



Air Force Life Cycle Management Center

An LCMC Perspective: Shaping a New Culture

Lt Gen C. D. Moore II
Commander
25 Mar 14





Five Center Mission Areas



AFLCMC – Embracing A New Culture Involving Acquisition and Product Support



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“The AFLCMC Factory”

Where we started...

AFLCMC... Providing the Warfighter's Edge



Work Incoming

Customer Requirements



Funding Process

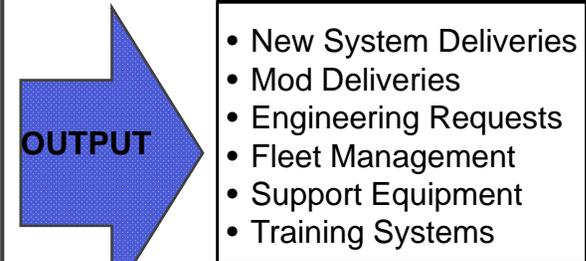


Work in Progress (WIP)

Matching Resources to WIP



Work Complete



Workload Assessment Processes

- Forecasting
- Workload Assignment
- Resource Allocation

Work Complete Processes

- Site transition support plans



**We now understand the internal workings of the AFLCMC Factory:
Building a more Agile Resource Management Culture**



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AFLCMC Enterprise



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Armament



Fighters & Bombers



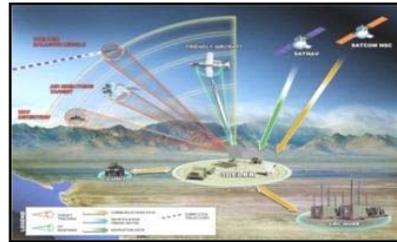
Tanker



Mobility



Battle Management



C3I / Networks



Business & Enterprise Systems



Agile Combat Support



ISR & SOF



Strategic Systems



Propulsion



AFSAC

Managing Nearly 3,000 Acquisition & Support Efforts for USAF and International Customers

