



# 2024

# STRATEGIC PLAN

# *Accelerate Four '28*



*ACCELERATE FOUR '28*

# DIRECTOR'S INTENT

Every day our portfolio is called to action. We deliver that call by keeping the world's greatest mobility and training aircraft fleets in the air. However, a time may be near when we will be called upon like never before. Conflicts in Israel and Ukraine punctuate a tenuous global political climate where Russian aggression persists and China's President Xi has told his military to prepare to take Taiwan by force in the next 3-5 years. These global realities prompted the Secretary of the Air Force to recently state, "We are out of time." *We must* be ready. To do so, the 2000+ dedicated personnel who drive the Mobility and Training Aircraft Directorate (MATAC) will prioritize efforts, select strategies, and execute with urgency *now* to **Accelerate Four** Lines of Effort (LOEs) to maximize readiness by **2028**.



Mr. Kevin Stamey, Program Executive Officer

**LOE 1 – Program Execution:** *We must* execute critical programs with a sustained sense of urgency. We must develop specific acquisition and sustainment strategies to increase aircraft availability (AA) to at least the attainable AA and implement priority capability upgrades needed over the next 3-5 years. Training aircraft programs must identify opportunities and strategies to recover lost ground in pilot production now!

**LOE 2 - Resource Management:** *We will* posture our processes, strategies, and infrastructure to support the warfighter in a changing national security environment.

**LOE 3 - Digital Materiel Management (DMM):** *We must* devise unique strategies for weapons systems to maximize DMM benefits for decision-making, acquisition, and robust system design.

**LOE 4 – Warfighting Culture:** *We will* shift our mindset to rapidly respond to warfighter needs, enable real world operations, and prepare for conflict. We will operate with a sense of urgency to prepare for competition and improve readiness. We will drive our team to develop mental and physical resilience focused on collaboration, competition, urgency, and readiness.



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# 2024 MATAAC STRATEGIC GOALS

*Accelerate Four '28* establishes a 3-5 year intent for Team MATAAC. Strategic annual goals provide specific targets linked to each LOE. Goals focused on producing effects in the 3-5 year timeframe are prioritized over activities or initiatives producing effects beyond 5 years. Team MATAAC will pursue the following strategic goals:

## LOE 1 – Program Execution

- **Goal—Drive Aircraft Availability increases across all MATAAC platforms**
  - *AA is the core of Air Force readiness. MATAAC strategies and decisions will focus on maximizing readiness now.*
- **Goal—Slash acquisition barriers to Air Force pilot production**
  - *Materiel and process challenges negatively impact our training aircraft fleet readiness. MATAAC must break down any acquisition barriers to meeting annual Air Force pilot production goals.*
- **Goal—Enhance mobility aircraft survivability**
  - *Mobility aircraft, both airlift and tankers, are increasingly challenged in the current strategic landscape. MATAAC will field threat-informed connectivity and physical survivability capabilities to ensure survivability and mission effectiveness.*
- **Goal—Drive adoption of additively manufactured (AM) parts**
  - *Additive Manufacturing (AM) enables accelerated parts fielding. MATAAC will produce three structural, metallic, AM parts in 2024 to codify processes in pursuit of improved Aircraft Availability.*
- **Goal—Develop Future Tankers acquisition strategies**
  - *Future Tanker capabilities underpin the USAF Case for Change. MATAAC will deliver Acquisition Strategies for both the KC-135 Tanker Recapitalization and Next Generation Air refueling System (NGAS) in-line with Air Force guidance.*
- **Goal—Accelerate test**
  - *Test is a key enabler to accelerating the delivery of war-winning capability. MATAAC will pursue actions and tools to enable a rapid and relevant test response to changing needs.*

## LOE 2 - Resource Management

- **Goal—Develop enterprise records and process management hub**
  - *The DAF 365 environment is the standardized enterprise resource solution. MATAAC will maximize process efficiency by developing directorate-level capabilities and training our workforce for proficiency.*
- **Goal—Institute modern Product Lifecycle Management practices**
  - *The Air Force-Product Lifecycle Management (AF-PLM) system is the enterprise solution for acquisition product lifecycle management. MATAAC will prioritize the usage of AF-PLM, in conjunction with other necessary tools, to build robust system understanding for rapid decision making.*

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- **Goal—Build-out required directorate secure space**
  - *Secure space facilitates accelerated acquisition. MATAC must resource secure space to meet directorate needs at all geographic locations.*

### **LOE 3 - Digital Materiel Management (DMM)**

- **Goal—Integrate Artificial Intelligence (AI)**
  - *Multiple MATAC programs are producing enormous amounts of data requiring the power of AI to accelerate understanding and decisions. MATAC will lean forward on AI adoption for at least one program where acceleration matters.*
- **Goal—Conduct model-based decision reviews**
  - *Model-Based tools are increasing in use throughout MATAC. MATAC will accelerate adoption of model-based tactics, techniques, and procedures by conducting a model-based decision review for at least one program in 2024.*
- **Goal—Establish acquisition strategies centered on principles of DMM**
  - *DMM is the future of lifecycle design for everything from minor modifications to new aircraft. MATAC will build strategies and incorporate DMM techniques for at least one sub-system and one complete system in 2024.*

### **LOE 4 – Warfighting Culture**

- **Goal—Deliver semi-annual directorate-wide intelligence briefings**
  - *MATAC will integrate acquisition intelligence into all aspects of our mission—for those challenges facing us today and those on the horizon.*
- **Goal—Reward acceleration champions**
  - *Competition is the heart of warfighting culture. MATAC will reward its members and teams for executing with speed, innovation, and foresight.*
- **Goal—Exercise directorate-wide capabilities**
  - *We will develop our teams, practices, and processes through targeted exercise activity. MATAC will provide portfolio specific input to Blue Flag '25.*
- **Goal—Connect with our customers**
  - *Relationships with our customers make us better acquirers. MATAC will actively pursue engagements with our fielded products and the units they support.*

**MATAC will pursue these goals using the full weight of directorate resources in partnership with Industry, Major Commands, and Department of the Air Force leadership. Thank you for what you do to *ACCELERATE FOUR '28!***

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