and work environments are maintained to acceptable levels, while being mindful of the need for cost effectiveness and fiscal discipline during these times of retracting budgets.



PUTTING IT ALL TOGETHER



Deliver to Commitments

Roundels are placed on the tails of military aircraft for identification purposes. Similarly, the AFLCMC Roundel above identifies AFLCMC's guiding principles and objectives, thereby identifying our center through our unifying statements.

Our AFLCMC Roundel, compactly captures the essence of our strategy, and forms the foundation for our rapidly-strengthening AFLCMC culture. I invite you to use the Roundel in your work products and signage as a constant reminder to all that we know what is important and we know where we are headed as ONE Team!

Yet, success requires more than just displaying objectives. We must also have metrics for measuring each, as well as initiatives for closing the gaps. You can think of our initiatives as the "gameplan" we will tailor to the conditions we face at any point in time, while our objectives are our firm, timeless, and measurable imperatives we must complete in order to fulfill our mission, and ultimately realize our shared vision. Because our metrics and initiatives must change over time to match current conditions, we will house and update them on our AFLCMC Strategic Planning SharePoint site located at <https://cs4.eis.afmc.af.mil/sites/1534/StratWG/default.aspx>. I encourage you to visit the website often to see how we are doing as ONE team achieving all our objectives, to include our cycle time metrics for our Objective #4 center-wide processes.



MAKING IT REAL

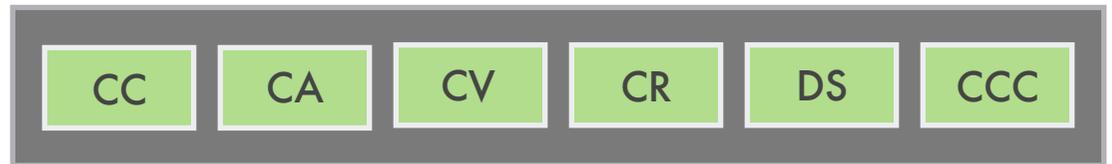
We are committed to this strategy and have implemented an action-oriented three-piece governance structure to ensure we keep continual focus on its execution. First, the AFLCMC Commander assigned two co-champions to lead each of the six objective teams. The co-champions are all “two-letter” leaders, meaning they are PEOs, Functional Directors, or Air Base Commanders. Each objective team meets frequently to review their metrics, and progress on their initiatives. Second, the AFLCMC Commander chartered the Standards & Process (S&P) Board to review, lean, and approve candidate processes the Objective Team #4 proposes become center-wide standard processes. The S&P Board is comprised of the Deputy Directors from each AFLCMC Directorate. Third, each month, the AFLCMC Commander chairs the AFLCMC Council, where every two-letter leader comes together to review the integrated progress on all six objectives.

Successful execution of this strategy requires leadership attention at the highest levels. We built a governance structure that assures every AFLCMC senior leader is “all in” every day. But, making it real, making it last, will come only through active daily involvement and personalized attention by every member of AFLCMC at every location. Some of you are members of an objective team...many of you are members of a process team...all of you are members of the AFLCMC Team. Success with our strategy requires our collective efforts. We all share in the responsibility for making AFLCMC successful...for Providing the Warfighter’s Edge!