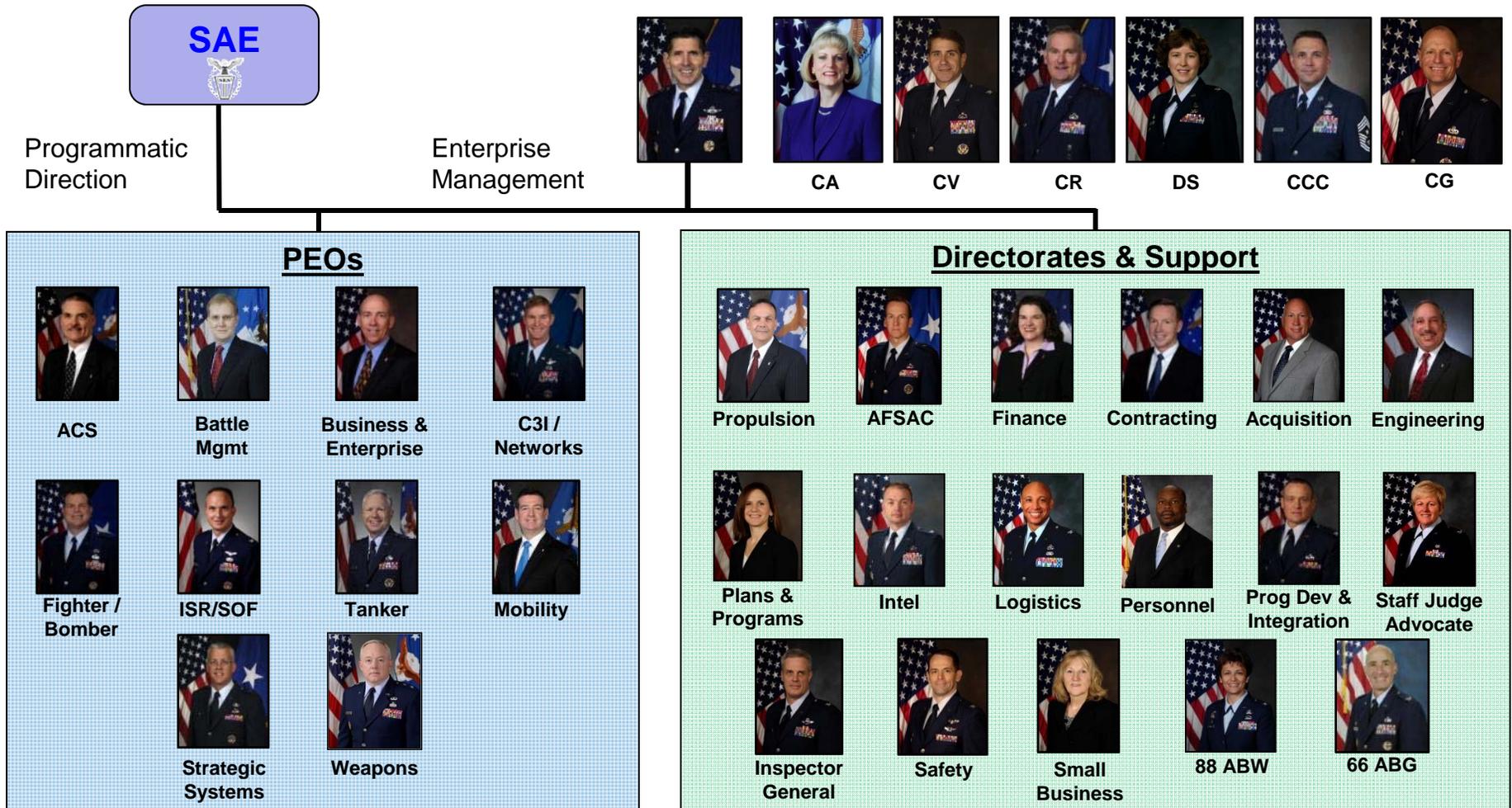


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AFLCMC Leadership Team



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Forging One Team ... A "Unity of Purpose" Culture!

