

The cover features a dark blue background on the left with a repeating hexagonal pattern. A large, light gray curved shape on the right contains the title text. The title is in a bold, blocky, sans-serif font.

# AFTAC

## FLIGHT PLAN

### 2021



# Nation's Sixth Sense for Decisive Knowledge



## **Mission Statement**

Deliver time dominant scientific and technical information to the right person for decision advantage supporting international nuclear treaty compliance and strategic, operational, and tactical warfighters.



## Colonel Katharine G. Barber Commander

Building on a legacy 73 years in the making, we will remain the nation's technical leaders for nuclear surveillance and operational time-relevant information in support of our national decision makers and warfighters. To strive for this vision in a rapidly evolving environment with dynamic threats, we must posture ourselves to be more agile, resilient, and synchronized across the Center. This Flight Plan lays out three strategic vectors to accomplish this vision.

Underpinning all of our efforts is our workforce. Therefore, the first vector, **Optimize Airmen to Ensure Mission Readiness**, recognizes the importance of our greatest asset. We will develop leaders, shape workforce culture, and evolve to meet the growing complexity of our mission. We must also attract, recruit, and retain a future workforce to be competitive in today's world.

For the second vector, recognize our need to **Deliver Mission Now**, through our global multi-domain capabilities. By synchronizing and integrating these capabilities across operations, and between the Center and our mission partners, we will provide decision quality information in time to meet national requirements. This delivery is enabled by our strong, dynamic digital infrastructure.

To grow America's competitive edge, we must accelerate change! With the third vector, **Drive Mission Next**, we set our sights beyond the horizon. This vector provides a foundation to meet evolving mission threats from maximizing data utilization and delivery of new mission systems. This is also an opportunity to reform processes, collaborate across the Center, and increase effectiveness to meet mission now and next.

Finally, with implementation of Flight Plan 2021, we accept the restraints the COVID-19 pandemic requires. We will use this as an opportunity to re-examine our capabilities and processes to find opportunities to increase agility and effectiveness across the Center.

**The FY21 Flight Plan enhances the center's mission and strengthens its relationships with national authorities and international partners.** Each Vector enables and empowers AFTAC's



Airmen to leverage their unique technical expertise and creativity to enhance operations within an environment enabling all to act on inspiration the moment it occurs. This can be achieved through the establishment of a common information technology infrastructure, the successful transition of cutting-edge research and development tools, and the effective utilization of data. The convergence of AFTAC's multi-domain mission drives the center toward a unified operational system directly addressing our customer needs. The combination of sustained scientific excellence, focus on customer consequence, alignment with national requirements, and continued investment in modernizing infrastructure will ensure AFTAC's relevance well into the 21st century.

**William Junek, PhD**  
Chief Scientist

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# Introduction

The AFTAC Flight Plan 2021 codifies strategic guidance for the Center focused on three key vectors: **Optimize Airmen to Ensure Mission Readiness, Deliver Mission Now, and Drive Mission Next**. It enables the enterprise to set priorities, allocate resources, and align employees with its mission and vision. For each strategic vector, the Lines of Effort (LOEs) link tasks and goals to focus and prioritize efforts. LOEs are driven by significance, impact, and capabilities, including the opportunities and limitations with the COVID-19 pandemic. Each LOE within this flight plan directly ties to meeting the National Security Strategy, National Defense Strategy, higher headquarters, and national customer priorities and LOEs.



## National Security Strategy Pillars:

- ⬡ Protect the American People, the Homeland, and the American Way of Life
- ⬡ Promote American Prosperity
- ⬡ Preserve Peace through Strength
- ⬡ Advance American Influence



## U.S. National Defense Strategy LOEs:

- ⬡ Increase Lethality
- ⬡ Strengthen Alliances & Partnerships
- ⬡ Reform the Department
- ⬡ Take Care of Our People



## U.S. Air Force Priorities:

- ⬡ Build the United State Space Force
- ⬡ Modernize Air and Space Forces we need
- ⬡ Grow strong leaders and resilient families
- ⬡ Strengthen our allies and partners



## Air Combat Command Priorities:

- ⬡ Revitalizing squadron readiness
- ⬡ Developing leaders
- ⬡ Bringing the future faster



## Sixteenth Air Force LOEs:

- ⬡ Generate insights
- ⬡ Compete now
- ⬡ Prepare for escalation



# Execution

Successful execution will require an enterprise-wide approach. Units (Groups, Directorates, and Squadrons/Divisions) have the responsibility to execute the LOEs by developing actionable and measurable unit-level tasks that trace to the LOE. Leads have primary responsibility for the LOE and will create actionable plans to accomplish their objectives and report progress to the Supported Unit and AFTAC Leadership. Leads will provide their plan to accomplish the LOE 60 days after publication of the Flight Plan. Vector Checks occur on a quarterly basis to inform leadership of the status of each Vector. Leaders should use this plan to lead their Airmen, drive purpose, and prioritize mission needs and resources. All AFTAC Airmen are measured against the LOEs through performance appraisal and evaluations processes.

