



# AIR FORCE MATERIEL COMMAND STRATEGIC PLAN

# 2023



<https://www.afmc.af.mil>



# FOREWORD

Our Nation is in a crucial strategic competition with a pacing challenge of the growing multi-domain threat posed by the People's Republic of China (PRC). The PRC's aggressive advancement of critical materiel capabilities negatively impacts the global balance of power, running counter to our Nation's interests. To address this growing threat, the U.S. Air Force is accelerating change on many fronts, to include direct advancements in materiel capabilities and technology. Air Force Materiel Command (AFMC) leads this materiel acceleration, and for our part, we will deliver integrated materiel capabilities to deter aggression and prevail in conflict when necessary.



Our AFMC mission and vision are fundamental to the Department of the Air Force (DAF) achieving critical priorities. We develop, deliver, support, and sustain war-winning capabilities to ensure our Nation's competitive advantage. We will accomplish our mission by increasing the organizational fitness and integration of our six Centers, strengthening our workforce, and revolutionizing the processes we execute. Through this strategic approach, we will become indispensable to our Nation and disruptive to our adversaries.

Air Force Materiel Command exists to deliver integrated capabilities to the warfighter! We will be committed to supporting the warfighter while respecting the taxpayer in order to deliver readiness now and ensure readiness for tomorrow. We will focus on enterprise solutions to optimize our support. Our enterprise solutions will be realized through a transformation to Digital Materiel Management, enabling all units to revolutionize processes and usher in attributes of speed, strength, endurance, balance, flexibility, and coordination. We will pursue these attributes to optimize full life cycle integration, providing the competitive advantage enterprise solutions promise. Indeed, Digital Materiel Management will compound inter- and intra-Center integration. From idea design, development, and delivery, to support, sustainment, and capability retirement, by integrating entire weapon system and installation life cycles across our six Centers, we will realize our greatest strength: performing capability delivery as "One AFMC."

Finally, to operate as "One AFMC," it is imperative that we strengthen our workforce. All AFMC Airmen -- civilian and uniformed -- must have the opportunity to reach their full potential. Empowered by innovation within every unit, the strengthening of our workforce, our most important resource, will ensure we achieve our "One AFMC" vision.

This strategy outlines our lines of effort and objectives required to accomplish our mission and realize this vision. I am thankful to be able to join you on this worthwhile journey. Together we are "One AFMC"...powering the world's greatest Air Force!

With Great Respect,

A handwritten signature in black ink, reading "Duke Z. Richardson".

DUKE Z. RICHARDSON

General, USAF

Commander, Air Force Materiel Command

# TABLE OF CONTENTS

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INTRODUCTION .....	1
MISSION .....	1
VISION .....	1
STRATEGY MAP .....	2
DAF ALIGNMENT .....	2
CROSS-CUTTING ATTRIBUTES .....	3
COMMITMENTS .....	3
LINES OF EFFORT .....	4
LINE OF EFFORT #1: Deliver Integrated Capabilities .....	4
LINE OF EFFORT #2: Strengthen Our Team .....	5
LINE OF EFFORT #3: Revolutionize Our Processes .....	5
LINE OF EFFORT #4: Amplify Warfighting Culture .....	6
SUMMARY .....	6
APPENDIX A – DAF ALIGNMENT .....	7
APPENDIX B – IMPLEMENTATION .....	10
APPENDIX C – AFMC CENTERS .....	11





# INTRODUCTION

Air Force Materiel Command exists to deliver integrated materiel capabilities to the warfighter! To effectively conduct our mission, AFMC's Airmen must embrace and amplify our warfighting culture. Our culture is critical to accelerate change, enhance delivery of our capabilities, and connect every AFMC Airman directly to the mission. This warfighting culture drives us to sustain the legacy force, deliver the future force, and seek enterprise solutions to maximize the readiness and lethality required to become indispensable to our nation and disruptive to our adversaries.

This strategic plan will focus AFMC's talented Airmen and collective resources around our clear mission, vision, and four Lines of Effort (LOEs), shown in Figure 1. All Airmen in our Command should know where we are going, how we will get there, why AFMC's mission is vital to the Air Force and Space Force, and most importantly, where they fit in the overall strategy. Together, as One AFMC, we will focus on delivering integrated capabilities (the "what"), strengthening our team (the "who"), and revolutionizing our processes (the "how").

