
AIR FORCE SUSTAINMENT CENTER
STRATEGIC PLAN
2024
AF SUSTAINMENT CENTER

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Foreword

As the largest center in Air Force Materiel Command, the Air Force Sustainment Center is charged with producing the warfighting readiness to compete and win against our Nations' pacing threat, the People's Republic of China. The strategic goals outlined in this AFSC Strategic Plan guide every AFSC Airman toward executing this mission imperative.

This plan is built upon four principles that act as our north star.

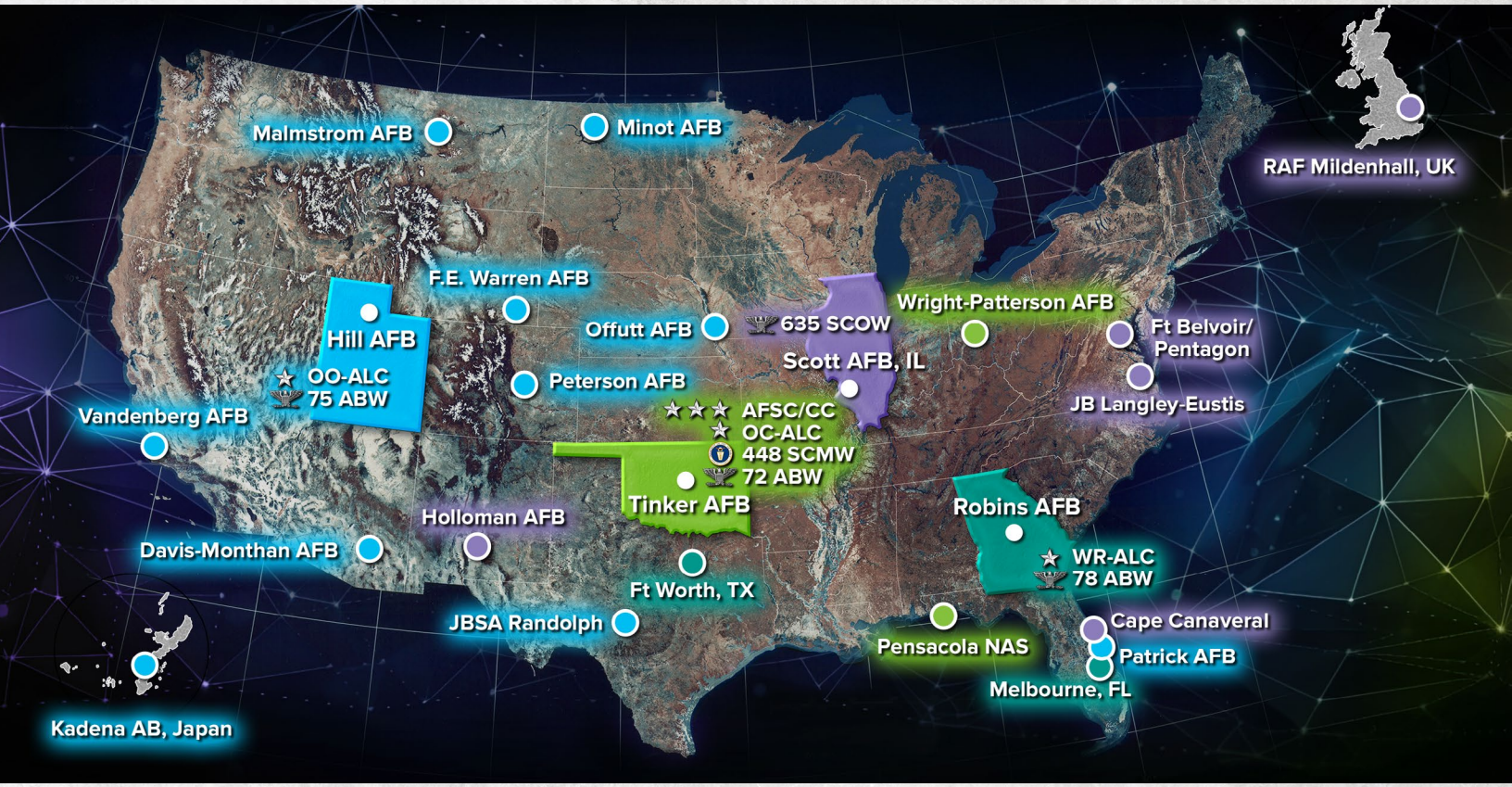
1. **Produce to Promise.** We must produce to warfighter demands and optimize resources for near-term evolving and long-term sustainable missions. Engaging with industry, academia and community partners helps us do that. As responsible stewards of taxpayer dollars, we must take on new challenges while providing cost-effective combat readiness and embracing opportunities to accelerate innovation.
2. **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.
3. **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 a generate a competitive readiness advantage for the Joint Force, coalition partners, and allies.
4. **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.

Teamwork, accountability, respect, transparency, credibility, and engagement are imperative in the execution of our current and future mission. AoP values are built on the ideas of serving and respecting others, and these elements are crucial in maintaining an environment that will fuel us toward meeting the demands of America's warfighters. As we embrace the strategic goals outlined in this plan, know that each of us plays a vital role in forging readiness and accelerating innovation for America's warfighters. We are in the midst of consequential times and must project the highest sense of urgency to produce, cultivate, execute and posture for war-winning success!