## Measuring Success



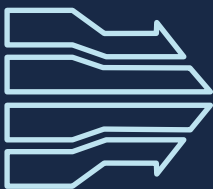
### ***Ensure No Nuclear Surprises***

**Did we detect or deter nuclear threats?**



### ***Deliver Decisive Knowledge***

**Did we deliver relevant insights to strategic and operational users to enable decision advantage?**



### ***Ready for Emerging Threats***

**Are we postured to adapting and emerging threats by optimizing our workforce, sustaining mission readiness, and modernizing infrastructure and systems?**

# Strategy Alignment

The alignment of AFTAC Flight Plan and long-term planning efforts are also driven by internal AFTAC strategy documents. Each vector will provide linkages back to overarching documents, processes, or planning documents that enable the LOEs and deliver and execute to produce enterprise-level outcomes.

## ***Strategic Vector 2030***

A strategic document that codifies the Center vision to modernize the AFTAC enterprise posturing it to meet new challenges and emerging threats. This serves as a long-term vector for meeting the mission needs of the future. The Flight Plan presents shorter-term goals and objectives striving to accomplish this future vision.

## ***AFTAC 2020-2040 Research and Development Roadmap***

This document identifies and prioritizes AFTAC R&D focus areas and capability needs. It also communicates operational gaps and mission needs to outside R&D providers. The AFTAC Flight Plan 2021 aligns near-term goals and objectives defined by the R&D Roadmap.

## **R&D Blueprint**

An annual document published to provide guidance for R&D planning, programming, budgeting, and execution. The Flight Plan provides direction and prioritization used to execute R&D activities to meet LOEs.

## ***Diversity & Inclusion Strategic Plan***

The plan to guide the implementation of the Center's Diversity & Inclusion Vision and Goals. The Diversity & Inclusion Strategic Plan provides actionable goals and objectives tied to specific LOEs within the Flight Plan.

## ***AFTAC Operations Directive***

A biannual document that provides a six-month framework for operational activities. This document delivers an actionable plan to meet the LOEs within the Flight Plan.

## ***AFTAC Data Strategy***

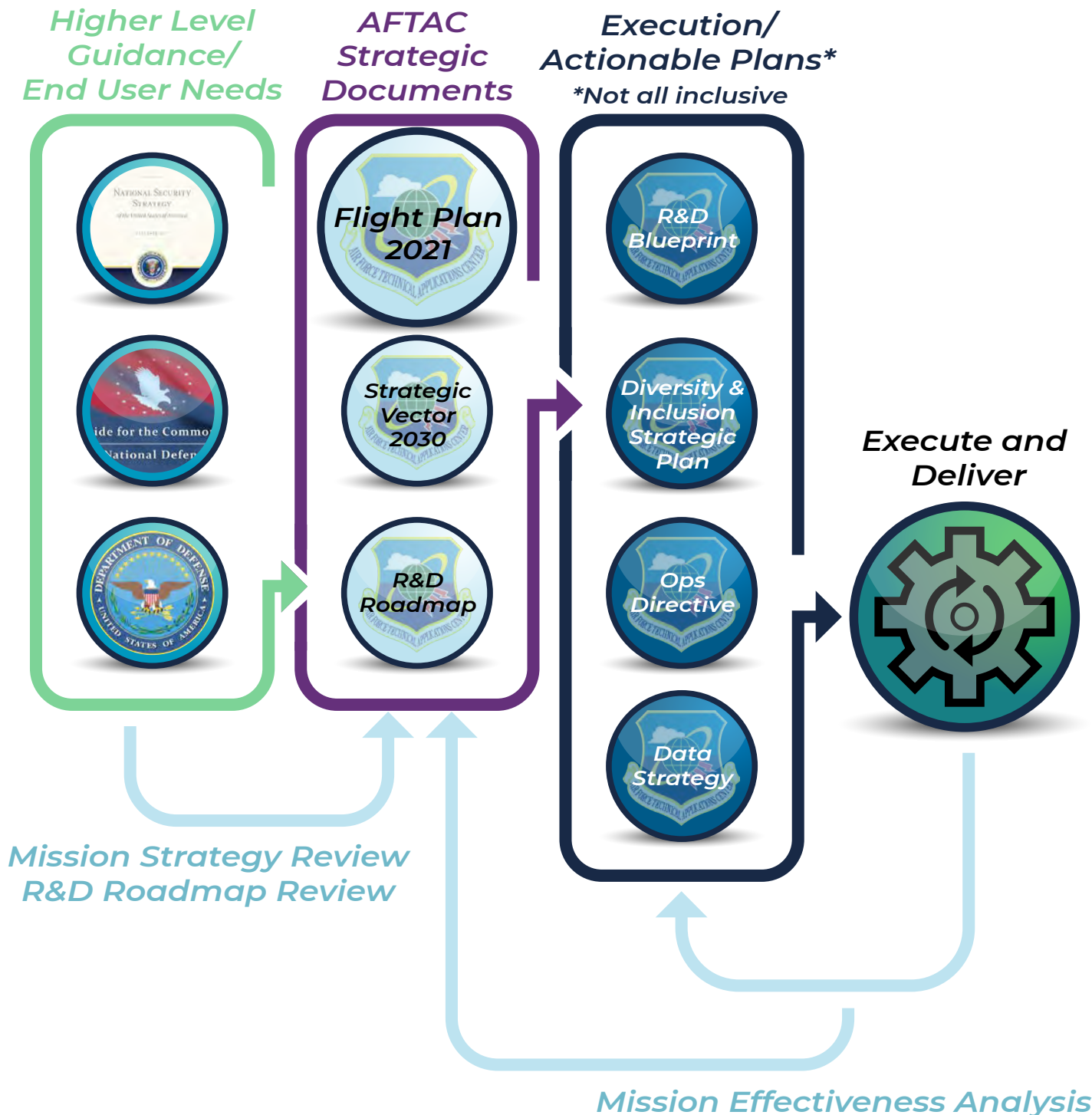
The over-arching document that defines the Center's data objectives, and lists the objectives that need to be completed to establish an enterprise-level data management system that can effectively and efficiently acquire, discover, access, store, and secure AFTAC's data. The AFTAC Data Strategy defines the plan to meet LOEs within the Flight Plan.



