



Air Force Test Center Strategic Plan 2016

David Harris
Major General, USAF
Commander

29 January 2016



Clockwise from top left: 1. AEDC ASTF marks 30 years; 2. Eglin 40FLTS F-16 missile test; 3. F-35s record 76 sorties in one month at Edwards; 4. Eglin 40FLTS F-16 test over the Gulf of Mexico; 5. NASA Orion parachute test at AEDC NFAC wind tunnel; 6. HH-60G Pave Hawk gun test; 7. KC-46 1st connect with Edwards F-16C; 8. Holloman T-38C modified with ALQ-188 ECM pod

Commander's Intent

AFTC Team,

It has been over three years since the Air Force Test Center (AFTC) was established and began moving toward a one center team culture where we collaborate across sites to fulfill our vision: *"Tester of Choice...Today & Tomorrow"* and mission: *"Conduct Developmental Test and Evaluation of air, space, & cyber systems to provide timely, objective, and accurate information to decision makers."*

In May 2015, the USAF Strategic Master Plan (AF SMP) was issued that identified two strategic imperatives: *Agility and Inclusiveness*. Air Force Materiel Command (AFMC) captured these ideas in their new vision, mission and values. The new AFMC vision is: *"Delivering the World's Greatest Air Force...The Most Trusted and Agile Provider of Innovative and Cost-Effective War-Winning Capabilities"* and their new mission is: *"Deliver and Support Agile War-Winning Capabilities"*. The AFTC has adopted AFMC's new list of values provided below:

- Trust & Confidence of those we serve
- Leading-Edge Airmen Empowered to be agile and innovative
- Diversity and Inclusion
- Resource Stewardship...Making every dollar and minute count
- Continuous Process Improvement
- Safe and Secure Environments
- Enterprise Focus...Our Air Force

This strategic plan articulates AFTC's intent to fulfill our vision and mission through objectives and actions that fit with the Air Force and AFMC strategic guidance and align with our values.

As we perform our mission, we must continue to: test rigorously, evaluate scientifically, and report impartially to deliver agile and effective air, space, and cyber systems. Our tests must be accomplished in a way that reveals capabilities and issues as soon as possible. Our evaluations must be based on scientific test and analysis techniques (STAT) to ensure the most valuable information possible is captured. Our reports must provide credible and timely system agility and effectiveness information to decision-makers.

To be a more agile organization and fit within our fiscal constraints, we must work as one test enterprise – leveraging off of the many unique capabilities that exist across our organization. Instead of limiting your customer commitments to what you can do as an individual organization, strive to develop a plan that takes advantage of what we can do as part of a larger team. We must be an inclusive team that values diversity, adaptability, continuous process improvement and rapid innovation. We must be a valued partner in the AFMC acquisition team by providing the answers our customers need at the right time and within a budget they can afford.

As always, the success of our mission depends on the men and women of the Air Force Test Center. We must focus our energy on creating a respectful environment that promotes inclusiveness and provides a safe environment for our workforce and their families. We must be ready to support the emerging needs of this great nation.

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Purpose

The Air Force Test Center (AFTC) Strategic Plan is purposefully aligned with the AF and AFMC Strategic Plans. This plan identifies priorities and goals that will shape AFTC-wide actions over the next one to two years. It is established to ensure Center priorities are developed within the context of Higher Headquarters (HHQ) priorities, and provides the “North Star” for AFTC strategic decision making. The specific objectives, actions, and corresponding metrics will be used to help us manage and measure the success of accomplishing our mission. The AFTC progress toward fulfillment and achievement of these priorities will be reported periodically to the AFTC Council. The AFTC will report progress periodically to AFMC.

The AFTC Strategic Plan is arguably more tactical than strategic. The bulk of this plan shows links between AF, AFMC and AFTC near-term improvement activities. However, this edition of the AFTC Strategic Plan includes the first attempt at incorporating long-range plan information in Appendix A. These long-range activities address multi-year improvement or renovation efforts designed to ensure the long-term development of new, or viability of existing, USAF developmental test and evaluation (DT&E) capabilities. The long-range plans provide some of the input for program objective memorandum (POM) submissions. As subsequent editions of the AFTC Strategic Plan are published, it is anticipated that these long-range plans will become more detailed and comprehensive.



Air Force Test Center Headquarters, Building 1, Edwards Air Force Base, Calif.

Center Overview



Air Force Test Center

Headquartered at Edwards Air Force Base (AFB), California, AFTC leads the test and evaluation (T&E) mission, conducting DT&E and evaluation of air, space, and cyber systems to provide timely, objective, and accurate information to decision makers. Organizations include: 96th Test Wing (96TW), Eglin AFB, Florida; 412th Test Wing (412TW), Edwards AFB, California; and Arnold Engineering Development Complex (AEDC), Arnold AFB, Tennessee.