Your teammate,

STACEY T. HAWKINS
Lieutenant General, USAF
Commander

AFSC ENTERPRISE MAP



AFSC ORGANIZATION

HEADQUARTERS AIR FORCE

- Air Combat Command
- **Air Force Materiel Command**
  - Air Force Life Cycle Management Center
  - Air Force Test Center
  - **Air Force Sustainment Center**
    - Oklahoma City Air Logistics Complex
    - Warner Robins Air Logistics Complex
    - Ogden Air Logistics Complex
    - 448th Supply Chain Management Wing
    - 635th Supply Chain Operations Wing
    - 72nd Air Base Wing
    - 75th Air Base Wing
    - 78th Air Base Wing
    - AFSC Staff & Home Offices
  - Air Force Research Lab
  - Air Force Nuclear Weapons Center
  - Air Force Installation and Mission Support Center
- Pacific Air Forces Command
- Air Mobility Command
- Air Force Reserve Command
- Air Special Operations Command
- Air Education and Training Command
- Global Strike Command
- US Air Forces Europe

Strategic Framework

National Defense Strategy

DAF Operational Imperatives

AFMC Strategic Plan

AFMC/CC Commander Initatives

AFSC Vision:

Superiority in Agile Sustainment and Innovation to Compete and Win

AFSC Mission:

AFSC – Forging Readiness and Accelerating Innovation for America's Warfighters

AFSC LINES OF EFFORT

1

Line of Effort 1: Deliver Combat Readiness

This concisely reflects our obligation to manage our processes and people effectively to strengthen and enhance our commitment to execute world-class sustainment and logistical support to generate Airpower for America's warfighters.

2

Line of Effort 2: Deliver Supply Chain Readiness and Resiliency

AFSC supply chain processes directly support weapon system and select support end item availability and impact our mission to provide support to the warfighter and maintain readiness across the Air Force and our international partners.

3

Line of Effort 3: Modernize and Posture the Organic Industrial Base

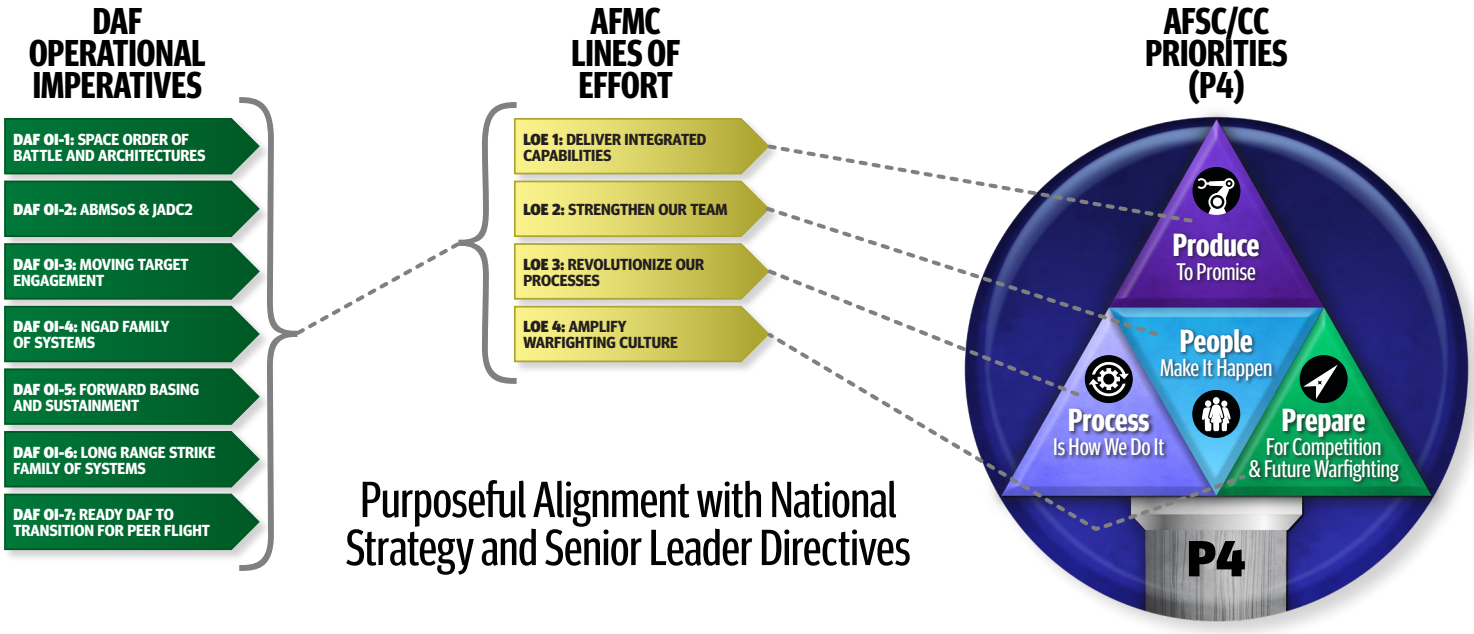
Because we deliver combat effectiveness to the Air Force, maintaining technological superiority is crucial. Key to this is our ability to explore, develop, transition and deploy game-changing technology, and to ensure we are engaged in the "right" leading-edge areas.

4

Line of Effort 4 : Attract, Develop, and Retain World-Class Airmen

People are AFSC's most valuable resource, therefore: this line of efffort concisely reflects the commitment we made to develop and care for our people. We must make every effort to strengthen and enhance our total workforce to ensure they have the tools necessary to excel. We believe that if we take care of the people, they will take care of the mission.

Strategy and Priority Alignment



USAF AoP

The AFSC Way

The Art of the 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 operating 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.