**AIR FORCE LIFE CYCLE
MANAGEMENT CENTER
ALMANAC**

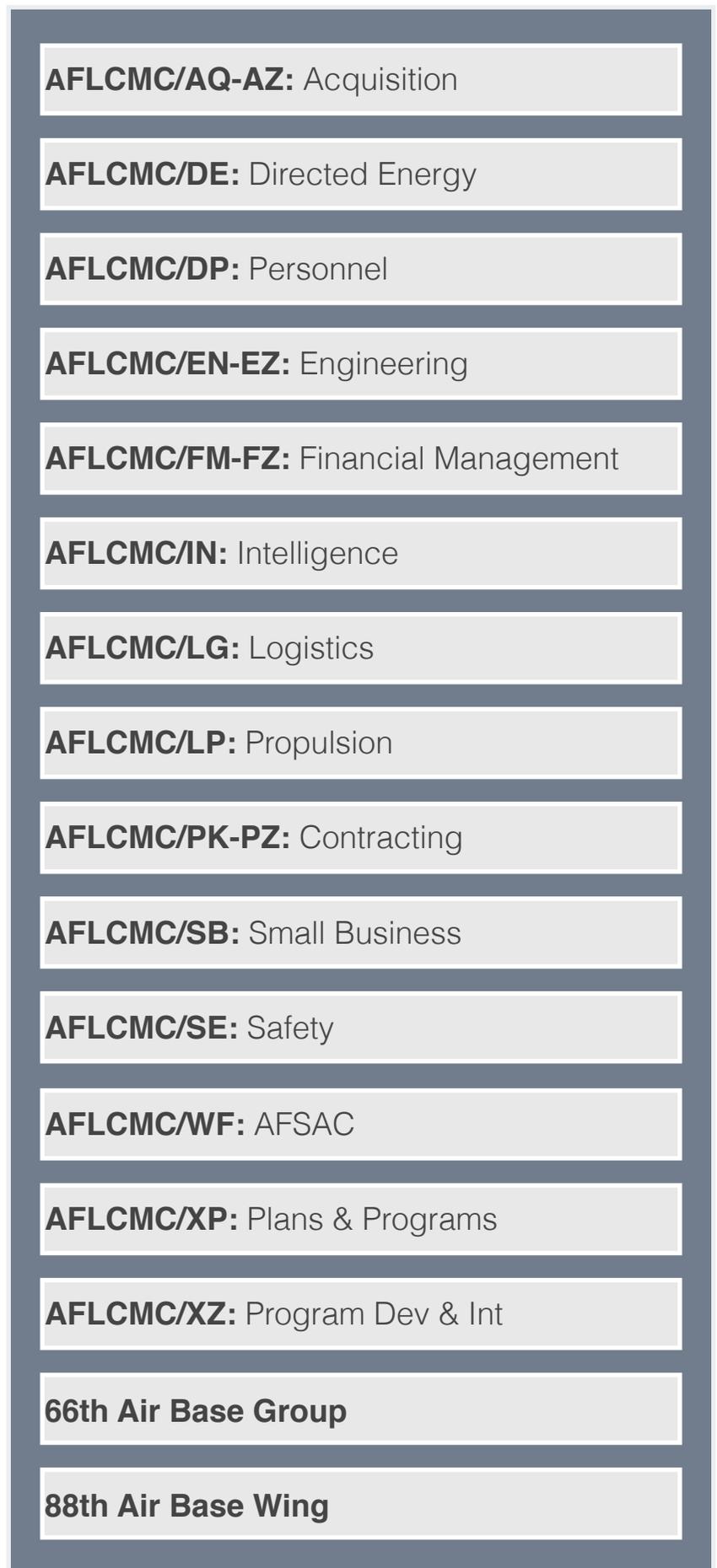
AFLCMC ORGANIZATIONS

Front Office Leadership Team



Functional & Execution Support Directorates, Air Bases

PEO Directorates



AFLCMC ORGANIZATION DESCRIPTIONS

AFLCMC/EB: The Armament Directorate, with major units at Eglin AFB, Robins AFB, and Hill AFB, develops, acquires, fields, modernizes and sustains air-delivered weapons and associated carriages and sub-systems for the US Air Force, other US military services, and coalition partners. EB consists of nine divisions responsible for managing a wide range of air-to-air and air-to-ground weapons, air-launched decoys, test and training systems, and life support actuator devices.

AFLCMC/HB: The Battle Management Directorate, headquartered at Hanscom AFB, develops, acquires, and sustains capabilities supporting aerospace management, air operations command and control, mission planning, intelligence, theater battle control, airborne battle management, missile warning, space control sensors, joint operations and force application planning, force protection, and weather operations. HB is comprised of 11 divisions or direct reporting branches throughout the nation, with other major units at Robins AFB, Peterson AFB, Langley AFB, Tinker AFB, Hill AFB, and Offutt AFB.

