



OGDEN AIR LOGISTICS COMPLEX

STRATEGIC PLAN

2024-2025



Commander's Message



Teammates, the OO-ALC is an essential element of our country's defense! We provide our Nation with the war-winning capability and enduring sustainment to execute the National Defense Strategy. The commitment to sustainment capability and capacity is directly delivered by all of our Airmen and requires a strategic plan to effectively guide us in accomplishing our mission. This plan identifies the lines of effort clearly linking the pursuit of preparing for the future and our efforts to improve speed, safety, quality, and cost-effectiveness. Achieving the desired results ensures we continuously execute world-class sustainment support to generate airpower for our country, contributing to the overall deterrence of rising strategic competitor challenges. This document outlines our way forward to ensure we produce safe, effective products at best value for the Airmen, Soldiers, Marines, and Sailors who depend on our Depot.

Our mission of "Produce Readiness, Empower Excellence, Sustain the Warfighter" is focused on the following lines of effort:

- 1. Improving the Unit:** Develop, innovate, integrate, and enhance processes to provide cost-effective quality products and services to our customers.
- 2. Mission Execution:** Achieve optimized war-winning readiness, when delivering quality depot products and services, by maturing the Art of the Possible (AoP).
- 3. Resources:** Optimize Capability and Capacity (CAP2) in support of collaborative requirements by leveraging technology and modernization.
- 4. People:** Recruit, develop, and retain an informed, agile, resilient, and engaged workforce.

These lines of effort enable and empower us as Airmen to fulfill our mission. I am tremendously honored to serve with you!

Your teammate,

KENYON K. BELL

Major General, USAF

Commander, Ogden Air Logistics Complex

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Strategic Priorities & Alignment



National Defense Strategy: Defense Priorities

- Defending the homeland, paced to the growing multi-domain threats
- Deterring strategic attacks against the U.S., Allies, and partners
- Deterring aggression, while being prepared to prevail in conflict
- Building a resilient Joint Force and defense ecosystem



America's AF: A Call to The Future, AF Strategy Vectors

- Provide Effective 21st Century Deterrence
- Maintain Robust and Flexible Intel, Surveillance, Reconnaissance
- Ensure a Full-Spectrum-Capable, High-End-Focused Force
- Pursue a Multi-Domain Approach to our Five Core Missions
- Continue the Pursuit of Game-Changing Technologies



USAF Strategic Master Plan

- Employ a range of nuclear and non-nuclear deterrent options
- Domain-neutral architecture delivering decision-quality intelligence
- Achieve- maintain air superiority, space capability, action in cyberspace
- Multi-domain mindset and processes maximizing agility for missions
- Sustain an asymmetric advantage over adversaries



Air Force Materiel Command (AFMC) Strategic Plan

- Deliver Integrated Capabilities
- Strengthen Our Team
- Revolutionize Our Processes
- Amplify Warfighting Culture