## MISSION

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

Our Nation's pacing challenge, the growing multi-domain threat posed by the PRC, is a threat we must be fully prepared to deter, defend against, degrade, and defeat if necessary. AFMC's responsibility to organize, train, and equip, in full support of and alignment with Secretary of the Air Force (SecAF) HON Frank Kendall's Operational Imperatives (OIs), provides foundational materiel development functions – research, development, test, sustainment, installations and mission support – critical to delivering war-winning capabilities to power the world's greatest Air Force and Space Force. Our foundational materiel development functions will ensure the PRC does not achieve its goals that run counter to our interests.



## VISION

**"One AFMC--integrated, collaborative, innovative, trusted, and empowered...indispensable to our nation, disruptive to our adversaries."**

The Air Force succeeds with the people, processes, and materiel products we execute and deliver on behalf of the DAF. United and integrated internally across our six Centers, and externally with U.S. and Allied mission partners, our AFMC Team – civilians and uniformed service members – is a national treasure and strategic competitive advantage. We are One AFMC.





# STRATEGY MAP

The elements of our AFMC strategy framework at Figure 1 – including our mission, vision, cross-cutting attributes, commitments, lines of effort, and objectives – nest to form a strategy aligned with DAF priorities.



Figure 1. Strategy Map

## DAF ALIGNMENT

Within the DAF OIs, SecAF HON Frank Kendall describes the need to focus our investments, operational capabilities, and functions primarily on the PRC, to effectively deter, and if necessary, defeat our pacing challenge. Our One AFMC Strategy aligns critical organize, train, and equip functions and capabilities across Centers in direct support of the seven DAF OIs. Our lines of effort across the lifecycle – research, development, test, sustainment, and installations and mission support – will ensure we deliver the promises inherent in the OIs.

In Accelerate Change or Lose, Chief of Staff of the Air Force (CSAF) General Charles Q. Brown describes the need to accelerate change to prevent erosion of our military advantages and to be prepared for warfighting challenges in contested environments. In his Action Orders Letter to the Force, General Brown explains how the Air Force will accelerate change through four Action Orders. Our four LOEs deliberately align to the Action Orders.

Further information on DAF Strategic Alignment can be found in Appendix A.

# CROSS-CUTTING ATTRIBUTES

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Just like a world-class athlete requires key fitness attributes to compete, AFMC will compete with our adversaries and foster trust with each other and our stakeholders by building and embracing organizational fitness attributes related to materiel management. The following attributes are critical to world-class materiel capability invention, development, test, sustainment, and support, to include installations and mission support.

- **Speed** – The ability to deliver war-winning capabilities that meet suitability and effectiveness expectations on timelines aligned to the warfighter's requirements, threat, and risk posture.
- **Strength** – The ability to meet warfighter requirements across domains, functionals, and Centers with simultaneity, while also meeting the professional needs of our workforce.
- **Endurance** – The ability to maintain production and performance over time without sacrificing quality, safety, and workforce quality-of-life.
- **Balance** – The ability to optimize competing yet important demands (e.g., safety versus speed, Center 1 versus Center 2 risks, cost versus performance) at the enterprise level.
- **Flexibility** – The ability and willingness of individuals, teams, and Centers to pivot execution plans to an adjusted or entirely new course when priorities or timelines unexpectedly change.
- **Coordination** – The ability to orchestrate within and across our Centers by working together with unity of purpose and effort to deliver integrated capabilities optimized at the enterprise level.

These attributes must permeate AFMC efforts at each level of our enterprise every day!

## COMMITMENTS

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We hold ourselves, our teams, and our entire command accountable to the following set of principles that underwrite our LOEs and other activities.

- Enable DAF Priorities
- Support the Warfighter and Respect the Taxpayer
- Focus on Enterprise Solutions and Digital Materiel Management
- Provide All Airmen – Civilian and Uniformed – the Opportunity to Reach Their Full Potential
- Embrace Innovation

We make these commitments without trepidation because they are foundational to who we are, what we must do, and how we will do it.