LINE OF EFFORT 1
Deliver Combat Readiness

Requirements and Depot Sizing

Requirements Review (R2)

The Requirements Review (R2) aggregates all funded depot requirements within the overall Air Force planning process and transmitted by multiple requirements owners across the Air Force. The R2 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 Air Logistics Complexes (ALCs) to support the Air Force mission. Logistics Requirements Determination Process (LRDP) is an enterprise process providing a standard and methodical approach to define a clear requirement. This process ensures customers, requirement managers, and suppliers are working together to make certain that awareness and support of critical depot tasks for an end item are available prior to introduction of a new effort.

There are three primary sources for depot requirements, each with different procedures to properly forecast demand. The first source is major overhaul of aircraft, engines, and missiles. The Centralized Asset Management (CAM) office is the executive agent for Aircraft and Missiles Requirements (AMR). Software sustainment is also governed by this process. The AMR process reviews and approves individual work packages for each weapon system, and then ensures Weapon System Sustainment (WSS) dollars are prioritized to minimize weapon system risk and optimize readiness for all platforms. WSS represents the largest grouping of depot requirements. The next largest requirement is the 448th Supply Chain Management Wing's commodity repair requirement. These requirements are covered under the Management of Items Subject to Repair (MISTR) category and are calculated on a two-year historical demand pattern over the type of program on which it is used. This category of requirements is based primarily on flying hours, but is also generated from Programmed Depot Maintenance (PDM), Engine Overhaul, and Next Higher Assembly repair.

The MISTR demand is broken down into three main sources:

- The largest spares demand comes from the field operating bases where repair is beyond the field or intermediate repair shop capabilities (the peacetime Flying Hour Program). It generates 60% of the depot repaired spares.
- Next, are generations from the ALC concurrent with performing aircraft, engine and missile overhaul. This accounts for 25% of the total spare parts repair demands.
- The remaining 15% of depot spares repair activity goes to support other Department of Defense (DoD) services, other federal agencies (e.g., NASA), and foreign countries flying US aircraft receiving security assistance from the USAF.

The final source, categorized as "Other," includes modifications, partnerships, interservice, and interagency work. Each of these requirements have an approved process. When considering aircraft modification installs, it is important to note that modification installs do not fall under the CAM process. For example, modifications are individually scheduled based on meeting the planning, development, and funding schedule to incorporate the modification into the weapon system. When addressing Modification Installations, each of the following areas should be considered within the equation: Life Cycle of Weapon Systems, Sustainment of Weapon Systems, and Serviceability of Weapon Systems. Partnership requirements must conform to the partnership agreement, which is signed by the contractor and the ALC. Finally, there are interservice and interagency agreements that are negotiated and signed between the customer and the depot. These three sources of depot requirements, in the aggregate, represent the signal to the depot community. It drives the pulse of the depot and ensures AFSC is strategically linked to Headquarters Air Force (HAF), DoD, and national priorities.

Depot Determination (D2)

The purpose of the Depot Determination (D2) phase is to align funded customer requirements approved in the Requirement Review (R2) phase to depot workload and manpower. In most cases, depot infrastructure is sufficient to support projected workload, however, manpower will routinely shift to accommodate customer requirements. This manpower realignment can shift for many reasons, to include supporting new workload, changes to existing maintenance, and safety inspections. Depot planning also ensures key business measures to track productivity and financial management metrics remain targeted toward efficient operations. Each ALC provides a capability breakout according to its respective customers while maintaining compliance with objectives such as carryover, yield, and risk. The D2 can be adjusted at the beginning of the fiscal year to realign the Air Logistics Center's (ALC) workload and manpower plan based on deviations or changes to requirements. While management of depot planning is complex, it is critical because it provides surety to AFSC's ability to regenerate readiness consistently and effectively.

Strategic Requirements Review (SR2)

The Strategic Requirements Review (SR2) is a new process, but is designed similarly to the R2 process. The SR2 projects depot maintenance requirements twenty years into the future. SR2 provides AFSC current and future weapons systems with their corresponding workloads and technologies. Understanding future requirements is key to ensuring the Organic Industrial Base (OIB) remains relevant into the future. With this information, DoD and National leaders can utilize a targeted investment strategy to develop up-to-date infrastructure, capable of sustaining core depot capabilities during peacetime and wartime.

New Workload

While AFSC supports a large number of legacy platforms, weapon system acquisitions are a vital component of sustainment responsibility. AFSC supports HAF and DoD capability development priorities in the acquisition, and sustainment of new and legacy weapon systems. The Depot Source of Repair (DSOR) assignment process 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 DoD and higher guidance as it relates preserving organic capability. If a DSOR decision results in the selection of a depot, new investment must be made in facilities, equipment, personnel, etc. to ensure the depot is ready to support the workload. AFSC must be thoughtful and thorough in how to develop and communicate depot production needs to support customer requirements. This process is called Depot Activation.

Depot Activations

Depot Activations provide a deliberate, focused approach for early risk identification and promote potential solutions for the successful activation of organic depot maintenance repair, supply chain management activities, and life-cycle sustainment.

Depot workload activations for legacy and emerging systems facilitate Title 10 United States Code (USC) compliance and enable business development, industry partnering, and interservice agreements presents an opportunity to use Depot Maintenance Inter-service Agreement (DMISA) to meet mission requirements. Additionally, Depot Activations ensure our Core requirements for wartime capabilities and long-term goals for OIB to continue. These LOEs and objectives allow AFSC to champion a strong and viable work force with updated facilities, equipment, and technology. AFSC continues to advance methods of previous activations through AoP and standard processes across the enterprise with initiatives to enhance early engagement in the acquisition process, as well as, tracking activation progress through a mature gated process timeline.