AFLCMC/Hi: The Business and Enterprise Systems Directorate, headquartered at Maxwell AFB-Gunter Annex, with other major units at Randolph AFB, Wright-Patterson AFB, Hanscom AFB, and Hill AFB, acquires, operates, sustains, and enables enterprise information technology (IT) capabilities, while supporting the upgrade to modernized infrastructure to the warfighter across the combat and mission support spectrum.

AFLCMC/HN: The Command, Control, Communications, Intelligence, and Networks Directorate, headquartered at Hanscom AFB, with other major units at Maxwell AFB-Gunter Annex, Robins AFB, Hill AFB, Wright-Patterson AFB, and Lackland AFB, is responsible for developing, acquiring, deploying, and sustaining cyberspace, communications, cryptologic, and space/nuclear network capabilities across the Air Force, DoD, joint service, inter-agency, and foreign military sales (FMS) communities. HN consists of five divisions that enable decisive combat operations by delivering net centric solutions to drive dynamic integration of information/systems on the network in support of the air, space, and cyberspace domains.

AFLCMC/SS: The Strategic Systems Directorate, located at Kirtland AFB in close proximity to its Air Force Nuclear Weapons Center mission partner, leads the execution of modernization programs that provide safe, secure, and effective nuclear weapons capabilities to America's deterrent forces. The SS portfolio of programs is executed at multiple locations, to include Eglin AFB, Hill AFB, Kirtland AFB, and Tinker AFB.

AFLCMC/WI: The Intelligence, Surveillance, Reconnaissance and Special Operations Forces Directorate is headquartered at Wright-Patterson AFB, with other major units at Robins AFB, Naval Air Station Patuxent River, Greenville TX, Denver CO, San Diego CA, and Waco TX. The directorate develops, acquires, fields, modernizes, and sustains network-ready intelligence, surveillance,

reconnaissance, and Special Forces capabilities, emphasizing agility, innovation, and focus. In addition to its CONUS sites, WI overseas locations include Brussels, Belgium; Amendola AB, Italy; and Kadena AB, Japan.

AFLCMC/WK: The Tanker Directorate, headquartered at Wright-Patterson AFB, with a second major location at Tinker AFB, consists of the KC-46 Division and Legacy Tanker Division (KC-135/KC-10), and is responsible for the planning and execution of all life cycle activities for the Air Force tanker fleet. WK directs the development, test, production, deployment, sustainment, support, and training systems for the KC-46 to provide aerial refueling, airlift, and aeromedical capabilities to Air Mobility Command and US-TRANSCOM. WK also directs aircraft modernization, sustainment, engineering, configuration control, and financial management activities for the KC-10/KDC-10 and for the KC-135, providing safe, suitable and effective tanker platforms to US warfighters and allies.

AFLCMC/WL: The Mobility Directorate, headquartered at Wright-Patterson AFB, with other major units at Robins AFB, Tinker AFB, and Hill AFB, directs the development, test, production, fielding, modernization, and sustainment of new and existing mobility and training aircraft systems for the Air Force and 40 allies. WL consists of seven divisions, executing life cycle management for the C-5, C-17, C-27J, C-130, T-1, T-6, T-38, commercial derivative aircraft, former USAF front line aircraft, and the Large Aircraft Infrared Countermeasures program to meet AMC, AETC, AFRC, ANG, SOF and international requirements.

AFLCMC/WN: The Agile Combat Support Directorate, headquartered at Wright-Patterson AFB,

with other major units at Robins AFB and Heath OH, develops, acquires, fields, modernizes, and sustains weapon systems and capabilities that span a diverse portfolio of programs assigned to nine distinct divisions: Alternative Fuels, Combat Electronics Systems, Human Systems, Simulator Systems, Electronic Warfare and Avionics, Support Equipment and Vehicles, Automatic Test Systems, Air Force Metrology & Calibration, and Environmental and Industrial Engineering. The directorate also is home to the low observable supportability office and engine component improvement program.

AFLCMC/WW: The Fighter and Bomber Directorate, headquartered at Wright-Patterson AFB, with other major units at Robins AFB, Tinker AFB, and Hill AFB, directs the development, test, production, fielding, modernization, and sustainment of new and existing fighter and bomber aircraft weapon systems and subsystems for the Air Force and coalition partners to include A-10, F-15, F-16, F-22, F-35, B-1, B-2, and B-52, as well as associated common fighter-bomber subsystems. These WW weapon systems help ensure US and ally military aircrew enter hostile environments with a distinct advantage over any adversary.