AEDC, Arnold AFB, Tennessee

Mission Statement: "At AEDC, we develop, test and evaluate weapon, propulsion, aerodynamic and space systems for the nation through modeling, simulation and ground test facilities."



96TW, Eglin AFB, Florida

Mission Statement: "Support development and acquisition of war-winning weapons. We test and evaluate state-of-the-art weapons for the warfighter, provide top quality installation support to all tenant units, and serve as responsible stewards of our resources."



412TW, Edwards AFB, California

Mission Statement: "Test and Evaluate Weapon Systems to Deliver War-Winning Combat Capabilities."

Strategic Alignment

The AFTC strategy is aligned to the higher headquarters (HHQ). The AF SMP provides the foundation for the AFMC and AFTC strategies. AFMC and AFTC communicate their strategic alignment with the AF SMP through their vision, mission statement and values. AFMC and AFTC focus their strategic efforts toward their vision with goals, objectives and action plans that support the AF SMP.

This strategic plan provides information on key AF and AFMC strategic elements that drive AFTC strategy. Since the AF SMP is the strategic foundation, **imperatives and vectors** from that plan are provided in the next section of this document. AFMC and AFTC strategic elements are closely aligned and provided in the following order:

- **Mission, Vision and Values:** communicate our long-term strategy for the next 5-20 years
- **Goals:** focus our efforts to achievements that can be reached in 5-10 years
- **Objectives:** elements of the goals that can be completed in 1-2 years
- **Action Plans:** the set of tactical steps to satisfy objectives (1-2 years)

AFMC and AFTC strategic planning is developed and approved through a council governance structure. The AFMC Council meets regularly and is led by AFMC/CC and attended by the AFMC HQ staff and representatives of all six AFMC Centers. The AFTC Council meets regularly and is led by AFTC/CC and attended by the AFTC HQ staff and representatives of all three AFTC sites. Both forums develop and approve strategic elements (mission, vision, values, goals) and monitor progress to ensure success and alignment of tactical efforts (objectives, action plans, initiatives). Both the AFMC and AFTC Councils regularly monitor mission execution success through a variety of metrics. Both Councils also review and approve POM inputs to ensure the planned budget items align with overall strategy. The AFTC strategic activities are described in Appendix A and the governance and methods to track success are described in Appendix B.

Air Force Strategic Imperatives and Vectors

The AF SMP dated May 2015 gives the imperatives that the “Air Force will increase Agility by strengthening our culture of adaptability and innovation,” and to “increase our Inclusiveness, we must focus on empowering the members of the Air Force Team...”

The AF SMP gives the following five strategic vectors that identify priority areas for investment, institutional change, and operational concepts:

1. **Provide Effective 21st-Century Deterrence:** The nuclear mission remains the clear priority of Air Force leaders, but the Air Force also offers many additional capabilities to deter a wide range of actors.
2. **Maintain a Robust and Flexible Global Intelligence, Surveillance, and Reconnaissance (ISR) Capability:** The Air Force will employ agile multi-domain solutions to detect, characterize, deter, and defeat adversaries. This requires an agile, coordinated multi-domain ISR approach that provides commanders with multiple options.
3. **Ensure a Full-Spectrum Capable, High-End Focused Force:** The Air Force must focus on the skills and capabilities that deliver freedom of maneuver and allow decisive action in highly-contested spaces. However, we must retain the ability to succeed in low-intensity conflict.
4. **Pursue a Multi-Domain Approach to our Five Core Missions:** To achieve the most effective solutions across the spectrum of military operations, we will increasingly integrate and employ capabilities operating in or through the cyberspace and space domains in addition to air capabilities.
5. **Continue the Pursuit of Game-Changing Technologies:** We must continue to pursue radical improvements in technology that, when combined with new approaches and organizational changes, expand or maintain asymmetric advantages over adversaries. This requires the identification and harvesting of potential breakthroughs in thinking that might amplify the enduring effects that underpin our advantages in air, space, and cyberspace.

AFTC Vision and Mission

AFTC's Vision

“Tester of Choice... Today and Tomorrow”

Our vision affirms that we must relentlessly adapt and improve to preserve our vital role in maintaining world-dominant airpower for the United States. It recognizes that our proud heritage and extraordinary accomplishments do not, by themselves, guarantee future relevance in a rapidly changing world. This vision places our focus squarely on the needs of our customers and implicitly commits us to continuous improvement in all aspects of the T&E Enterprise. In doing so, we will meet and overcome the daunting technological and fiscal challenges that will certainly confront us into the future. This supports the AFMC Vision of *“Delivering the World’s Greatest Air Force ... The Most Trusted and Agile Provider of Innovative and Cost-Effective War-Winning Capabilities”*.

AFTC's Mission

“Conduct Developmental Test and Evaluation of air, space, & cyber systems to provide timely, objective, and accurate information to decision makers.”