## Review Process

Mission Strategy Review: An annual evaluation of the current flight plan. It provides a feedback mechanism to identify any changes in strategy, prioritization, and LOEs.

Mission Effectiveness Analysis: A yearly assessment to identify capability gaps and provide plans to identify technical solutions, resource needs, R&D, and/or program functions required to fill those capability gaps. The MEA will also inform both AFTAC Strategic Documents and Execution/Actionable Plans.



## VECTOR ONE: OPTIMIZE AIRMEN TO ENSURE MISSION READINESS

### *Supported Unit: SPTG*

Foster our workforce to be the nation's technical surveillance center of excellence by providing continuous pipelines of diverse talent, bolstering resiliency, and empowering Airmen. Optimizing our Airmen builds the foundation to enable mission success both now and in the future.

#### Line of Effort

#### Lead

Bolster resiliency and increase effectiveness

709 SPTG/DD

Create an AFTAC-wide workplace DE&I culture IAW the Diversity & Inclusion Strategic Plan

709 SPTS/CC

Foster forward-thinking change without sacrificing mission outcomes

XPM/Div Chief

Create workforce development opportunities for every AFTAC member

709 SPTS/CC

Attract, recruit, train, and retain a diverse and highly-skilled workforce

709 SPTS/CC

## VECTOR TWO: DELIVER MISSION NOW

### *Supported Unit: SAG*

Drive, integrate, and align global technical surveillance operations across missions, disciplines, and organizations to achieve national security and defense objectives.

#### Line of Effort

#### Lead

Use assets to full effectiveness to meet community and no-fail nuclear treaty monitoring requirements

709 SAG/DD

Identify & close capability gaps

709 SAG/DD

Deliver effective, timely, and discoverable products to mission partners

22 SURS/CC

Advance information convergence to create competitive outcomes

22 SURS/CC

Operationalize a common IT infrastructure for development and transition of operational tools

709 CYS/CC

Create, strengthen, and sustain mission partners and alliances

XP/DD

## VECTOR THREE: DRIVE MISSION NEXT

### *Supported Unit: SD*

Optimize mission competitiveness and advancement through increased collaboration, advanced technology, policy changes, and workplace capabilities.

#### Line of Effort

#### Lead

Advance utilization and analysis tools to enable full discoverability and accessibility IAW the Data Strategy

SDD/Div Chief

Deliver systems to advance mission effectiveness, timeliness, readiness, and supportability

SDA/Div Chief

Finalize & implement R&D Blueprint to evaluate, align, and transition R&D efforts to meet user needs

SI/DD

Integrate rapid and transparent capability development

XPZ/Div Chief

Expand collaboration with mission partners and strategic alliances to meet mission needs

XP/DD