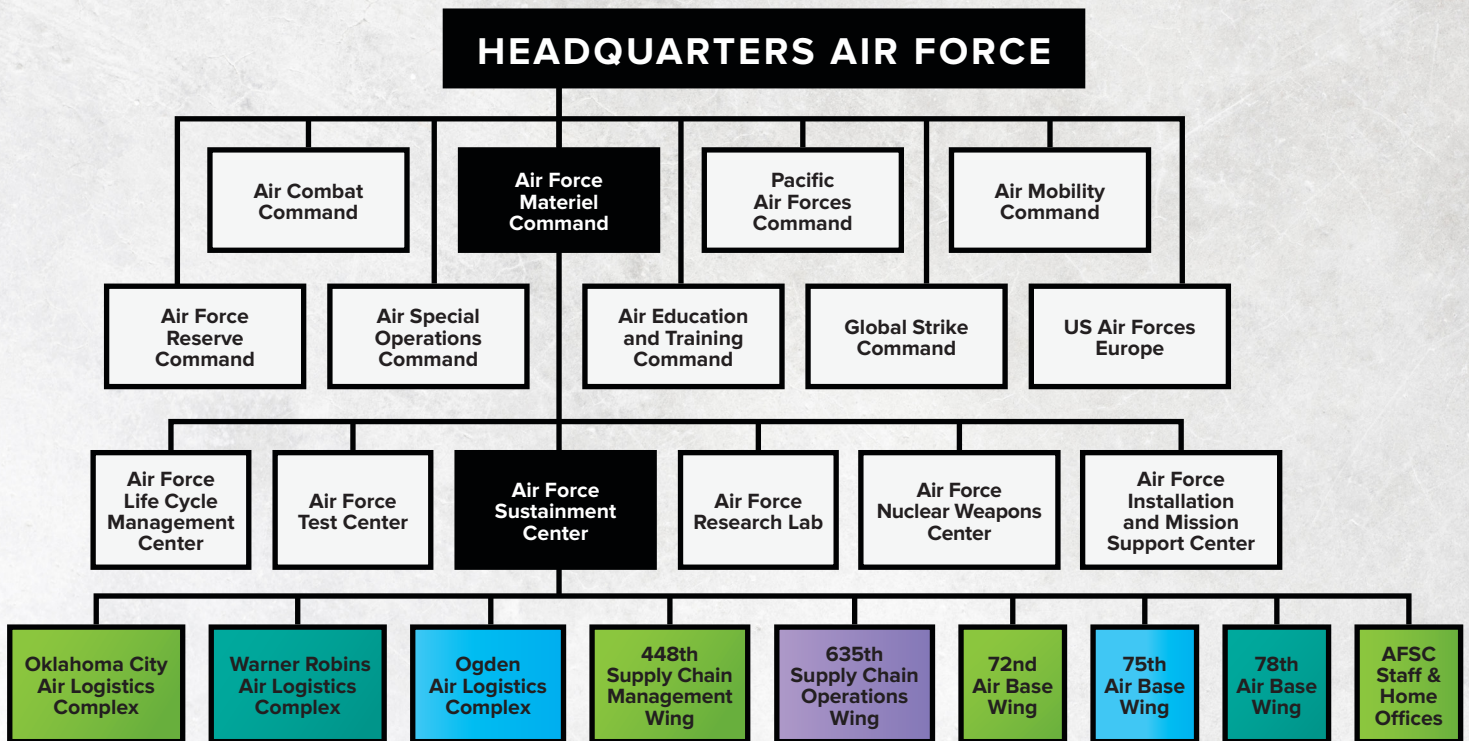
Air Force Sustainment Center (AFSC) Strategic Lines of Effort

- Deliver Combat Readiness
- Deliver Supply Chain Readiness and Resiliency
- Modernize and Posture the Organic Industrial Base
- Attract, Develop, and Retain World-Class Airman

AFSC ENTERPRISE MAP









AFSC ORGANIZATION



00-ALC Organizations

Production Groups & Production Support
Including Geographically Separated Units (GSU) & Host Units



309th Aerospace Maintenance and Regeneration Group (AMARG)

MISSION: Deliver Excellent, Safe and Compliant Maintenance, Repair and Overhaul, Logistics, Storage and Support Services to our Customers

GSU	GSU Host Unit
309th AMARG	355th Wing, Davis-Monthan AFB, AZ

309th Aircraft Maintenance Group (AMXG)

MISSION: Deliver Airworthy, Combat-Ready Aircraft

GSU	GSU Host Unit
575th AMXS	12th FTW, Randolph AFB, TX

309th Commodity Maintenance Group (CMXG)

MISSION: Produce quality products for the Warfighter on time, at the best value

309th Electronics Maintenance Group (EMXG)

MISSION: Provide depot-level maintenance in support of combat readiness

GSU	GSU Host Unit
525th EMXS	18th Wing, Kadena AB, Japan

309th Missile Maintenance Group (MMXG)

MISSION: A global leader providing quality depot maintenance, modification, and manufacturing for a wide array of nuclear enterprise equipment and strategic ground support systems for Intercontinental Ballistic Missiles and Air Launched Cruise Missiles in addition to a wide variety of conventional weapons systems

GSU	GSU Host Unit
583rd MMXS	90th MW, FE Warren AFB, WY 91st MW, Minot AFB, ND 341st MW, Malmstrom AFB, MT 30th SW, Vandenberg SFB, CA

309th Maintenance Support Group (MXSG)

MISSION: Enable depot success by providing outstanding services and products

OO-ALC Organizations

Staff Offices

OO-ALC/Aerospace Sustainment (AS)

MISSION: Establish the Complex's strategic planning processes and integrate depot readiness with weapon systems requirements. Socialize the Commander's strategic message within the Complex and across external stakeholders to include industry and the community.