Through implementation of the AFMC Six Center Construct (6CC), the AF T&E Enterprise is consolidated under a single flag for the first time in history. This integrated organization, AFTC, is responsible for the world’s largest and most advanced array of aerospace T&E capabilities. The true measure of success in accomplishing the AFTC T&E mission clearly lies in the accuracy, objectivity and timeliness of the information we provide to design and acquisition decision makers. This supports the AFMC Mission of *“Deliver and Support Agile War-Winning Capabilities”*.



AFMC Six Center Construct (6CC)

AFMC and AFTC Values

What We Value:

- Trust & Confidence of those we serve
- Leading-Edge Airmen empowered to be agile and innovative
- Diversity and Inclusion
- Resource Stewardship ... Making every dollar and minute count
- Continuous Process Improvement
- Safe and Secure Environments
- Enterprise Focus ... Our Air Force

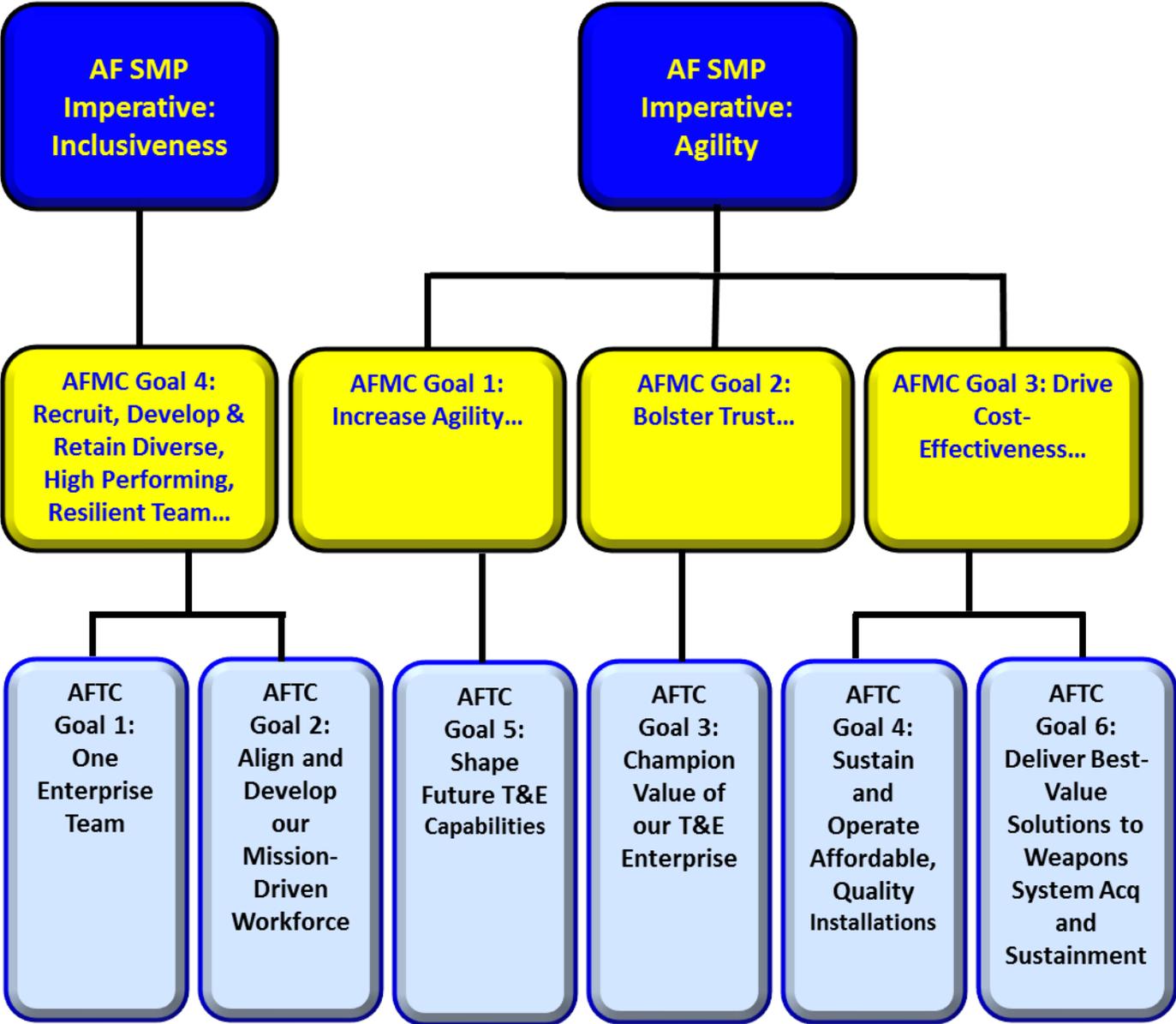
AFMC and AFTC Goals

The four AFMC goals were developed in 2015 to align with the 2015 AF SMP. The AFMC goals were based on inputs from AFMC HQ and all six centers. At the Sep 2015 AFMC Senior Leader Conference, teams were formed to study the inputs and develop new goals in alignment with AFMC's long-term strategy. The results are shown in the Table below.