# LINES OF EFFORT

Joint doctrine defines an LOE as the unity of purpose centralizing multiple tasks and missions behind a desired effect. Our four LOEs – deliver integrated capabilities, strengthen our team, revolutionize our processes, and amplify warfighter culture – coalesce to provide this unity of purpose for AFMC. Objectives, nested under the four LOEs, establish an anchor point for our Centers and headquarter 2-letter organizations to propose and execute the measurable initiatives that, once accomplished, take us ever closer to our envisioned end state.



## LOE #1: DELIVER INTEGRATED CAPABILITIES

Deliver Integrated Capabilities drives integration of research, development, test, sustainment, support, and infrastructure to maximize readiness and lethality for each individual capability, and across all capabilities. AFMC will achieve this by sustaining the legacy force, delivering the future force, seeking DAF-wide enterprise solutions, and providing responsive support. AFMC has four objectives aligned under LOE #1.

- Sustain the Legacy Force: Integrate all efforts within and across our Centers by working together as One Team to ensure the current force structure is ready anytime and anywhere against any adversary.
- Deliver the Future Force: Create future threat-informed capabilities that deter and disrupt our adversaries using integrated intra- and inter-center One Team approaches.
- Seek DAF Enterprise Solutions: Through intra- and inter-center integration and coordination, deploy DAF enterprise solutions to the maximum extent and defer to unique solutions only when necessary.
- Provide Responsive Support: Deliver AFMC materiel capability and combat support when needed for warfighting and humanitarian surge requirements.



## LOE #2: STRENGTHEN OUR TEAM

Strengthen Our Team involves advancing the professional and personal development, retention, resilience, and innovation of our workforce so every AFMC Airmen and Guardian can achieve their full potential. AFMC's people are highly skilled and motivated teammates who represent a wide range of expertise and ranks or grades. It is important to build full potential Airmen and Guardians, entrust decisions to lower levels, and develop next generation leaders to successfully strengthen our team. AFMC has four objectives aligned under LOE #2.



- **Develop Leaders:** Develop leaders able to create an environment where team members can professionally and personally thrive.
- **Entrust Decisions to Lower Levels:** Push responsibilities and decision-making to trained-and-ready lower levels within the command chain and empower our people regardless of rank or grade.
- **Build Full Potential Teammates:** Provide intentional opportunities for uniformed and civilian team members to achieve their professional and personal goals, removing barriers concerning diversity, equity, inclusion, and accessibility.
- **Bolster Accessions and Retention:** Embed our cross-cutting attributes into our accessions and retention processes for world-class, end-to-end personnel management.

## LOE #3: REVOLUTIONIZE OUR PROCESSES

AFMC's processes are critical and enable our mission execution, assuring development, delivery, support, and sustainment of war-winning capabilities. To revolutionize our processes, AFMC must implement internal Enterprise Solutions and Digital Materiel Management in support of mission execution and the warfighter. The concept of One Team was introduced in LOE #1 – revolutionizing critical processes provides the “how” to support the warfighter by functioning as one business enterprise with standardized, repeatable, and scalable processes enabled by digital methods and tools. AFMC has two objectives aligned under LOE #3.

- **Build One AFMC Business Enterprise:** Inculcate internal processes that activate innovation, speed, strength, endurance, balance, flexibility, and coordination in AFMC's ability to deliver capabilities on relevant timelines in spite of fluid threat environments.
- **Employ Digital Materiel Management:** Ensure critical processes employ digital methods across the entire lifecycle – from invention to retirement – for both warfighting capabilities as well as installations and mission support capabilities.



## LOE #4: AMPLIFY WARFIGHTING CULTURE

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As discussed in the introduction, Amplify Warfighting Culture involves focusing the materiel enterprise on delivering capabilities and services in support of operational execution and deterrence. It is imperative to connect every AFMC Airman and Guardian to the mission. AFMC must always be a trusted partner to all internal and external stakeholders. AFMC has two objectives aligned under LOE #4.



- **Connect to the Mission:** Ensure every team member and unit understands their role, value, and connection in materiel capability delivery to the operational units we support.
- **Be the Trusted Partner:** Drive toward the speed of trust with one another, the warfighter, industry, and our mission partners.