OO-ALC/Art of the Possible (AoP)

MISSION: Produce Readiness, Empower Excellence, Sustain the Warfighter

OO-ALC/Engineering (EN)

MISSION: Enable cost effective readiness by providing the right Science & Engineering workforce, the right technology and the right processes.

OO-ALC/Financial Management (FM)

MISSION: Provide accurate and timely financial management decision support to the Ogden Air Logistics Complex

OO-ALC/Inspector General (IG)

MISSION: On behalf of the Commander, and without prejudice, provide independent assessment of the organization to promote mission readiness, discipline, and integrity. Provide leadership at all levels with pertinent information and recommendations to manage risk and increase efficiency.

OO-ALC/Business Office (OB)

MISSION: Produce Readiness, Empower Excellence, Sustain the Warfighter

OO-ALC/Quality Assurance (QA)

MISSION: Produce Readiness, Empower Excellence, Sustain the Warfighter

OO-ALC/Chief of Staff (OM)

MISSION: Produce Readiness, Empower Excellence, Sustain the Warfighter

OO-ALC/Safety (SE)

MISSION: Produce Readiness, Empower Excellence, Sustain the Warfighter

OO-ALC Strategic Direction

Scope of the Complex, Vectors, Mission, Vision, Motto

Scope of the Complex

The OO-ALC provides joint, allied, and coalition warfighters with, but not limited to, depot level support through the following services:

- Materiel manufacturing, modification, maintenance-repair-overhaul (MRO), and inspection activities for Aircraft, Intercontinental Ballistic Missiles (ICBM) Systems and associated equipment, Air Launch Cruise Missiles (ALCM), Rocket System Launch Program (RSLP), and exchangeable commodities
- Airpower reservoir for aircraft, engines, tooling, and missile-related storage

Major Graded Areas (MGAs)	OO-ALC Vectors	AFSC P4 Criteria
Improving the Unit	Strategically improve processes in support of Warfighter requirements	Process How We Do It
Mission Execution	Continuously improve the quality, schedule, cost, and value of depot products and services	Produce to Promise
Resources	Optimize depot resources to pursue agility and improve cost-effectiveness in support of customers	Prepare for Competition and Future Warfighting
People	Lead the workforce through open communication, inspiring a culture of engaged Airmen	People Make it Happen

Mission

Produce Readiness, Empower Excellence, Sustain the Warfighter

Vision

Premier Depot for the Nation and Our Allies

Motto

Built Right, Ready to Fight!

Art of the Possible & MGAs

The Value of Connectivity



The Art of Possible (AoP) is the fundamental basis of how we operate across the Air Force Sustainment Center (AFSC). The AFSC's mission is to deliver combat power for America. Our success is the foundation of the warfighters' success, whether it is ensuring our nation's nuclear deterrent, maintaining air supremacy, fueling the fight, or delivering hope and saving lives. Our warriors in combat cannot succeed without the air, space, and cyberspace capabilities the AFSC produces.

AoP is not what we do, it is how we do everything. It requires leadership and commitment at all levels. It is both a philosophy and a methodology that enables us to achieve significant results while being good stewards of taxpayer dollars. It is also the “playbook” that allows us to operate as one team across each of our 26 operation locations. We directly benefit our customers and our suppliers when we speak with a consistent voice and use one set of operating principles. We are one team, with one operating system, one language, and common goals. This is what makes us a world-class organization.

The value of leveraging AoP as we develop MGA LOEs & Initiatives is to assure achievement!

OO-ALC defines MGA 1, Improving the Unit as:

- Having methodical processes and scripted work creating a standard for controlled operations with documented, repeatable, and measurable plans.
- Bringing value to the organization in terms of allowing performance predictability and variability reduction.

OO-ALC defines MGA 2, Mission Execution as:

- Producing quality products and services to meet customer requirements to include evaluating the execution of our processes as related to quality, cost, schedule, and speed.
- Having value as we plan and perform maintenance, repair, and overhaul activities for assigned technology groups as well as those being pursued.