AFLCMC/AQ-AZ: The Acquisition Directorate, headquartered at Wright-Patterson AFB, with multiple geographically-dispersed operating locations (OLs), provides all organize, train, and equip functional support for AFLCMC Program Management and Test & Evaluation personnel. AQ-AZ also provides standardized and efficient Program Management and Test & Evaluation processes that directly support the AFLCMC mission. AQ-AZ assists PEOs and their program teams, by leveraging center-wide acquisition ad-

visory expertise, in developing high confidence acquisition strategies, source selections, and post-award management processes that comply with statutory and regulatory requirements.

AFLCMC/DE: The High Power Directed Energy Program Directorate, headquartered at Kirtland AFB, directs the design, development, integration, and test of revolutionary directed energy technology programs, to include airborne sensors and laser technologies, that can be applied across the Ballistic Missile Defense System in order to defeat the ballistic missile threat.

AFLCMC/DP: The Personnel Directorate is headquartered at Wright-Patterson AFB, with OLs at Hanscom AFB and Eglin AFB. Additionally, each center PEO directorate and center functional directorate includes a small, co-located Human Resources (HR) workforce to provide day-to-day HR support. DP is responsible for delivering center-level human resources policy, planning, resourcing, and services that enhance AFLCMC's ability to support the warfighter. DP consists of three divisions: Manpower and Organization, Workforce Development, and Personnel Processes.

AFLCMC/EN-EZ: The Engineering and Technical Management/Services Directorate, headquartered at Wright-Patterson AFB, with multiple OLs, provides engineering, integration, technical advice, and direction to all AFLCMC weapon system program offices, as well as other organizations. EN-EZ guides the application of emerging technologies through interfaces with AFRL, other government agencies, universities, and industry. In addition, EN-EZ serves as the executive agent for all USAF-owned aircraft and missile production industrial plants. Spanning nine divisions at

seven primary locations, EN-EZ develops, maintains, and deploys disciplined technical processes to ensure Air Force aeronautical, armament, and C2 systems are operationally safe, suitable and effective.

AFLCMC/FM-FZ: The Financial Management Directorate is headquartered at Wright-Patterson AFB, with OLs at Eglin AFB and Hanscom AFB. FM-FZ is responsible for all aspects of financial management, to include cost estimating and analysis, financial analysis and funds control, audits, management internal controls, quality assurance, and automated financial tools. Additionally, FM-FZ is responsible for all aspects of managing the center's financial management workforce, to include recruiting, hiring, developing, training, and placement.

AFLCMC/IN: The Intelligence Directorate, headquartered at Wright-Patterson AFB, is comprised of six Acquisition Intelligence divisions located at Wright-Patterson AFB, Hanscom AFB, Robins AFB, Eglin AFB, Tinker AFB, and Hill AFB, as well as the 21st Intelligence Squadron at Wright-Patterson AFB. IN provides intelligence support and expertise to enable the development, acquisition, modernization, integration, and support of advanced aerospace, cyberspace, munitions, and command and control capabilities. IN provides direct program support, cross program analysis, acquisition intelligence training and process development, Joint Worldwide Intelligence Communications System management, and Sensitive Compartmented Information security management.

AFLCMC/LG: The Logistics Directorate, headquartered at Wright-Patterson AFB, with multiple OLS, provides product support and Life Cycle Logistics capability through functional management of all logisticians, subject matter expertise and hands on assistance planning, workforce management and development support, analytical capability to support program offices and center leadership, and integration with other AFMC centers. Additionally, LG has responsibilities for execution, support and sustainment of technical data management systems and functions including data acquisition, inspection, storage and distribution, drafting services, and Product Lifecycle Management / Data Competency Centers (PLM/DCCs) at the center level.

AFLCMC/LP: The Propulsion Directorate, headquartered at Tinker AFB, is the Propulsion Center of Excellence for the US warfighter and international partners. LP develops, acquires, tests, fields, sustains, and modernizes leading-edge propulsion systems through life cycle management, with two divisions at Tinker AFB and one at Wright-Patterson AFB.