AFMC Goals	
1	Increase agility of AFMC support to the AF Enterprise
2	Bolster trust & confidence in those we serve, by meeting our commitments
3	Drive cost-effectiveness into the capabilities we provide
4	Recruit, develop & retain a diverse, high-performing, and resilient team
AFTC Goals	
1	One Enterprise team
2	Align and develop our mission-driven workforce
3	Champion value of our test and evaluation enterprise
4	Sustain and operate affordable, quality installations
5	Shape future test and evaluation capabilities
6	Deliver best-value solutions to weapons system acquisition and sustainment

The AFTC goals shown in the above table were originally developed at the Nov 2013 AFTC Senior Leader Offsite. At that time, goal teams, led by senior AFTC leaders, were established to guide progress toward each goal. In 2015, the AFTC goals were reviewed and retained because they remain relevant to AFTC and to HHQ strategic guidance. The goal teams and leaders were retained and will continue progress on previous team initiatives.

The key relationships between the AFTC Goals and HHQ strategic guidance (AF SMP and AFMC Goals) and are depicted in the figure below:



AFTC Goals Defined

<p>AFTC Goal 1: One Enterprise Team</p>	<p>We must bring to bear the resources available across the entire AFTC enterprise to best serve our customers. We must be an inclusive team that values diversity, adaptability, continuous process improvement and rapid innovation. The teamwork of our test and support organizations across sites is vital to meeting our test and evaluation mission.</p>
<p>AFTC Goal 2: Align and develop our mission-driven workforce</p>	<p>We must develop our workforce and evolve our organizations so we can best meet our test and evaluation mission. To be the agile test force needed by the USAF, we must continually improve our workforce alignment and development to ensure it is ready for the technologies of today and tomorrow.</p>
<p>AFTC Goal 3: Champion value of our test and evaluation enterprise</p>	<p>We must understand the value we provide to AFMC, the USAF warfighter and the nation. When we interact with USAF and stakeholders, we must communicate the value of what we do. We take risks and test systems to their limits so the warfighter gets safe, agile, and effective systems. We do this to identify system issues and capabilities as early as possible so systems will be developed to meet varied USAF missions.</p>
<p>AFTC Goal 4: Sustain and operate affordable, quality installations</p>	<p>As public servants, we understand that the public depends on us to sustain and operate affordable, quality installations. We must continue to reduce our energy and facility footprints. We must continue to ensure that facilities are safe and meet the user requirements.</p>
<p>AFTC Goal 5: Shape future test and evaluation capabilities</p>	<p>We must be a more agile organization and stay abreast of emerging technologies and threats so that we can build the next generation of pilots, engineers, and capabilities to be ready to test the future. We must adapt scientific test and analysis techniques (STAT) so we test rigorously, evaluate scientifically, and report impartially to deliver agile and effective air, space, and cyber systems.</p>
<p>AFTC Goal 6: Deliver best-value solutions to weapons system acquisition and sustainment</p>	<p>We must deliver best-value solutions to fit within our fiscal constraints. We must leverage the many unique capabilities that exist across our organization. We must not limit customer commitments to what individual units can do, but instead strive to develop plans that take advantage of the capabilities of the entire AFTC enterprise. We must ensure the tests we accomplish are at the best cost and schedule we can achieve.</p>

AFMC Objectives

AFMC Objectives are near-term targets (1-2 years) derived from the overall AFMC strategy that drive reaching each AFMC goal. The AFTC Enterprise will support tasks, including metrics-gathering, related to the AFMC Objectives, listed below:

Goal 1 Objectives	
Objective 1.1	By Jul 16, modify or eliminate 30% of the barriers to agility (AFMC processes and instructions) and 90% by Jul 17.
Objective 1.2	By end of FY16, reduce hiring timeliness (need to hire – entry on duty) with a 95% on-time rate.
Objective 1.3	Increase system-of-systems agility starting with Nuclear Systems Management by 5% per year measured at the end of CY16-CY19.
Goal 2 Objectives	
Objective 2.1	Deliver quality products/services by meeting agreed upon commitments 95% of the time by Dec 16.
Objective 2.2	Improve customer trust by increasing customer satisfaction by 10% no later than Jan 17.
Objective 2.3	Increase trust and confidence within AFMC team by meeting 95% of key commitments with transparency (with focus on Airmen and their families) by Dec 16.
Goal 3 Objectives	
Objective 3.1	Generate cost savings/avoidance by over \$2B per year through end of FY18 (verified by Qualified Savings Process (QSP)).
Objective 3.2	Increase use of common solutions and standards on two activities per year per Center with results reported at the end of CY16-19.
Goal 4 Objectives	
Objective 4.1	Expand and synchronize recruitment efforts of diverse, high-potential Airmen by 5% by the end of FY16.
Objective 4.2	By Dec 16, decrease ancillary training to return four hours to the work force per year per person.
Objective 4.3	Develop a plan by Mar 16 to increase retention rates of our Airmen and their families by 10%.