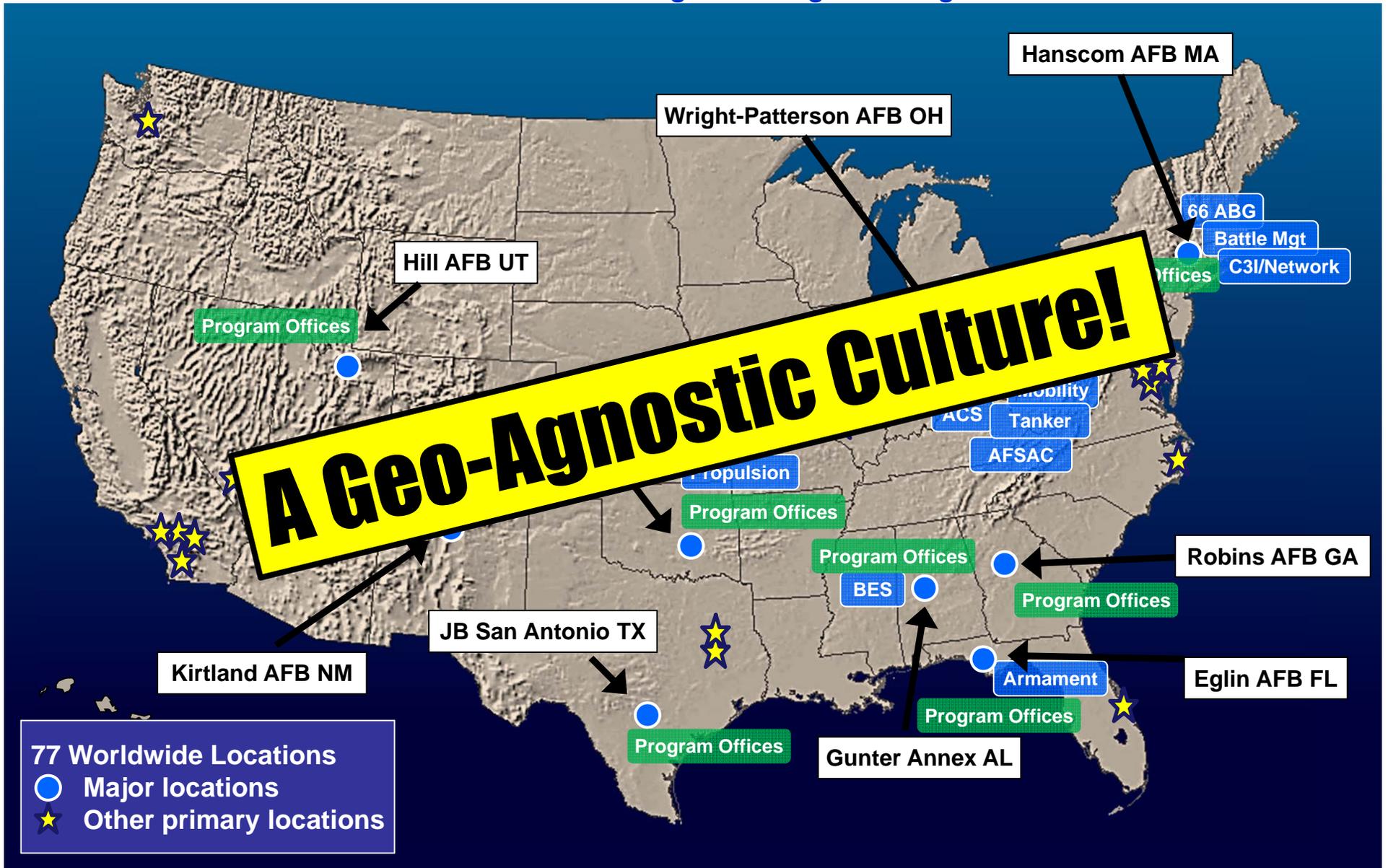


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“Changing a Culture”



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Directorate / PEO Podcasts



Strategic Communication



Social Media

Town Halls / Speaking Engagements





Enduring Life Cycle Management Framework



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Vision: To forge one team delivering integrated, innovative, dominant airpower capabilities...on time, on cost

Mission: Acquire and support war-winning capabilities

Motto: Providing the warfighter's edge!

DELIVER TO COMMITMENTS

Shaping A New Life Cycle Management Culture



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AFLCMC Focus Areas: Shaping a New Culture

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- **Aggressive Cost Management**
 - Driving “Should Cost” Benefits Across Life Cycle
- **Product Support Enterprise Management**
 - Maturing Enterprise Governance to Reduce Support Costs
- **Cyber System Security / Resiliency**
 - Improve SoS Cyber Security Capabilities
- **Strategic Resource Management**
 - Greater Agility in Resource Constrained Environment
- **Process Standardization / Improvement**
 - Measuring Cycle Time >> Driving “Speed with Discipline”
- **Building Stronger Partnerships**
 - Emphasizing Industry, Academia and Other Gov’t Agencies



Cost-Effective Acquisition Solutions



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- **What Have We Done**

- Forged “Unity of Purpose” with AQ Staff
- Strengthened ties w/other Centers
- Insight of ACAT I-III execution

- **What Are We Doing**

- Developing enterprise-level analytical capability
- Aggressive Cost Management
 - Better Buying Power 2.0 (BBP 2.0)
 - “Should Cost” Principles



Delivering Cost-Effective Capabilities



Aggressive Cost Management



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Should Cost Savings Growing ... Next Steps:

- Refine AF Business Rules
 - Cost Avoidance Initiatives
 - "Re-baselining" savings for new budget positions
- Expand to sustainment programs, services and enterprise ordering vehicles
- Continue training & collaboration with SAF/AQ support
- Finalize Enterprise Tracking Metrics

AFLCMC Should Cost Savings
(a/o 1 Jan 14)