AFLCMC/PK-PZ: The Contracting Directorate is headquartered at Wright-Patterson AFB, and includes a warranted workforce at three OLS. Working closely with their higher headquarters, Air Staff, and DoD counterparts, PK-PZ guides contracting policy for AFLCMC and plans, negotiates, awards, and administers contract actions to support AFLCMC's 10 PEO directorates and other organizations. They also orchestrate a robust workforce development program, to include recruiting, hiring, developing, training, and placing AFLCMC's contracting professionals.

AFLCMC/SB: The Small Business Directorate is headquartered at Wright-Patterson AFB, and includes a cadre of certified Small Business Specialists at Wright-Patterson and six OLS. The SB Directorate maximizes opportunities for small businesses to deliver technology and innovative solutions to meet warfighter needs. To reach this goal, SB works closely with AFMC/SB, SAF/SB, and its counterparts across DoD, and with the Small Business Administration (SBA), to guide AFLCMC with regard to contracting policy, and to coordinate on all acquisitions over \$10,000. The SB Directorate also provides training on small business policies and outreach for small businesses with regard to USAF business opportunities.

AFLCMC/SE: The Safety Directorate, headquartered at Wright-Patterson AFB provides Flight, Ground, System, and Weapons support. SE is responsible for the safety management system practices required to rapidly develop, acquire, modernize, and sustain AFLCMC-managed weapon systems. SE does this by using upfront identification of system design and workplace related hazards, risk mitigation, hazard recognition, and elimination of unsafe conditions through safe work practices.

AFLCMC/WF: The Air Force Security Assistance and Cooperation (AFSAC) Directorate, headquartered at Wright Patterson AFB, with experts stationed at Eglin AFB, Hanscom AFB, Hill AFB, Robins AFB, and Tinker AFB, is responsible for leading the AFMC Foreign Military Sales (FMS) Enterprise. With the help of its foreign liaison officers, WF manages cases with over 100 countries that cover systems in all phases of the life cycle, as well as technologies that range all the way

from the 1940s to the most recently fielded systems.

AFLCMC/XP: The Plans and Programs Directorate, headquartered at Wright-Patterson AFB, is responsible for strategic planning, transformation, change management, and center resource management. XP is comprised of two divisions. The Business Operations Division enables the center to obtain and smartly allocate center-wide personnel and financial resources. The Strategic Planning and Transformation Division develops, manages, and promotes AFLCMC's strategic plan, to include all center-level objectives, initiatives, and metrics.