2015 AFTC Objectives and Action Plans

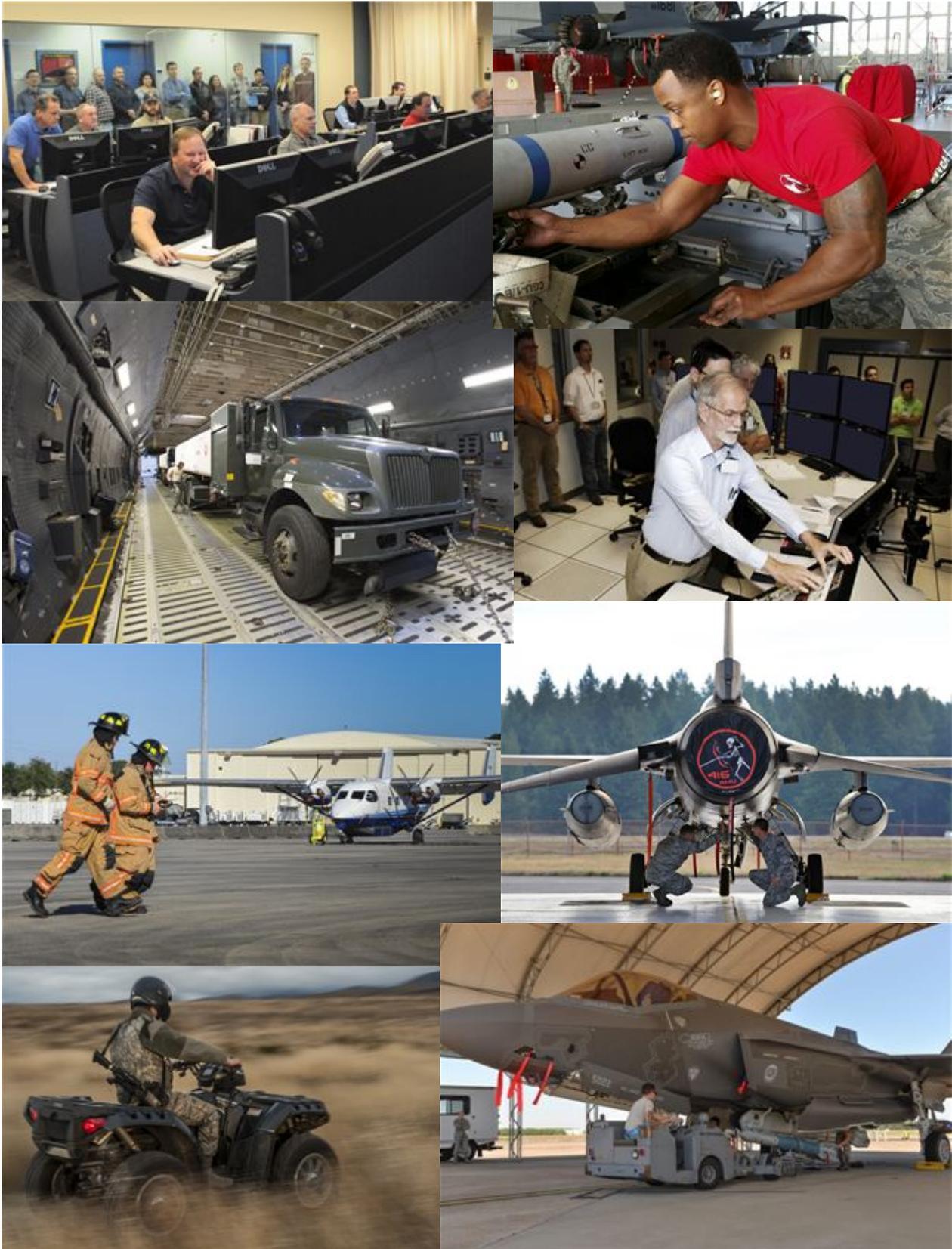
As with AFMC objectives, AFTC objectives are near-term targets (1-2 years) derived from the overall AFTC strategy that drive reaching each goal. The objectives will be achieved by meeting specific actions outlined in the associated action plans. New AFTC objectives and action plans were developed in 2015 to align with HHQ strategies. The AFTC objectives and action plans were based on inputs from AFTC HQ and the three sites. At the 2015 AFTC Strategic Offsite (27 October 2015), leaders studied the inputs and approved the objectives,

action plans and the Action Plan Owners. The approved objectives and Action Plan Owners are given in the table below.