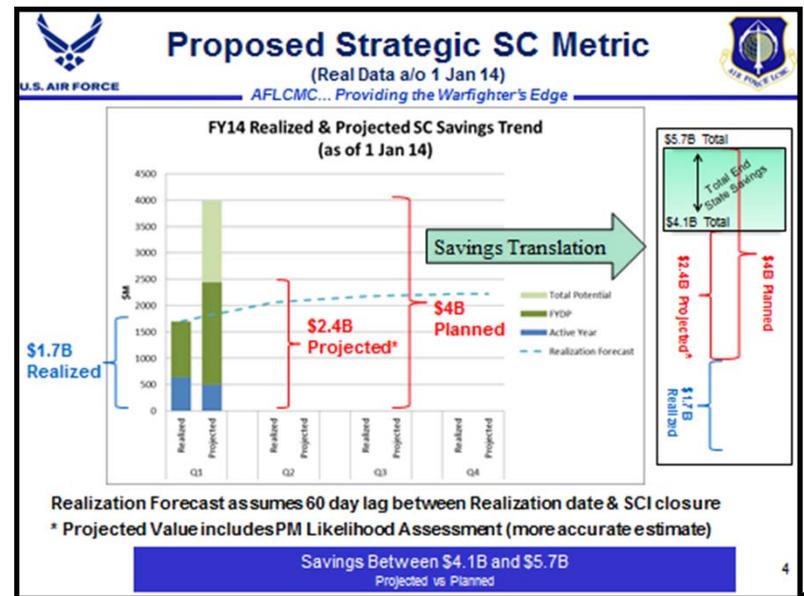
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	Prior (\$M)	FY 13 (\$M)	FY 14 (\$M)	FY 15 (\$M)	FY 16 (\$M)	FY 17 (\$M)	FY 18 (\$M)	FY 19 (\$M)	
Realized / Closed	262.20	231.88	143.63	150.43	118.22	192.92	257.53	343.71	Realized (64 Closed SCIs)
Projected / Open*	224.85	96.50	167.83	290.23	265.31	266.10	142.59	989.57	Projected/Planned (\$20 Open SCIs)
Planned / Open	268.25	122.55	287.56	440.93	472.25	463.26	233.76	1702.90	

	Prior & Current Year (\$M)	FYDP (\$M)	Total (\$M)
Realized / Closed	657.70	1062.80	1700.50
Projected / Open*	489.17	1953.80	2442.96
Planned / Open	678.35	3313.10	3991.45

* Projected Value = f(Planned Savings x PM Likelihood Assessment %)

Overall SC Savings Across FYDP Between \$4.1B and \$5.7B
Projected vs Planned





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Affordable / Effective Product Support



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- **What Have We Done**
 - **Matured LG construct to support Center's LCM role**
 - Focused attention on acquisition-logistics workforce/PSMs
 - **Embraced Product Support Enterprise Responsibilities**
 - Improved enterprise understanding of system availability and product support cost drivers
 - Logistics Health Assessment (LHA)
 - Weapon System Executive Review
 - Product Support governance process
- **What Are We Doing**
 - **Maturing BCA process**