Public Law

The ALCs provide depot capability to support peacetime readiness and wartime sustainment. This critical capability is a national asset. As a result, there are requirements in public law to ensure careful consideration is applied to preserve the Organic Industrial Base (OIB).

The ALCs provide an Air Force owned and operated depot capability to support peacetime readiness and wartime sustainment; meet quality, cost, and schedule targets; and comply with Title 10 USC mandates. There are several Title 10 statutes the ALCs implement. The first is section 2464, requiring the ALCs to retain a core logistics capability to ensure a ready and controlled source of technical competences and resources to respond timely to contingency situations and other emergency requirements. The second is the limitation on contracting of depot-level maintenance requirements in section 2466. This statute, commonly known as the "50-50 rule," requires at least 50 percent of the funds (in terms of dollars, not production hours) made available in a fiscal year for Air Force depot-level maintenance and repair workload be used to perform workload in Air Force owned and operated ALCs. The final Title 10 statute, section 2472, impacts ALC manpower. This statute directs the depots to size the manpower requirements based solely on the available workload and the funds made available for depot maintenance.

Additionally, one of the roles of the ALCs is to be government-owned, last-resort product support providers of depot-level repair capabilities. They help mitigate issues with retaining weapon systems for several decades while commercial capability diminishes. The manufacturing and repair capabilities of the ALCs help reduce the cost and schedule impacts of diminishing manufacturing.

AFSC is responsible for directing and monitoring the manpower program with current and projected levels of funding. The Requirements Review Depot Determinations (R2D2) process is the means to plan depot manpower based on funded orders, and the actual orders are continually reviewed to ensure that a ready and controlled source of repair is maintained by the organic depots.

Production Performance

Depot maintenance, repair, overhaul, and upgrade of our weapons systems are foundational to the ability of the Air Force to execute global operations. Our number one priority is to meet and exceed mission requirements. The challenge is meeting mission requirements while balancing our finite resources and long-term fleet health. We accomplish this mission with Cost Effective Readiness. Cost effective does not mean cheap. Cost effective means being productive in relation to cost, which then translates to, "where do we value spending manpower and money?" In a time of limited resources, we strive to cultivate a cost effective environment optimizing our team's energy and efforts. Cost effectiveness allows for deliberate execution of our mission, while consciously managing time and money.

AFSC success is centered on common goals; engaging the people, processes, and resources to successfully execute the mission. To accomplish this mission, our production performance is measured by completion of on-time delivery of aircraft, missiles, and engines during a fiscal year. Performance and production reviews begin at the shop floor with daily execution and constraint identification. Production metrics and constraints are briefed to the Groups, Complexes, and AFSC Leadership for constraint resolution. The production battle rhythm of an organization should be predictable so all members can anticipate what comes next and what priority to place on the allocation of time. The health of an organization is measured continuously and in a predictable manner and cadence.

LINE OF EFFORT 2

Deliver Supply Chain Readiness and Resiliency

The 448th Supply Chain Management Wing and the 635th Supply Chain Operations Wing, along with the AFSC Air Base Wings, provide proactive, responsive, and rapid supply support to the Air Force, Space Force, combatant commands, foreign allies, and the ALCs. The combined portfolios include spare parts, fuel, vehicles, equipment, Nuclear Weapons Related Material, and War Reserve Materiel. Through a diverse workforce, lean processes, advanced information technology, and predictive analytics, the combined Wings deliver combat capability across one of the most complex supply chains in the world. Key capabilities include demand/supply planning, Strategic Sourcing, Supply Chain Risk Management, Repair Network Management, Category Management, and strengthening the defense industrial base by maximizing use of small business strategies; the result is Readiness.

Predictive Analytics

Predictive Analytics has been a trademark in the Air Force supply chain and the 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. Additionally, Predictive Analytics are embedded in new/emerging initiatives to include Condition-based Maintenance and Enterprise Supply Chain Analysis, Planning & Execution (ESCAPE).

Supply Chain Planning

Supply Chain Planning is the process of determining how many spare parts we need to buy and repair in order to support Air Force operations as well as provide support to other services and Foreign Military Sales (FMS) customers. As aircraft fly, operating systems degrade, parts break, and need to be replaced. Additionally, parts are demanded during Program Depot Maintenance (PDM) of aircraft and depot Engine Overhaul (EOH). It is critical that the right amount of inventory exist within the supply chain in order to meet these demands and ensure cost effective readiness. Supply Chain Planning has three sub-processes: Demand, Inventory, and Supply Planning

Demand Planning

Demand Planning is the process of forecasting customer demands on the supply chain which must be satisfied with available spare parts. Demands come from field-level customers, as well as depot maintenance during PDM and EOH operations. Additionally, demands from other services and FMS customers must be accounted for.

Inventory Planning

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. Readiness-Based Sparing (RBS) models are used to determine inventory levels for bases and depots. The demand plan is a key input to the inventory planning process.

Supply Planning

Supply Planning is the process of determining how total requirements computed in the demand and inventory plans will be satisfied—existing serviceable assets, base-level repair, depot level repair, or new procurement.

The result of the Supply Planning process is a needed number of depot repairs and procurement actions.

These figures feed supply budgets, R2D2 planning and are the basis for what parts are bought and repaired. It is critical that demand, inventory, and supply plans be as accurate as possible to ensure the right part is available at the right location, at the right time, and at the right cost.