Objective Number	Objective	Action Plan Owner(s)
2015-1-01	Designate specific AFTC organizations as offices of coordinating responsibility (OCRs) and offices of primary responsibility (OPRs) for T&E expertise areas, to prevent duplicate efforts	Mr Adams, AFTC/XP, Mr Tenderholt, AFTC/ENT
2015-1-02	To improve funding agility, standardize the funds management process for task-based/level-of-effort (LOE) support contracts	Ms Buckley, AFTC/FMA, Col Menard, AFTC/PK
2015-1-03	Derive and document AFTC responsibilities from AFI 99-103	Mr Tenderholt, AFTC/ENT
2015-1-04	Document distributed test operations (DTO) concept of operations (CONOPs)	Mr Wheaton, 412TW/CT, Ms Reuter, AFTC/ENS
2015-2-01	Stand up new test wing within AFTC to consolidate selected test facilities under one wing commander at Arnold AFB	Col Copeland, AFTC/CV, Dr Mehalic, AEDC/CA
2015-2-02	Develop an aircraft/munitions cybersecurity test workforce and align C4ISR & cyber test and support organizations under one cyber test group with its headquarters (HQ) at Eglin AFB	Lt Col Grimes, 46TS/CC
2015-3-01	Develop method to sustain and institutionalize championing value of our T&E enterprise	Dr Jerome, AFTC/CZ
2015-4-01	Implement a comprehensive contracted services management plan	Col Menard, AFTC/PK, Mr Melusen, AFTC/EZ
2015-5-01	Establish the Spectrum Relocation Fund (SRF) program schedule and milestones to migrate to the Advanced Wireless Services – 3 rd Auction (AWS-3) spectrum	Mr Adams, AFTC/XP, Mr Williams, AFTC/ENS
2015-5-02	Complete the Comprehensive Cost & Requirement System (CCaRS) pilot study	Mr Smith, AFTC/XP-OL
2015-5-03	Identify forums with each MAJCOM for future requirements not going through the DP process	Mr Tenderholt, AFTC/ENT
2015-6-01	Develop and implement AFTC Enterprise test safety database capability	Ms Stoliker, AFTC/SET, Mr Cruse, AFTC/XPI
2015-6-02	Develop and implement enterprise-searchable AFTC knowledge management (KM) capability	Dr Kraft, AFTC/CZ, Mr Cruse, AFTC/XPI
2015-6-03	Develop integrated AFTC post-system development demonstration (post-SDD) F-35 T&E courses of action (COAs) to inform AF/DoD leaders	Col Copeland, AFTC/CV
2015-6-04	Extend the digital thread wind tunnel pilot to streamlining the cycle time for flight sciences aeromechanical flight testing with a targeted reduction of 25%	Dr Kraft, AFTC/CZ
2015-6-05	Deploy the digital thread approach to streamlining wind tunnel testing to emerging test opportunities in the AEDC wind tunnels	Dr Kraft, AFTC/CZ

Conclusion

The AFTC Strategic Plan is properly aligned with AF and AFMC strategies. The arrangement of far-, mid- and near-term elements is intended to clarify how they fit together to help the AFTC reach its desired future state. Performance metrics built upon AFTC strategic goals and objectives help determine gaps in performance which can then be addressed with CPI initiatives or other management actions. For more information regarding this plan, contact AFTC/XP, 661-277-6171.



Clockwise from top left: 1. AEDC Hypervelocity Wind Tunnel 9 hits 400 run mark; 2. Eglin maintainer preps AIM-120 to mount on F-15; 3. AEDC 2,500th solid rocket motor test; 4. Edwards F-16 at Washington for KC-46 test; 5. Eglin loading a GBU on the F-35A; 6. Holloman Security Forces speeds to crash site; 7. Eglin Firefighters at Hijack exercise; 8. Edwards fuel trucks in C-5

Appendix A: AFTC Strategic Activities

The AFTC strategic plan is updated annually based on inputs from AFTC HQ and the three major sites (412TW, 96TW, and AEDC) and from the AFTC Enterprise T&E Mission Area Panels (MAPs). The AFTC currently has T&E MAPs for the following areas:

- Air Combat
- Armament/Weapons
- Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR)/Cyber
- Common Range Instrumentation
- Electronic Combat
- Science and Technology
- Space Combat
- T&E Management and Training
- Test Environments