## SUMMARY

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Our Nation and our Department of the Air Force rely on Air Force Materiel Command to deliver war-winning capabilities, projecting power to deter our adversaries, providing sustained combat support, equipping mission partners, building infrastructure, and developing technological solutions for future readiness.

This Strategic Plan, through four lines of effort, will guide AFMC to ensure continued success against the pacing challenge posed by the PRC, and other challengers, across the ever-evolving continuum of conflict. Let's work together as One AFMC to press forward and power the world's greatest Air Force to fly, fight, and win...airpower, anytime, anywhere!



# APPENDIX A – DAF ALIGNMENT

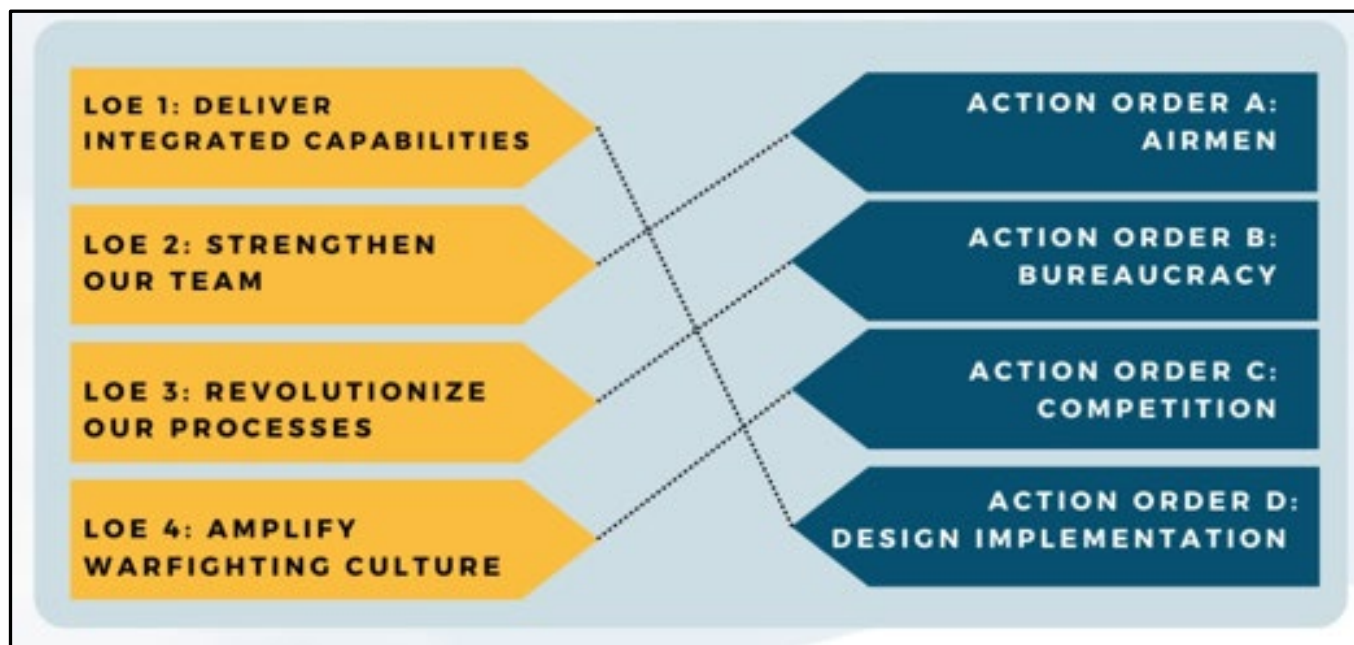
Our One AFMC Strategy aligns critical organize, train, and equip functions and capabilities across Centers in direct support of the seven DAF OIs.