Supporting Nuclear Mission

Nuclear enterprise support is the number one enduring priority for the Department of the Air Force. This includes classified or unclassified assemblies and subassemblies (containing no fissile or fissionable material) identified by the Military Departments that comprise a standardized war reserve nuclear weapon (including equivalent training devices) as it would exist once separated/removed from its intended delivery vehicle.

AFSC is the lead agency for the Air Force Nuclear Weapon Related Materiel (NWRM) Semi-Annual world-wide inventories and audits. AFSC coordinates with Air Force Materiel Command, Air Education & Training Command, Air Force Global Strike Command and United States Air Forces in Europe to manage multiple national stock numbers, classified assets, and audits. Additionally, AFSC partners with the Department of Energy (DOE), ensuring the integrity and safety of the nation's nuclear weapons, advancing nuclear nonproliferation, and promoting international nuclear safety.

The nuclear mission is a no-fail mission that requires near real-time accounting of all NWRM from multiple systems and ensures no negative impacts to NWRM operations. NWRM is also included in the AFSC Supply Chain Risk Management framework, specifically addressing the risks associated with nuclear assets.

Strategic Sourcing

The 448th Supply Chain Management Wing Strategic Sourcing Program brings creative, best-value sourcing strategies across the most critical AFSC commodities. At the core of the 448th's Sourcing Program is the Enterprise Sourcing Plan (ESP), which prioritizes procurement actions and targets commodities/contracts for cost-effective solutions. Strategic sourcing strategies are developed through a structured, disciplined, and collaborative process fully integrated with AFSC, ALC, and Defense Logistics Agency (DLA) partners. Sourcing strategies are developed using a wide variety of innovative vehicles to include Performance Based Logistics (PBLs), Indefinite Delivery/Indefinite Quantity (IDIQ), and Public/Private Partnerships (PPP).

As part of the 448th's Strategic Sourcing Program, Category Management (CM) is a structured approach to create common categories of products and services that enables the Federal Government to eliminate redundancies, increase efficiency and effectiveness, and boost customer satisfaction with the products and services the Air Force delivers. The objective of CM is to improve mission value and Total Cost of Ownership (TCO) through a disciplined data-driven cost management process. AF CM aligns under AFSC Strategic Plan LOEs/objectives by driving cost-effectiveness into capabilities provided by the AF that result in cost savings/avoidance and increase the use of common solutions and standards. Specifically, the AF CM's primary objective is to deliver cost effective readiness for product support and operational logistics. Within AFSC, Category Management is being linked to the ALCs Capital Investment programs to assist in bringing advanced industrial capabilities to the Center.

As we explore new and innovative ways to execute our mission, the Sourcing Program will leverage the innovation ecosystem. AFSC leverages state-of-the-art technology, and advances it, through relationships with non-traditional contractors, academia, the small business community, and traditional supply chain sources. Efforts in this arena include collaborating with AFWERX and other innovation labs, participating in consortiums, and leveraging a variety of acquisition tools to promote experimenting and prototyping.

Product Support Strategy (PSS)

The PSS is designed to facilitate enduring and affordable sustainment consistent with warfighter requirements. Support metrics will be established, tracked, and adjusted where needed to ensure product support objectives are achieved and sustained over the system life cycle. PSSs include the best use of public and

private sector capabilities through government and industry partnering initiatives, in accordance with statutory requirements.

Within AFSC, we play a significant role in the PSS through our category/commodity management, not just in managing the piece parts like seen through supply and demand planning efforts, but also through large scale end items like Class VII supply (vehicles and equipment). We do this by validating the right requirements are being identified and work with the Program Element Monitors and AFLCMC to align resources in the most cost effective and efficient manner to maximize support to the warfighter.

Supply Chain Risk Management (SCRM)

Supply Chain Risk Management (SCRM) is the process for managing risk by identifying, assessing, and mitigating threats, disruptions and vulnerabilities to DoD supply chain from beginning to end to ensure mission effectiveness. AFSC Supply Chain continuously monitors/identifies risks across the following categories: Foreign, Political, Regulatory & Economic, Environmental, Product Quality & Design, Manufacturing & Supply, Transport & Distribution, Financial, Compliance, Technology & Cybersecurity, and Human Capital.

There are many key capabilities SCRM provides to the Air Force. AFMC Discrete Supplier Reviews (DSRs) provide in-depth assessments that reach across AF SCRM Network for inputs, and identification of real/potential risks and suggested risk mitigations. Our Geospatial Supply Chain Risk Identification and Monitoring (GeoSCRIM) identifies, monitors, and forecasts hazardous natural and man-made events and the impacts to suppliers; real-time alert notifications sent to risk owners for mitigation.

SCRM gives AFSC tremendous visibility throughout the supply chain. The team is able to actively monitor all Air Force contracts to identify risks beyond Prime contractors, potentially down to our lower tier suppliers. AFSC Supply Chain has mapped more than 174,000 locations worldwide collaborating with United States Geological Survey (USGS) agency to identify critical mineral locations and potential impacts to the Air Force. Success is measured by the amount of lead-time we gain through advanced identification of risks to the supply chain in order to address supportability challenges that inevitably result from a rapidly changing global landscape and its impact on an increasingly fragile supply chain.

Repair Network Management (RNM)

Repair Network Management (RNM) connects supply and maintenance communities across active duty, Air National Guard, Air Force Reserve Command, and depots. RNM utilizes these communities to collaborate on constraint solutions utilizing an enterprise view of repair to include propulsion, precision measurement equipment laboratories, hydraulics, avionics and electrical and environmental weapon systems.