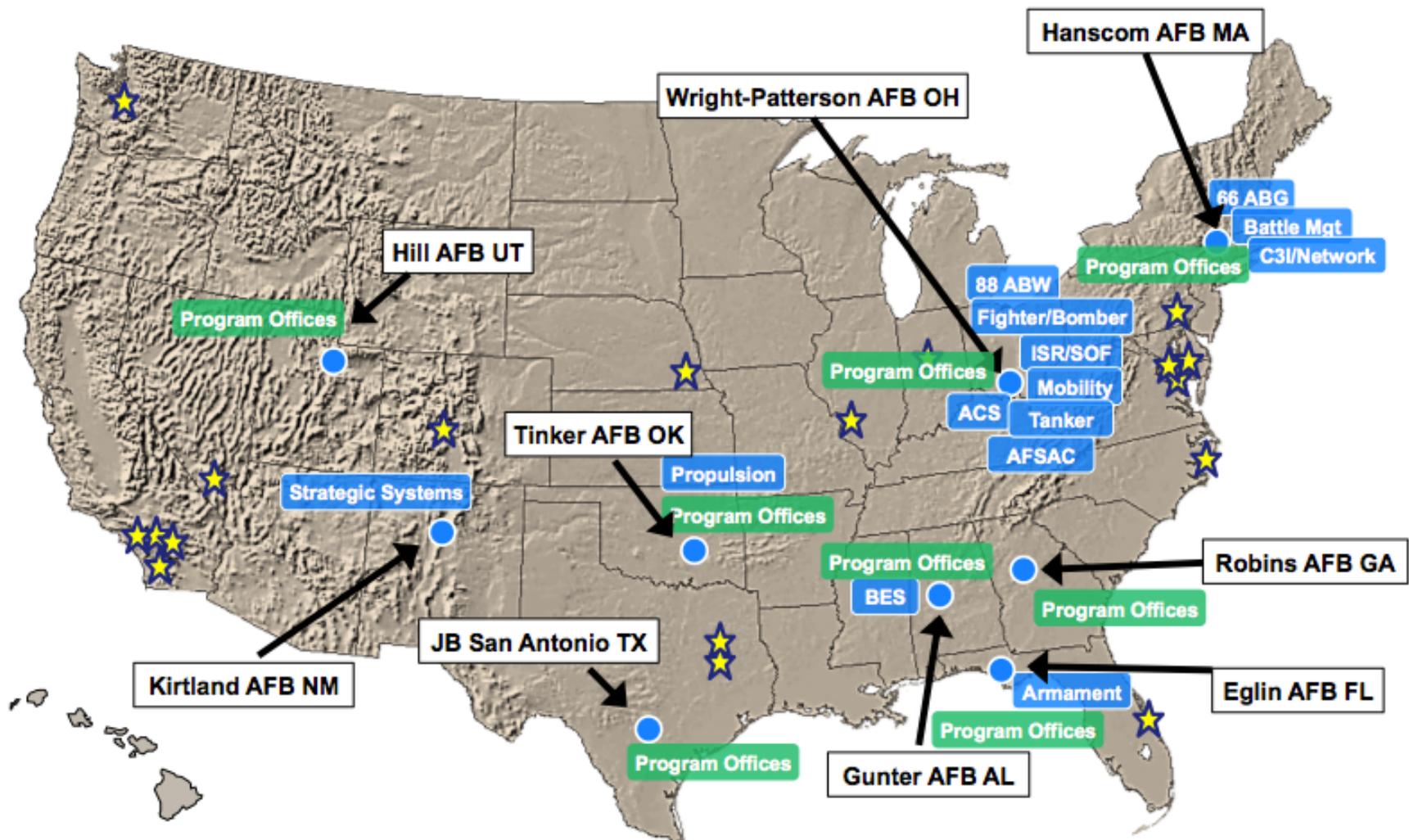
AFLCMC/XZ: The Program Development and Integration Directorate, headquartered at Wright-Patterson AFB, with OLs at multiple locations, executes Development Planning (DP) and early acquisition and integrated systems assessments in support of emerging warfighter requirements. XZ performs rigorous early systems engineering, cost estimating, early acquisition protection and modeling, and simulation and analysis. XZ is the single AFLCMC point of entry for MAJCOM Core Function Lead Integrators (CFLIs). XZ works closely with the CFLIs to complete concept development studies and trade space analyses across the aerospace, weapons, and C2ISR domains in order to launch high-confidence, sustainable programs.

66th Air Base Group: The 66th Air Base Group, located at Hanscom AFB, provides support and services to two AFLCMC directorates, the Joint Force Headquarters of the Massachusetts National Guard, two Department of Defense Federally Funded Research and Development Centers (Massachusetts Institute of Technology - Lincoln

Lab, and the MITRE Corporation). The base is home to approximately 10,000 workers and 2,600 joint-service family housing residents. Additionally, the 66 ABG supports numerous geographically separated units and more than 125,000 military personnel, annuitants, and spouses living in the six state New England area and New York.

88th Air Base Wing: The 88th Air Base Wing, located at Wright-Patterson AFB, provides support and services to one of the largest, most diverse, and most organizationally-complex bases in the Air Force, to include its parent organization, HQ AFLCMC, as well as multiple large tenant organizations, such as HQ AFMC, the Air Force Research Laboratory, the Air Force Institute of Technology, the National Air and Space Intelligence Center, the 445th Airlift Wing, and the world's largest military air museum. The base is home to more than 27,000 employees and is the largest single-site employer in the state of Ohio.

AFLCMC LOCATIONS





AIR FORCE LIFE CYCLE MANAGEMENT CENTER

*A Revolution in Acquisition
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2013