- **DAF OI-1. Defining Resilient and Effective Space Order of Battle and Architectures**  
Resilient space order of battle and architectures, both defensive and offensive, are critical to providing essential operational services to the Joint Force, denying adversaries access to similar services, and protecting the Joint Force from the operational use of space by adversaries.
- **DAF OI-2. Achieving Operationally Optimized Advanced Battle Management System (ABMS) / DAF Joint All-Domain Command & Control (JADC2)**  
The DAF must modernize its operational Command, Control, Communications, and Battle Management (C3BM) systems to replace obsolete legacy systems and harness emerging information and communications technology and artificial intelligence technologies to provide targeting and decision support with the speed, adaptability, and resilience needed to fight in a highly contested environment.
- **DAF OI-3. Achieving Moving Target Engagement at Scale in a Highly Contested Environment**  
Moving target engagement at scale must provide identification, tracking, and engagement support of numerous moving or mobile targets simultaneously in a highly contested time compressed multi-domain Joint environment.
- **DAF OI-4. Defining the Next Generation Air Dominance (NGAD) Family of Systems**  
NGAD must provide a family of innovative platforms and systems that allows the Air Force to control the air.
- **DAF OI-5. Defining Optimized Resilient Forward Basing, Sustainment, and Communications in a Contested Environment**  
Fixed forward Airbases are targetable and vulnerable to attack. China, the pacing challenge for the United States, has invested heavily in long range precision munitions designed to attack USAF forward air bases and other high value targets.
- **DAF OI-6. Defining the B-21 Long Range Strike Family of Systems**  
The B-21 Family of Systems must employ an open architecture and advanced capabilities to deliver precision weapon effects en masse to numerous targets anywhere in the world.
- **DAF OI-7. Readiness of the Department of the Air Force to Transition to a Wartime Posture Against a Peer Competitor**  
Situation: The DAF must be ready to mobilize, deploy and fight—which will require hardening the Joint Force’s mobilization and support chain against cyber and non-cyber threats.

## APPENDIX A – DAF ALIGNMENT (CONT)

Air Force leadership provides clear guidance in the CSAF's Accelerate Change or Lose and the corresponding Action Orders. AFMC's four LOEs cleanly map to the four CSAF Action Orders.


- **Action Order A:** Airmen – Emphasize the Air Force mission to recruit, access, educate, train, experience, develop, and retain Airmen.
- **Action Order B:** Bureaucracy – Change processes to make analytically informed, timely decisions, and reduce barriers to effectiveness and innovation.
- **Action Order C:** Competition – Understand and master competition through warfighting advantages and deterrence.
- **Action Order D:** Design Implementation – Design and field the force to make us competitive in the future high-end fight and partner with stakeholders to support our future design.





## APPENDIX A – DAF ALIGNMENT (CONT)

In addition, our AFMC Strategic Plan complements strategies flowed to AFMC Centers through functional lines. Our strategy aligns with the SAF/AQ Focus Areas, Headquarters Air Force A4 Basing and Logistics Enterprise Strategy, DAF Science and Technology Strategy, DAF Infrastructure Investment Strategy (I2S), and DAF Test and Evaluation Strategy, resulting in unity of effort and coordinated practices to build the Air Force we need.