OO-ALC defines MGA 3, Resources as:

- Optimizing the depot's capability as related to the proficiency to achieve desired results through process machines and based on customer requirements.
- Maximizing the value of the depot's capacity through the total collective available resources to provide a product or service to our customers within a specific timeframe. Available resources include time for process throughput, space for equipment and manpower, right number of skill sets, and number of facilities and equipment.

OO-ALC defines MGA 4, People as:

- The management of positions and the leading of people.
- Being our most valuable resource, we place effort in how we hire, train, and develop professionals by actively engaging our Airmen to increase and retain our workforce.

AoP Leadership Model

MGA Alignment

The AoP Leadership Model is a critical element to align with the MGAs as it helps all personnel understand their importance and complexity. The MGA categories are detailed further below.

MGA 1: Improving the Unit

- Strategic Alignment: Authorities, Strategic Planning, Performance Metrics
- Process Operations: Key Work Processes, Risk Management, Continuous Improvement
- CC's Inspection Program Management: Self-Assessment Program, IG Inspections
- Effectiveness: Accuracy, Adequacy, Relevance
- Data-Driven Decisions: Collection, Decision Processes

MGA 2: Executing the Mission

- Readiness: Execution (lethality), Assurance, Validation
- Daily Operations: Right Quality, Right Quantity, Right Time
- Installation Preparedness: Planning and Management, Disaster Response

MGA 3: Managing Resources

- Adequacy: Manpower, Funds, Equipment, Facilities, Guidance
- Stewardship: Manpower, Funds, Equipment, Facilities, Environment, Guidance, Time

MGA 4: Leading People

- Communication: System, Feedback, Intent, Comm-Induced Waste, Messaging, Agility
- Discipline: Compliance, Accountability, Customs, Courtesies & Uniforms, Attention to Detail
- Training: Individual, Team, Unit
- Development: Professional (i.e. PME, Mentoring) & Personal (i.e. Physical, Mental, Spiritual)
- Quality of Life Engagement: On & Off-duty Climate and Morale, Basic Services