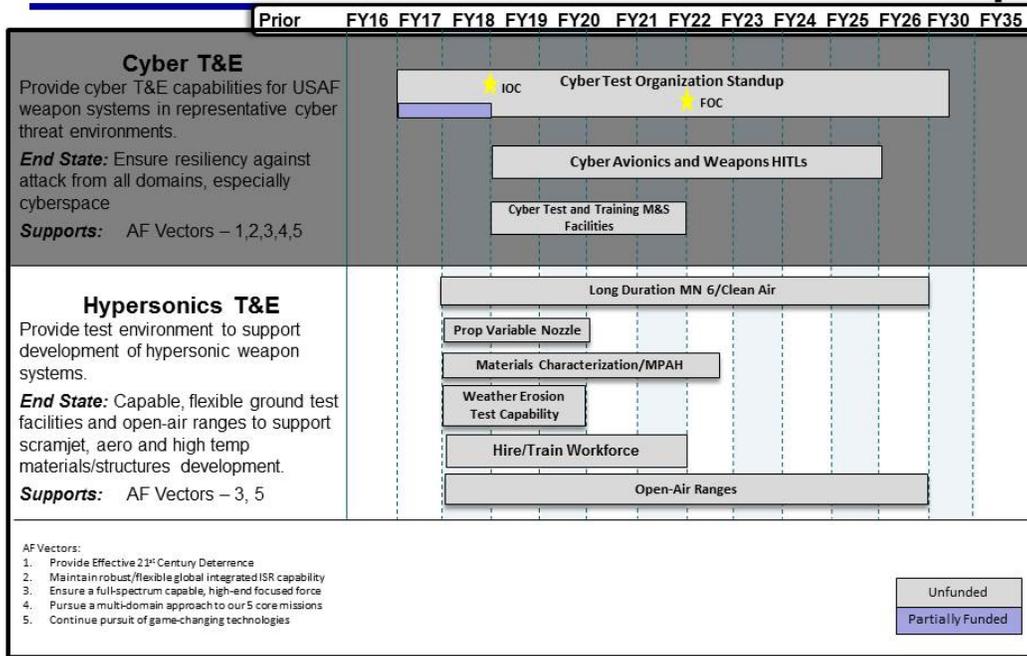
The T&E MAPs are an advisory body to both the AFTC Engineering Council (EC) and the AFTC Council. Their functions include developing and maintaining AFTC T&E mission area strategic plans (i.e., “roadmaps”), assessing the health and readiness of the AFTC T&E capabilities, and identifying and prioritizing T&E capability needs. Capability roadmaps are intended to show capability development projects in the near- (0-5 years), mid- (6-10 years), and far-term (11-30 years) timeframe. Each capability roadmap is significant to setting the goals and priorities of the AFTC and feeds into multiple strategic planning processes.

One process fed by MAP capability roadmaps is the USAF Agile Combat Support (ACS) process. AFTC leadership works with the T&E MAPs to extract priority elements from the capability roadmaps to generate a briefing to the ACS Board. Below are draft ACS briefing slides based on combining the AFTC, Air Force Operational Test and Evaluation Center (AFOTEC), and Air Combat Command (ACC) T&E priority inputs to be presented to the 2016 USAF Agile Combat Support (ACS) Board.



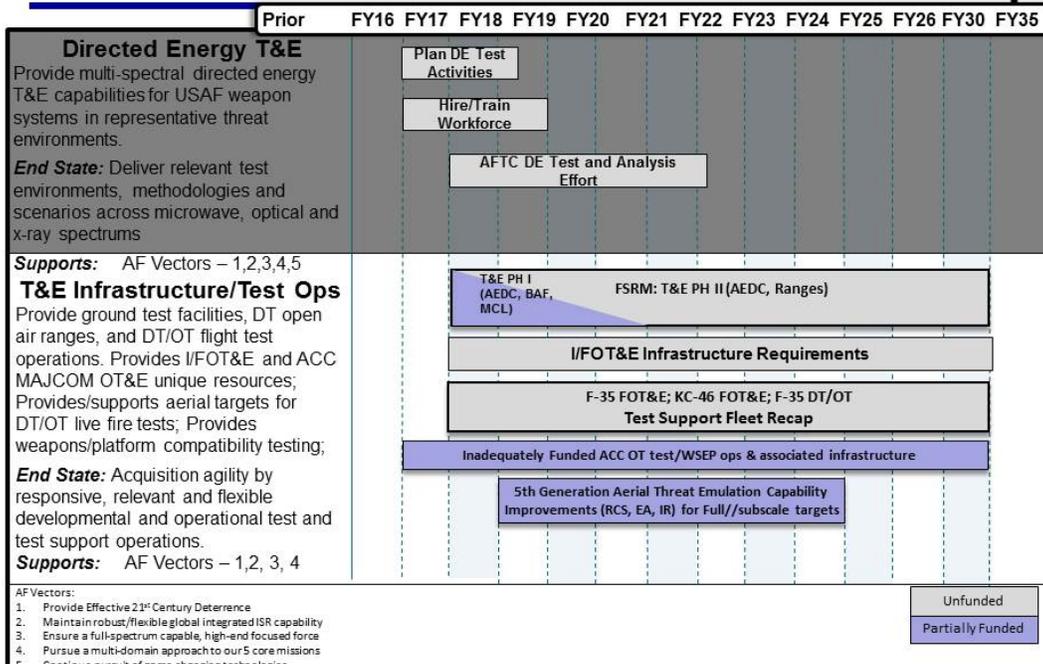
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Test Enterprise Lead Roadmap



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Test Enterprise Lead Roadmap



Appendix B: Governance and Tracking Success

AFTC strategic planning is developed and approved through a council governance structure. The AFTC Council meets regularly and is led by AFTC/CC and attended by the AFTC HQ staff and representatives of all three AFTC sites. The AFTC Council develops and approves strategic elements (mission, vision, values, goals) and monitors progress to ensure success and alignment of tactical efforts (objectives, action plans, initiatives). The AFTC Council reviews and approves POM inputs to ensure the planned budget items align with overall strategy.