**Making More Informed Product Support
Decisions With Enterprise View**



Product Support Governance

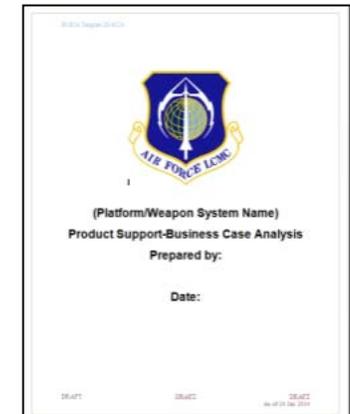
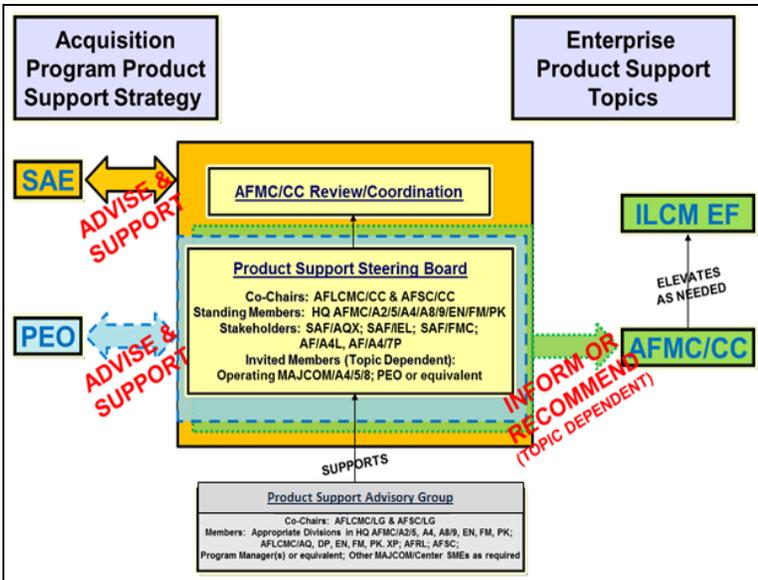


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Product Support Steering Board

- Provide an enterprise perspective
- Product support-related decisions better informed and more thoroughly vetted.



BCA Charter

AF DCGS Roadmap	
<p>Current State of AF DCGS</p> <ul style="list-style-type: none"> • FY 13 O&M budget-\$338M • 26 globally distributed sites with unique site configurations • Large hardware footprint <ul style="list-style-type: none"> - 438 total racks, 1,200 workstations across 3 security domains • 475 Field Service Representatives (FSR) <ul style="list-style-type: none"> - Typical project fielding duration 1-2 years • Large integration/support costs inhibit capability investment <ul style="list-style-type: none"> - DCGS spends 10-15% of investment budget towards features/capabilities - High performing organizations report 40% of budget spent on features/capabilities • Single platform, single source exploitation <p>Legacy Solution with Inflexible Architecture</p>	<p>Future State of AF DCGS</p> <ul style="list-style-type: none"> • 30% reduction in O&M budget submitted in CLS Brochure for FY15-21 • Cost reduction dependent on OEM workload shifting to Organic in a hybrid development • Reduced footprint with data center construct • Targeted 50% reduction in FSRs • Projected 75% reduction in fielding duration <ul style="list-style-type: none"> - 90-day release cycles • Triple the allocation of investment dollars spent on new capabilities (45% vs 10%) • Immediate access to multi-source data • Multi-INT, Area of Interest driven exploitation • Modern IT Management and flexible architecture <p>Shift from 100% OEM to a blended Organic/ OEM workforce</p>

Integrity - Service - Excellence

Improving Product Support Enterprise Management



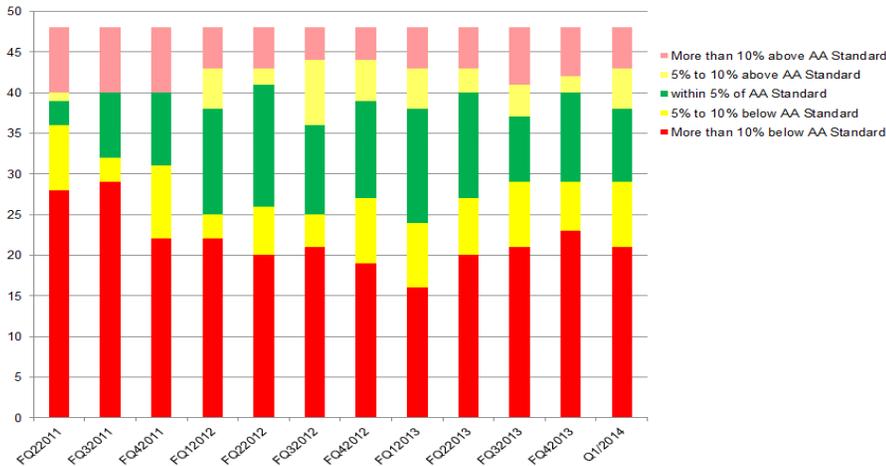
Affordable and Effective Product Support