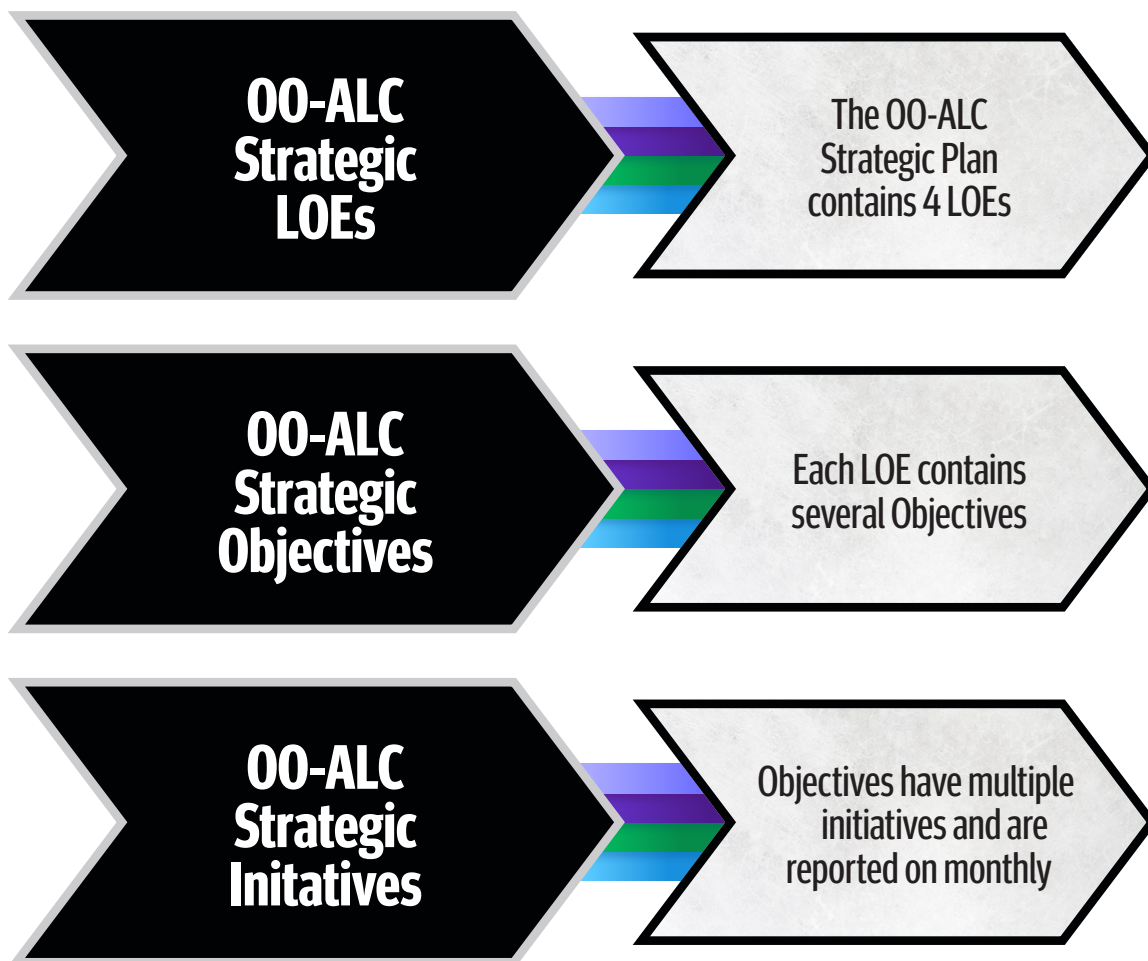


Strategic Priorities Structure

Lines of Effort (LOEs) & Objectives

Throughout this document, detailed information regarding the strategic direction of the Complex to include its scope, vectors, mission, vision, and alignment with higher headquarter strategies has been provided.

Using the 2024 AFSC Strategic Plan as a framework, we've developed actionable and measurable LOEs, Objectives, and Initiatives to track our progress within the Complex's identified priorities. Each is assigned primary and alternate Mentors, Champions, and Objective Leads. Along with those team members, the production groups, support group, and staff offices appointed personnel to serve as subject matter experts to assist with the planned activities. These teams are structured to be well guided and staffed to ensure our desired results are achieved! Also, several of our LOEs align with AFSCs. In the following pages, and for each alignment, AFSCs LOE descriptions are being provided in the spirit of building continuity across the planning efforts.



LOEs & OBJECTIVES

LOE 1: Improving the Unit

Develop, innovate, integrate, and enhance processes to provide cost-effective quality products and services to our customers



This LOE has six supporting objectives, and includes the following focus areas:

- **1.1 Requirements Review (R2):** Clarify and standardize forecast processes for all predictable items to meet 100% collaboration on requested items to improve forecast accuracy.
- **1.2 Depot Determination (D2):** Standardize internal planning & collaboration process to determine accurate capacity and resource allocation across all OO-ALC Groups.
- **1.3 Strategic Workload Plans (New Workload & Depot Activation):** Improve new workload and depot activation planning and execution.
- **1.4 Kadena Strategy Implementation:** Establish a team of stakeholders to develop a gap analysis between Kadena's current capabilities and AF capabilities for all weapons systems assigned to Pacific Air Force (PACAF).
- **1.5A Pursuing New Sustainment Workload:** Establish a process to review and evaluate up to five opportunities via the recurring pre-activation meeting with the necessary information and stakeholders.
- **1.5B Developing a long-term outlook for the Complex:** Establish multifunctional teams of stakeholders to develop a long-term outlook for the Complex via working groups and regular leadership vector checks.



AFSC'S NORTH STAR PRINCIPLE **Process Is How We Do It**

Applying the Art of the Possible mission culture in all we do, we will identify, elevate, and resolve constraints to increase production speed, assure a world-class safety culture for our teammates, and sustain the highest product quality standard to generate a competitive readiness advantage for the Joint Force, coalition partners, and allies.

1.5A Pursuing New Sustainment Workload: Establish a process to review and evaluate up to five opportunities via the recurring pre-activation meeting with the necessary information and stakeholders.



AFSC & OO-ALC LOE 1

Objective Connection

OO-ALC's focus areas above connect to AFSCs 2024 Strategic LOE 1, Deliver Combat Readiness. The applicable overviews are provided below:

Requirements Review (R2)

- Aggregates all AF customer funded depot requirements.
- Process ensures stakeholders from the customer to the depot repair activity are aligned, and that all types of work from aircraft, engines, component parts and software are orchestrated through the ALCs to support the Air Force mission.
- Logistics Requirements Determination Process (LRDP) is an enterprise process providing a standard approach to define a requirement. This process ensures customers, requirement managers, and suppliers work together to support the introduction of a new effort.