RNM connects repair nodes (Depot, Centralized Repair Facilities, Backshop Maintenance Units) into a collaborative network. This network provides the ability to redistribute workload to resolve repair constraints, leverage enterprise capability and capacity to improve mission generation, and develops metrics and trend analysis to enable data driven decisions.

The current RNM effort has led to an increase in stock numbers managed within Hydraulics, Avionics, and Electro & Environmental. RNM expansion initiatives have saved over 30 days per item by repairing in the field vs. sending to the Depot and contributed in excess of $100M in cost avoidance to the enterprise. Applying AoP constraint identification and resolution provides linkages to potential additive manufacturing sources and other future repair network capacity.

Logistics Under Attack (LUA)

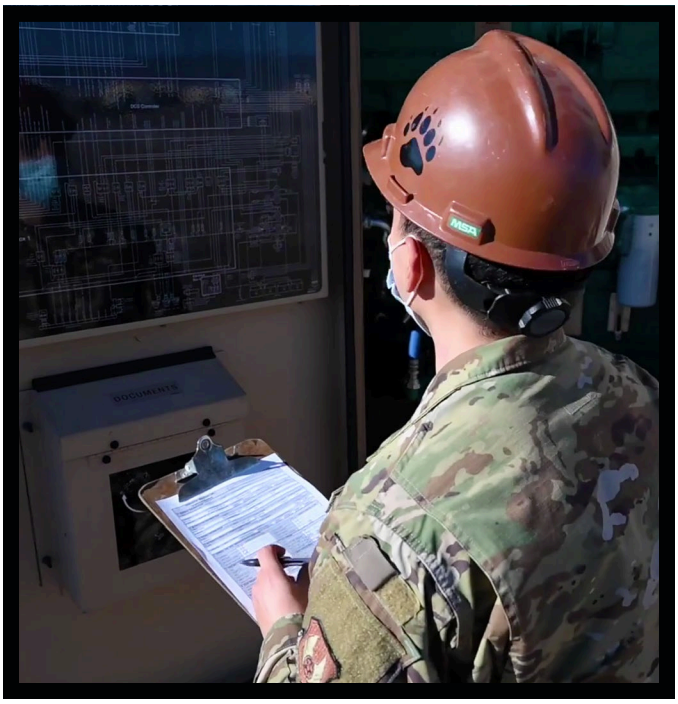
The National Defense Strategy provides the operational problem of Logistics Under Attack (LUA). The United States have enjoyed years of marginally restricted resupply and replenishment with little resistance from an adversary, within a permissive or semi-permissive environment. That probably will not be the case in the future.

The concept of "persistent logistics" encompasses three major lines of effort: posture, sense, and respond. Posture is how we set the theater, with prepositioned war reserve material (PWRM), and how we sustain it in advance of a potential fight. It is about preparing for both kinetic and non-kinetic attacks, advancement in cyber and space against disruptive technologies, camouflaging and concealment of our critical nodes and training Airmen to be more multi-capable; to do more than just their primary job. This will include encompassing and integrating with our Joint allies and partners for execution of these future mission capabilities for a total force initiative.

Setting the Theater provides the Air Force with deliberate combat support capabilities designed to strategically support logistics operations throughout required theaters to facilitate the execution of Air Force operations and support the warfighter. Capabilities include flightline maintenance, munitions storage, and armament support, as well as Basic Expeditionary Airfield Resources (BEAR) and Fuels Operational Readiness Capability Equipment (FORCE).

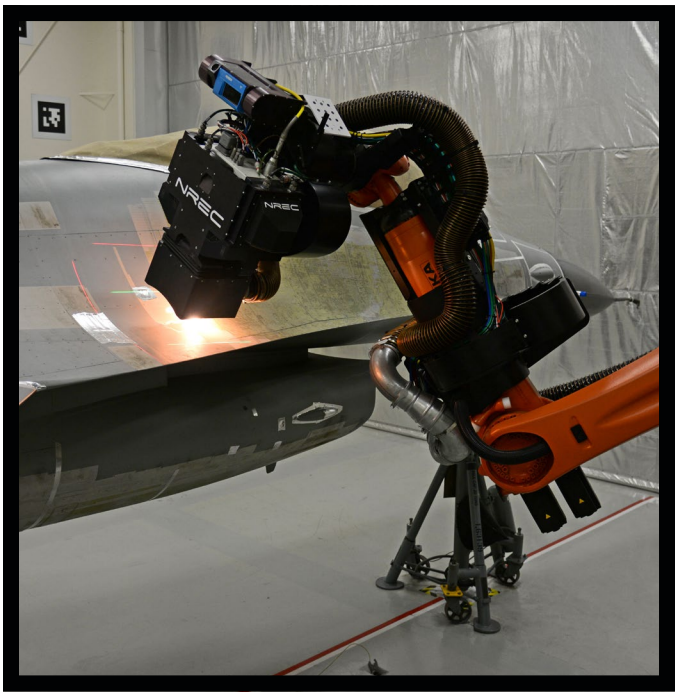
Prepositioned War Reserve Materials (PWRM) consists of globally managed, dynamically positioned equipment, vehicles, and consumables supporting initial operations and sustainment to reduce the time required to achieve operational capability and/or produce an operational effect. PWRM focuses on enabling three critical operational support areas—number/type of aircraft, number of locations (infrastructure), and number of people.

The goal of the LUA is to determine the most effective and efficient means to identify, position, and program the right assets, at the right places. This 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, either overtly and/or covertly, and/or by a variety of means to pre-stage or stage required resources early in an operation. It recognizes even though certain capabilities and/or resources may be physically located all over the world, LUA is the enterprise solution to best identify, define, fund, position, store, and sustain resources to maximize effectiveness and responsiveness.