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Aircraft Availability Trend



Ensuring System Availability

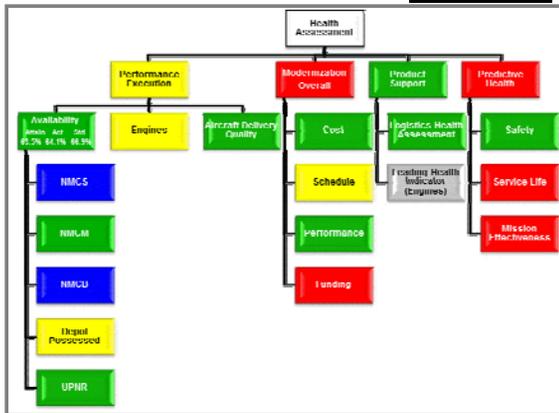
Logistics Health Assessment

Program	LHA Score	ITS Maint	Design Interface	Sustaining Engineer	Supply Support	Mx Plan & Maint	PH&I	Tech Data	Support Equip	Training & Support	Manpower & Resources	Facilities	Computer Resources Support
Overall System	97.61	G	G	G	G	G	G	G	G	G	G	G	G
B-2 emp Inc 1	100.00	G	G	G	G	G	G	G	G	G	G	G	G
B-2 WTR Mod	100.00	G	G	G	G	G	G	G	G	G	G	G	G
B-2 WTR	100.00	G	G	G	G	G	G	G	G	G	G	G	G
B-2 AC2	81.23	G	Y	G	Y	G	G	G	G	Y	G	G	Y
B-2 Airframe LCM	100.00	G	G	G	G	G	N/A	G	G	G	N/A	G	N/A
B-2 CVII	99.04	G	G	G	G	G	G	G	G	G	G	G	G
B-2 Engine LCM	100.00	G	G	G	G	G	N/A	G	G	N/A	N/A	N/A	N/A
B-2 LOGSM	99.03	G	G	G	G	G	G	G	G	G	G	G	G
B-2 WDR	98.87	G	G	G	Y	G	G	G	G	G	G	G	G
B-2 TSMU	100.00	G	G	G	G	G	G	G	G	G	G	N/A	N/A

- Improved all 12 PSEs – IDs Systematic Issues

New Improved Model

WSER



Wpn system health and ILCM effectiveness

Effective Comprehensive System View

Way Ahead

- Shaping a New Culture
 - Enterprise-Level Product Support Management
 - Optimizing Decisions to Reduce Support Costs



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A New Cyber Security Culture ...



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Cyber Security/Resiliency integrated into ILCM framework

- Addressing legacy systems through risk-based Platform IT Certification and Accreditation (PIT C&A) process
- Engaging MAJCOMs on cyber resiliency requirements and joint criticality analysis
- Integration of cyber security requirements into the Systems Engineering process
- Intel Community developing cyber threat data to guide resiliency design objectives
- Prototyping RFP templates to capture cyber resiliency objectives
- Exploring options to incorporate AFRL technology initiatives in system designs/architectures
- Leveraging universities to train the cyber workforce