Depot Determination (D2)

- Aligns funded requirements approved in the R2 phase to depot workload and manpower.
- Generally, depot infrastructure is sufficient to support projected workload, however, manpower can routinely shift to accommodate requirements.
- Depot planning also ensures key business measures to track productivity and financial management metrics remain targeted toward efficient operations.
- The D2 can be adjusted at the beginning of the fiscal year to realign the ALCs workload and manpower plan based on requirement deviations or changes.
- Management of depot planning provides surety to AFSC's ability to regenerate readiness.

Strategic Workload Plans: New Workload

- AFSC supports higher headquarters capability development priorities in the acquisition and sustainment of new and legacy weapon systems.
- The Depot Source of Repair (DSOR) assignment is the first formal step in the process of potentially bringing new workload to an AFSC depot.
- The DSOR process evaluates the Enterprise capability to perform sustainment functions on new weapon systems and ensures compliance with higher guidance as it relates to preserving organic capability.
- If a DSOR decision results in the selection of a depot, new investments must be made in facilities, equipment, personnel, etc. to ensure the depot is ready to support the workload.

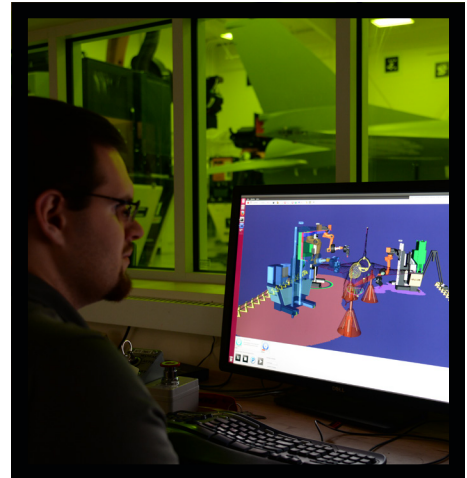
Strategic Workload Plans: Depot Activation

- Focused approach for early risk identification and promotes potential solutions for the successful activation of organic depot maintenance repair, supply chain management, and life-cycle sustainment.
- Depot activations for legacy and emerging systems facilitate Title 10 United States Code (USC) compliance. Additionally, it enables business development, industry partnering, and interservice agreements to meet mission requirements.
- AFSC continues to advance methods of previous activations, to include acquisition and tracking, through AoP processes across the Enterprise.

LOEs & OBJECTIVES

LOE 2: Mission Execution

Achieve optimized war-winning readiness, when delivering quality depot products and services, by maturing AoP



This LOE has five supporting objectives, and includes the following focus areas:

- **2.1 Agile Processes:** Evaluate variances between original and actual plans/production. Compare original requirement to actual production. Evaluate results and create actions plans by 2024, then reevaluate objective.
- **2.2 Skilled/Trained Workforce:** Standardize and expand the use of formal training plans for apprentice, journeyman, and craftsman level production and production support personnel to ensure maintenance, repair, and overhaul (MRO) readiness.
- **2.3 Material Supportability:** Improve materiel availability by reducing delays by 10% creating standard processes working with enterprise partners to identify/resolve gaps.
- **2.4 Logistics Under Attack:** Posture OO-ALC to swiftly respond to wartime taskings by managing constraints to meet 100% on-time delivery to the supportable warfighter requirement.
- **2.5 AoP Maturity:** Through 30 Sep 2024, continuously review the maturity of all implemented process machines through a Complex roll-up metric and individual group metrics.



AFSC'S NORTH STAR PRINCIPLE **Produce to Promise**

We must produce to warfighter demands and optimize resources for near-term evolving and long-term sustainable missions. Engaging with industry, academia and community partners helps us do that. As responsible stewards of taxpayer dollars, we must take on new challenges while providing cost-effective combat readiness and embracing opportunities to accelerate innovation.

AFSC & OO-ALC LOE 2

Objective Connection

OO-ALC's focus areas above connect to AFSCs 2024 Strategic LOE 2, Deliver Supply Chain Readiness and Resiliency. The applicable overviews are provided below.