The AFTC Council regularly monitors mission execution success through a variety of metrics. The AFTC enterprise metrics are consolidated from inputs from each of the three sites and vetted by the AFTC Metrics Working Group prior to presentation to the AFTC Council. The metrics are used to monitor the Center's effectiveness with respect to: cost, schedule, technical deliverables, deficiency reporting and customer satisfaction. The AFTC Metrics Working Group analyzes the metrics to identify best practices and lessons learned that should be shared across the enterprise and includes these items in the monthly AFTC Council briefing.

The AFTC Council provides governance and leadership to Continuous Process Improvement (CPI) initiatives to solve problems, exploit opportunities, and maximize efficiencies. It establishes clear lines of accountability and sufficient insight to ensure alignment with goals and objectives in this plan. The AFTC Council also: provides effective decision-making to ensure appropriate emphasis and resource allocation are applied to key CPI initiatives; enables the sharing of best practices; and fosters an innovative culture across all AFTC units.

Appendix C: Acronyms

40FLTS	40th Flight Test Squadron
412TW	412th Test Wing
6CC	Six Center Construct
96TW	96th Test Wing
ACC	Air Combat Command
ACS	Agile Combat Support
AEDC	Arnold Engineering Development Complex
Aero	Aerodynamics
AF SMP	Air Force Strategic Master Plan
AFB	Air Force Base
AFI	Air Force Instruction
AFLCMC	Air Force Life Cycle Management Center
AFMC	Air Force Materiel Command
AFNWC	Air Force Nuclear Weapons Center
AFOTEC	Air Force Operational Test and Evaluation Center
AFTC	Air Force Test Center
AFTC/XP	Air Force Test Center Plans and Programs Directorate
ASTF	Aeropropulsion Systems Test Facility
AWS-3	Advanced Wireless Services – 3 rd Auction
BAF	Benfield Anechoic Facility
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance
CC	Commander
CCaRS	Comprehensive Cost & Requirements System
COAs	Courses of action
CONOPS	Concept of operations
CPI	Continuous process improvement
CRIIS	Common Range Integrated Instrumentation System
CTEIP	Central Test and Evaluation Investment Program
CY	Calendar year
DE	Directed Energy
DoD	Department of Defense
DP	Developmental planning
DT	Developmental test
DT&E	Developmental test & evaluation
DTO	Distributed test operations
EA	Electronic Attack
ECD	Estimated completion date
ECM	Electronic counter measures
EMD	Engineering, manufacturing and development
EMP	Electro-magnetic pulse
FOC	Full operational capability
FOT&E	Follow-on test & evaluation

FSRM	Facility Sustainment, Restoration, and Modernization
FTE	Field test evaluation
FY	Fiscal year
GBU	Guided bomb unit
HHQ	Higher headquarters
HQ	Headquarters
HITL	Hardware-in-the-loop
I&M	Improvement and modernization
iNET	Integrated Network Enhanced Telemetry
IOC	Initial Operational Capability
IOT&E	Initial Operational Test & Evaluation
IR	infra-red
ISR	Intelligence, surveillance and reconnaissance
KM	Knowledge management
LANTIRN	Low Altitude Navigation and Targeting Infra-Red for Night
M&S	Modeling and Simulation
MAJCOM	Major Command
MAP(s)	Mission Area Panel(s)
MCL	McKinley Climatic Lab
MN	Mach number, Minnesota
MPAH	Mid-Pressure Arc Heater
NATO	North Atlantic Treaty Organization
NFAC	National Full-Scale Aerodynamics Complex
OCR(s)	Office(s) of coordinating responsibility
OPR(s)	Office(s) of primary responsibility
Ops	Operations
OT	Operational test
PH	Phase
POM	Program objective memorandum
Prop	Propulsion
QSP	Quality Savings Process
RCS	RADAR cross-section
Recap	Recapitalization
SRF	Spectrum Relocation Fund
STAT	Scientific Test and Analysis Techniques
T&E	Test and evaluation
Temp	Temperature
TIPP	Test Investment Planning and Programming
WSEP	Weapons System Evaluation Program



Clockwise from top left: 1. Edwards B-52 LANTIRN test; 2. AEDC 16T transonic wind tunnel calibration; 3. Arnold AFB Gen Pawlikowski visits AEDC; 4. Edwards NATO Hawk first flight; 5. Eglin sunrise over the gulf; 6. Holloman sled track longest in the world; 7. Holloman Oscura Range for weapons tests; 8. Eglin F-15E during Combat Shield exercise