LINE OF EFFORT 3

Modernize and Posture the Organic Industrial Base



OIB for the Future

The AFSC Air Logistics Complexes (ALCs) are a vital national asset and are part of DoD's Organic Industrial Base (OIB). The ALCs play a vital, enabling role in achieving high levels of readiness for USAF weapon systems. The ALCs ensure the US retains a decisive advantage relative to near-peer competitors by maintaining long-term weapon system fleet health, providing materiel readiness, and supporting a mission-ready force for the National Defense Strategy. 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 for their abilities to support AFSC's long-term effectiveness in terms of cost, performance, risk, and readiness. Depots must maximize flexibility and productivity with software engineering facilities, open and configurable hangars, and modernized commodity repair nodes as noted in the OIB Infrastructure Optimization Plan (IOP) to support workload increases. New facilities are designed to protect personnel while enhancing productivity. Robust and resilient power will drive advanced communications, providing software engineers the ability to virtually connect for global collaboration, as well as the ability to remotely complete 'unclassified' work. 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.

The OIB plan details five essential dimensions for investment: 1) depot equipment and technology, 2) digital depot (infrastructure and industrial software), 3) facilities for overhaul and final assembly, 4) repair/manufacturing nodes and hidden infrastructure (utilities and transportation grid), and 5) Human Capital. Investments in each of the four dimensions are critical to the AF ability to support weapons systems and retain industrial capabilities keeping us ahead of our peers and near-peers.

The plan incorporates a three-pronged corporate funding strategy, "Keep-Up, Catch-Up, and Leap-Ahead." First, our "Keep-Up" initiative leverages working capital funds to comply with requirements in public law requiring an eight percent minimum capital investment in our depots. This allows the AF to recapitalize depots in the near-term, preserving current capabilities, equipment and facilities. Our goal is to maximize the effectiveness of our eight percent capital investment program plan. Second, our "Catch-Up" initiative integrates multiple stakeholders to prioritize Military Construction (MILCON) projects and depot activations with existing Air Force depot missions, shared across platforms, and scaled to evolving workloads. This will help the depots to optimize future capacity and capabilities to meet readiness goals. Lastly, our "Leap-Ahead" initiative leverages corporate funding opportunities in Air Force budget cycles to ensure execution of depot infrastructure optimization planning, in order to achieve the full optimization of organic depot capabilities.

OIB provides a critical capability. We continue to make investments in modernizing and optimizing these capabilities within current budget, constraints, priorities, and realities. OIB is the culmination of the overarching AFSC LOE 3 and provides the framework to report the analytically based goals and deliverables. AFSC's goal is to ensure OIB continues to have the capacity and capability to support the readiness and material availability goals of current and future DoD weapon systems. This objective tracks the adequate, consistent, and predictable funding to preserve, maintain, and modernize our logistics and sustainment capabilities to guarantee AFSC will Fly, Fight, and Win whenever and wherever our nation calls.

Business Process Transformation

From an enterprise IT perspective, AFSC is working to overhaul its legacy enterprise IT systems via new tools, e.g. Maintenance Repair and Overhaul, Supply (MRO, 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. MROi provides AFSC with an integrated capability for planning, scheduling, and executing organic depot maintenance to support agile planning, optimized workload assignment, resource allocation, integrated quality, financial auditability (FIAR), and standard business operations. ESCAPE is an advanced Information Technology tool that AFSC is utilizing to optimize planning and inventory management. The purpose of implementing the ESCAPE system is to improve on the capabilities of existing legacy systems and their associated processes. It impacts the systems, processes, and personnel associated with the supply chain sustainment of Air Force weapon systems.

Emerging Technology

The Air Force Sustainment Center utilizes technology insertion and key partnerships with other AF organizations to modernize our organic industrial base to better meet the needs of our legacy fleet and to be ready to support our next generation weapon systems. AFSC leverages multiple functional communities to organize, train, and equip the Center to deliver war-winning readiness support and continues developing integrated business processes that drive seamless integration of IT solutions.

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. With the use of up-to-date equipment and new technologies, depots can continuously improve productivity, and be better equipped to support legacy and future mission requirements.

The OIB plan is focused on key emerging digital technologies (such as smart factories, data analytics, robotics, artificial intelligence, etc.) as these are needed to improve efficiency to achieve results on par with industry standards and reduce/eliminate waste. Significant investment in robotics, lasers, advanced manufacturing (e.g., polymer and metal three-dimensional printing and scanning), cold spray booths, and reverse-engineering capabilities are not in the far future, but are here now.

To realize large productivity leaps, the depots must continually adopt new technologies and significantly expand the use of digital-enabled equipment and infrastructure. Fully networked industrial processes will allow personnel to monitor status and performance of equipment simultaneously. An optimal network capability is required to effectively operate as a digital

enterprise, maintain a secure network, and ensure long-term viability of the depots.

AFSC Digital Transformation will bring together a number of technologies to our depots and supply chain developing a Digital Ecosystem. AFSC's Digital Strategy operates in tandem with the AF's Sustainment Strategy Framework, the OIB 20-Year Plan, and this Strategic Plan, while maintaining a focus on the Chief of Staff of the Air Force's strategic approach in "Accelerate Change or Lose." It is our intent for the AFSC enterprise to collaborate in the development of these four Focus Areas: Digital Solutions, Execution and Information Services, Operational and Tactical Information Technology, and Information Technology Network and Infrastructure.