Predictive Analytics

- Predictive Analytics has been a trademark in the Air Force supply chain.
- AFSC is adopting and advancing predictive analytics across multiple work streams.
- AFSC is advancing the application of Artificial Intelligence/Machine Learning through partnerships with innovative small business and academia.
- Predictive Analytics are embedded in new/emerging initiatives to include Condition-based Maintenance and Enterprise Supply Chain Analysis, Planning & Execution (ESCAPE).

Material Supportability

- Supply Chain Planning is the process of determining how many spare parts we need to buy and repair to support Air Force operations as well as provide support to other services and Foreign Military Sales (FMS) customers.
- Demands on the supply chain must be satisfied with available spare parts. Demands come from field-level customers, other services, FMS, and depot maintenance.
- Inventory Planning is the process of determining the optimal amount of stock to have in the supply chain to cover the amount of time it takes to order, ship, and repair assets, as well as protect against variability in demand.
- Supply Planning is the process of determining how total requirements computed in the demand and inventory plans will be satisfied via existing serviceable assets, base-level repair, depot-level repair, or new procurement.

Logistic Under Attack (LUA)

- The goal of LUA is to determine the most effective and efficient means to identify, position, and program the right assets, at the right places.
- The U.S. has enjoyed years of marginally restricted resupply and replenishment with little resistance from an adversary, within a permissive or semi-permissive environment.
- The LUA strategy is much more than prepositioning capabilities and associated resources at static locations. It involves a variety of options (immediate response, anticipatory response, and timed response) designed to position and move capabilities dynamically from location to location.
- LUA is the Enterprise solution to best identify, define, fund, position, store, and sustain resources to maximize effectiveness and responsiveness.

LOEs & OBJECTIVES

LOE 3: Resources

Optimize Capability and Capacity (CAP2) in support of collaborative requirements by leveraging technology and modernization



This LOE has five supporting objectives, and includes the following focus areas:

- **3.1A Technology Capability:** Collaborate with stakeholders and implement standardized technology requirement identification and management processes while bringing existing information systems into modern cyber security standards.
- **3.1B Digital Depot:** Augment digital depot evolution by improving technology management processes and collaboration with stakeholders.
- **3.2 Organic Industrial Base (OIB) Modernization Plan:** Publish an OO-ALC Area Development Plan by 2024 for use in managing Capability and Capacity (CAP2) requirements with periodic infrastructure governance council reviews.
- **3.3 Energy Resiliency:** Leverage the Energy Savings Performance Contract (ESPC) to socialize, project, document, and achieve energy conservation reduction within the Complex.
- **3.4 Business Process Transformation:** Develop an annual plan that identifies industrial assets for sustainability, modernization, and replacement needs.



AFSC'S NORTH STAR PRINCIPLE

Prepare for Competition and Future Warfighting

In the current era of strategic competition, we must enhance our capability to address the current adversary threat. We will accomplish this by smart investments in improving digital sustainment networks, posturing, and enhancing our operational and organic industrial base infrastructure, engaging in smart public/private partnerships in alignment to the National Defense Strategy.



AFSC & OO-ALC LOE 3

Objective Connection

OO-ALC's focus areas above connect to AFSCs 2024 Strategic LOE 3, Modernize and Posture the Organic Industrial Base. The applicable overviews are provided below.

Emerging Technology

- AFSC utilizes technology insertion and key partnerships with other AF organizations to modernize our organic industrial base to better meet the needs of our legacy fleets and to be ready to support our next generation weapon systems.
- New technologies at AF depots include augmented reality, virtual reality, automated non-destructive inspection, digital plant logistics, digital work environments, and digital engineering and manufacturing.
- Using of up-to-date equipment and new technologies, depots can continuously improve productivity, and be better equipped to support legacy and future mission requirements.

OIB for the Future

- The AFSC Air Logistics Complexes (ALCs) are a vital national asset, are part of DoD's OIB and enable readiness for USAF weapon systems.
- The depots directly contribute to sustained readiness through depot-level repair and modifications of airframes, engines, exchangeable components, software development, and sustainment for weapon systems.
- The OIB plan identifies current readiness challenges, outlines future projected requirements, and assesses potential investment alternatives to support AFSC's long-term effectiveness in terms of cost, performance, risk, and readiness.
- Modernization of the OIB and its Operational Technology/Information Technology (OT/IT), facility, energy/water, and equipment infrastructure are vital to support long-term readiness, resilience, capacity, and capability of AFSC sustainment.