Building Stronger Partnerships



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Unity of Purpose

77 Locations



Center Partners



MAJCOMs
SAF/AQ
A/4/7



Expanding to Industry, Academia, Other Gov't Orgs

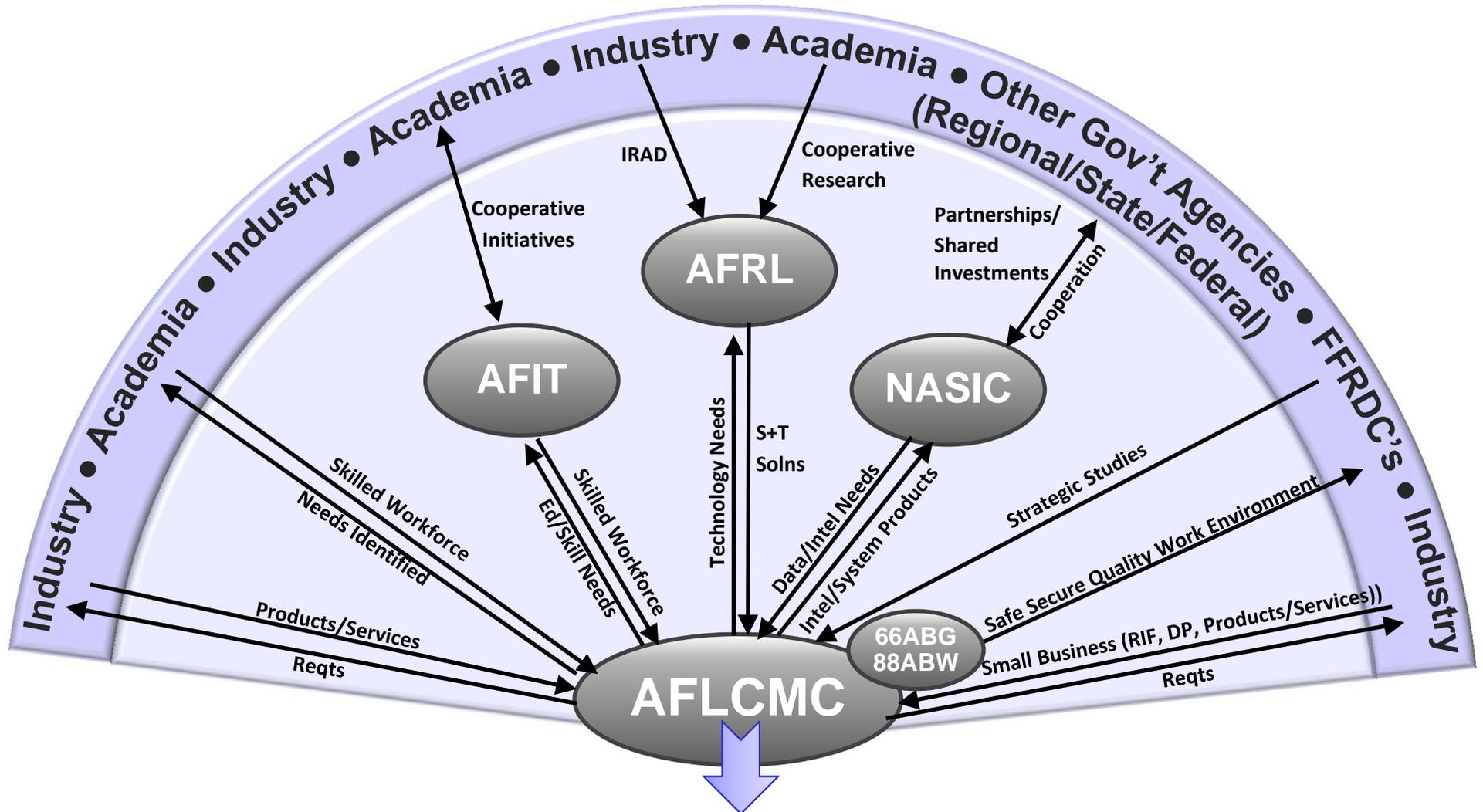
Aggressive Industry Engagement/Outreach Across Enterprise
Focus on Small Business Support: Services AND Products



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Building Stronger Partnerships A Culture of Teaming and Cooperation

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Delivering Combat Capability For National Security Needs



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Summary



AFLCMC... Providing the Warfighter's Edge

- **AFLCMC remains focused on acquisition and product support for the warfighter – Changing the culture within life cycle management to achieve cost effective results!**
- **Our Strategic Plan emphasizes Unity of Purpose**
 - With mission partners: AFRL, AFIT and NASIC
 - With regional partners: Academia, Industry, Government Orgs
- **Our vision: To Forge ONE TEAM delivering integrated, innovative, dominant airpower capabilities**

AFLCMC . . . Providing the Warfighter's Edge!



Shaping a New Acquisition and Product Support Culture