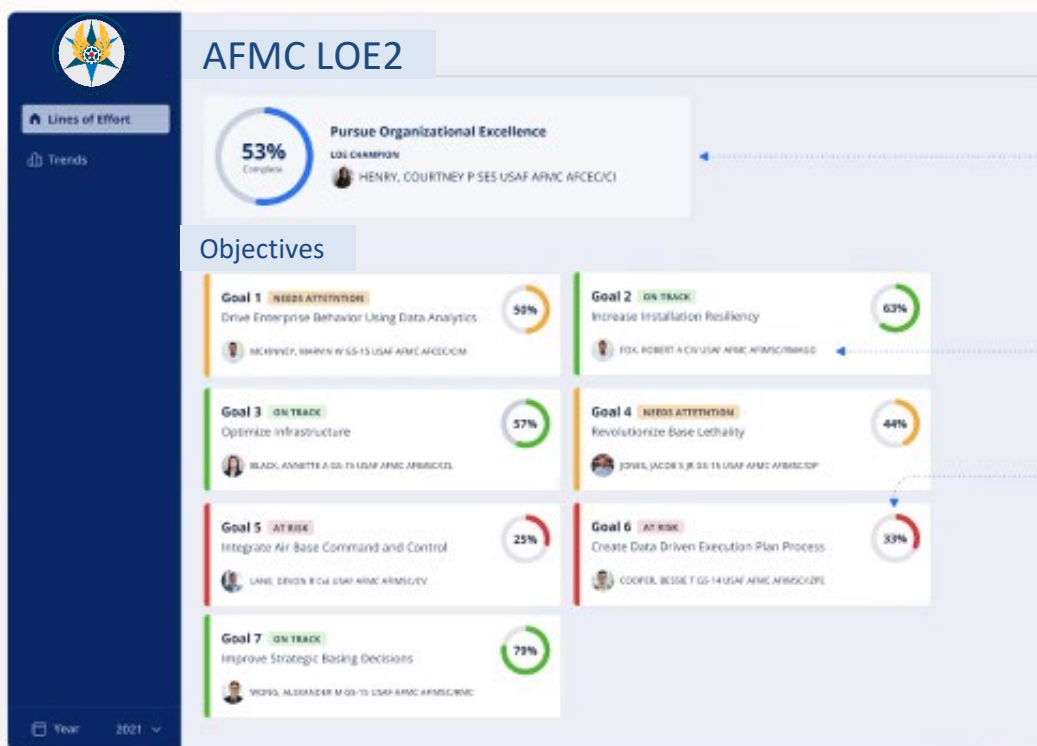
	AFMC Alignment to Other Strategies			
	LOE1: Deliver Integrated Capabilities	LOE2: Strengthen Our Team	LOE3: Revolutionize Our Processes	LOE4: Amplify Warfighting Culture
SAF/AQ Focus Areas	Focus Area 1	Focus Area 3	Focus Area 2	Focus Area 1
AF/A4 Basing and Logistics Strategy	Obj 1.4	Obj 2.2 Obj 2.5	Obj 3	
DAF Science and Technology Strategy	Obj 1	Obj 3	Obj 2	
DAF Infrastructure Investment Strategy		Priority 3	LOE 2	LOE 1
DAF Test & Evaluation Strategy	Goal 3 Goal 4 Goal 5	Goal 1 Goal 4	Goal 2 Goal 4	

# APPENDIX B - IMPLEMENTATION

Each LOE will have a Champion to oversee execution. The Objectives under the LOEs will require deliberate, long-term regular focus from teams across the command.

HQ AFMC/A5/8/9 will serve as the Executive Agent for LOE integration and expectation management across Senior Leaders. HQ AFMC/DS will serve as the administrator and will track progress and reporting to AFMC Senior Leaders. Standard processes and tools will be developed and used to flow information to HQ AFMC/DS. As AFMC refines processes and develops digital reporting tool capabilities, HQ AFMC/DS will continue to update all stakeholders with up-to-date information.

## LOE Overview



Track LOE health

See Objective Owners

Identify Objectives that need help

# APPENDIX C – AFMC CENTERS

## Center Mission Descriptions



### **Air Force Research Laboratory (AFRL)**

Lead discovery, development and integration of warfighting technologies for our air, space and cyberspace forces. Control the Air Force Science and Technology (S&T) budget plus external funds from other various government and industry customers.



### **Air Force Life Cycle Management Center (AFLCMC)**

Develop, acquire, modernize, integrate, and support affordable and sustainable advanced aerospace, cyberspace, command, control and communications, and weapons capabilities to our warfighters (AF, joint service, allied and coalition partners) and work the priorities of the SECAF, CSAF, AFMC/CC, and the Service Acquisition Executive (SAE), SAF/AQ.



### **Air Force Nuclear Weapons Center (AFNWC)**

Deliver nuclear capabilities Warfighters use every day to deter our adversaries and assure our allies.



### **Air Force Test Center (AFTC)**

Develop, test, and evaluate air, space, and cyberspace systems to deliver war-winning capabilities.



### **Air Force Sustainment Center (AFSC)**

Deliver combat effects to Service components and combatant commanders through threat-informed sustainment and logistics readiness support for weapon systems.



### **Air Force Installation & Mission Support Center (AFIMSC)**

Deliver globally-integrated and threat-informed combat support and shape the foundation of America's Air, Space and Cyberspace power by serving as the single intermediate-level headquarters providing I&MS capabilities to the Air and Space Force enterprises.



ONE AFMC