Energy Resiliency

- Greater resilience to climate change effects is essential to maintaining AFSC's contribution to air superiority and its ability to remain cost-effective in sustainment.
- AFSC mirrors the five pillars of the AFMC Energy Assurance Campaign Plan (EACP) with the vision of having mission assurance meet energy assurance.
- These pillars define our desired outcomes of eliminating waste through efficiencies, ensuring secure industrial control systems, as well as, networks supporting energy and water infrastructure, by making sure center infrastructure can generate/provide energy and water as required.

Business Process Transformation

- AFSC is working to overhaul its legacy Enterprise IT systems via new tools, e.g., Maintenance Repair and Overhaul (MRO), MRO-Supply (MRO-S) and ESCAPE.
- The capabilities achieved with these IT transformations will be key components of comprehensive sustainment business transformation and modernization efforts, fully enabling AoP tenets, and bringing standardization across the entire depot maintenance execution and supply chain enterprises.

LOEs & OBJECTIVES

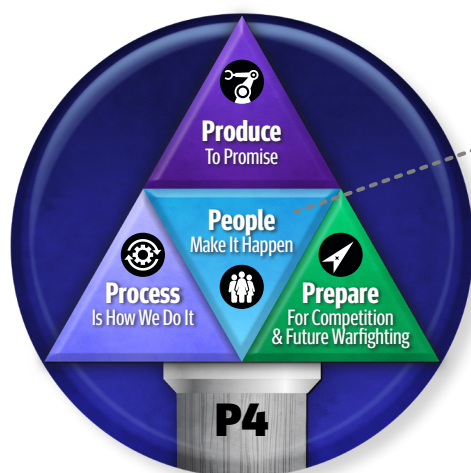
LOE 4: People

Recruit, develop, and retain an informed, agile, resilient, and engaged workforce



This LOE has five supporting objectives, and includes the following focus areas:

- **4.1 Recruitment and On-boarding:** Hire and onboard qualified candidates through streamlined hiring plans, forecasted hiring events, and improved internal processes with a total flow day reduction of 10%.
- **4.2 Training:** Institute standardized gated training and secure upgraded facilities and technology. Increase utilization of available training opportunities with local tech colleges.
- **4.3 Retention:** Establish and communicate an attrition metric for the Complex (group and staff office specific) through accurate data and analysis. Explore and document different mission connectiveness opportunities and communicate/train supervisors to use as needed or required. Set retention improvement goals in 2024 and monitor in 2025.
- **4.4 Unused**
- **4.5 Federal Wage System (FWS) Career Path:** Develop a program briefing, implement a career path including visuals, establish career advisement for program sustainment, and ensure 60% of FWS workforce is informed of career path opportunities.



AFSC'S NORTH STAR PRINCIPLE

People Make It Happen

We must invest in the development of our military and civilian workforce. Our Airmen are our greatest asset. Not only will we grow and care for current employees by empowering them to reach their fullest potential, but also seek a new generation of talent to meet constantly changing mission demands.

AFSC & OO-ALC LOE 4

Objective Connection

OO-ALC's focus areas above connect to AFSCs 2024 Strategic LOE 4, Attract, Develop, and Retain World-Class Airmen. The applicable overviews are provided below.

Talent Management & Workforce Planning

- Elements of Talent Management are attracting qualified candidates, hiring in a timely manner, and employee retention. Once manpower requirements are known, the process involves attracting a healthy flow of applicants via recruitment/hiring events, job boards, social networks, and referrals. Success is determined by identifying a current baseline and setting reasonable increments as targets for future recruitment and hiring.
- To proactively develop talent management and force development strategies, a strategic workforce planning effort must be established to provide an integrated approach to projecting future workforce needs. Leveraging a systematic process to find the gaps between today's workforce and tomorrow's needs will form a baseline. This baseline of manpower and talent represents the starting point for forecasting workforce requirements, attributes, and critical skills needed to accomplish future mission sets. Only through accurate work loading predictions can we effectively forecast the manpower and talent needs to drive success throughout the AFSC Enterprise.

FWS Career Path Initiatives

- Efforts targeting the FWS workforce that ease access to information, provide developmental and educational opportunities, and increase awareness of technical growth and progression options.