AFSC is working with industry and others to build technology roadmaps, outlining key objectives and specific projects that address measurable improvements in digital engineering. These efforts include advanced/additive manufacturing, CBM+, and equipment modernization, to include implementation of equipment that supports Industry 4.0 objectives.

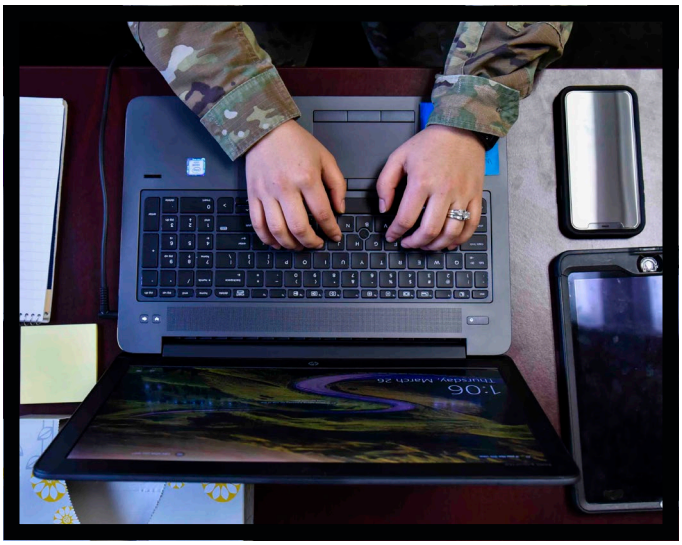
AFSC technology transformation is an immensely complex undertaking requiring collaboration across the enterprise. Through successful implementation of digital transformation and deliberate system engineering processes, OIB will be capable of meeting our AF's needs well into the future.

Energy/Resiliency

The AFSC Energy Program supports all AFSC organizations/units, as well as, multiple mission partners and tenants at our three installations; to include, Defense Logistics Agency, Navy, Supply Chain Management Wings, Air Combat Command (ACC), Air Force Life Cycle Management Center (AFLCMC), and others. This plan is aligned with Organic Industrial Base (OIB) for resiliency, conservation, sustainability, and digital depot investment strategies.

It is widely understood that climate change is affecting global security on a broad scale. From an AFSC perspective, extreme weather events, increasing stress on water resources, and other issues remain a leading risk for continued depot operations. Greater resilience to climate change effects are essential to maintaining AFSC's contribution to air superiority and its ability to remain cost-effective in sustainment.

AFSC mirrors the AFMC Energy Assurance Campaign Plan (EACP) five pillars 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 is capable of generating/providing energy and water as required.



Office of the Future

AFSC's Office of the Future (OotF) is an initiative to reduce administrative facility footprints by 25%, in order to harvest saved facility funds to reinvest into its remaining structures. AFSC is leveraging four primary principles to optimize and modernize facilities. The principles include: utilizing alternate work schedules, optimizing the use of telework, leveraging enhanced IT capabilities, and implementing more efficient and effective office designs. OotF principles are executed with support from an integrated enterprise team, including members outside of AFSC.

The culmination of this plan will increase facility optimization and utilization rates, allowing AFSC to reduce older, more costly facilities while modernizing remaining ones. Success is measured through reduced administrative space requirements and overall facility footprints across Hill, Robins, and Tinker Air Force Bases, as well as, other AFSC operating locations.

LINE OF EFFORT 4
Attract, Develop, and Retain World-Class Airmen

Workforce Planning

In order 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 and address the gaps between today's workforce and tomorrow's needs, we will evaluate organizational structures against the current workload and the available workforce in our Air Base Wings, Complexes, and Supply Chain Wings to form the baseline. This baseline of manpower and talent represents the starting point for forecasting workforce requirements, attributes, and critical skills needed to accomplish these future mission sets. Only through accurate workloading predictions can we effectively forecast the manpower and talent needs to drive success throughout the AFSC Enterprise.

Talent Management

Under the umbrella of Talent Management, there are a string of elements and sub-processes that work in unison to ensure the success of the AFSC. Elements of Talent Management are attracting qualified candidates, hiring in a timely manner, and employee retention. Once the requirements are known, the natural next step is to decide whether the talent requirements should be filled from within the organization or from external sources. Either way, the process involves attracting a healthy flow of applicants via recruitment/hiring events, job boards, social networks, and referrals.

The diverse talent pools that need to be tapped into must be identified in advance to keep the process as efficient as possible. Recruitment and hiring events must be diverse and include "On the Spot" job offers to its fullest extent. This effort involves designated recruiters, hiring officials, virtual platforms, and potential candidates. Success is determined by identifying a current baseline and setting reasonable increments as targets for future recruitment and hiring.

Workforce Development

Our objective is to enhance workforce development by improving leadership competency and innovation as well as designing and delivering training to meet current and future needs. The Sustainment Enterprise collaborates with workforce development and training experts across AFSC to develop and support all AFSC employees. AoP is incorporated into efforts to manage constraints and ensure ongoing improvements.

To improve leadership competency, efforts are underway to equip leaders with the tools to motivate, develop, and drive high performance in the workplace, and to implement and grow AoP in all organizations

resulting in engaged leaders with proven competencies and skills required to manage a complex, diverse workforce. These efforts include:

Art of the Possible (AoP) 301 Training

Constraints-based management training provided to AFSC leaders with a broad sphere of influence who must demonstrate understanding and proficiency through implementation via a formal certification process (AoP 301). Training ensures organizations are part of the Center's larger AoP institutionalization effort. Success is measured by certification percentage of eligible leaders.

Supervisor Development Program (SDP)

AFSC's benchmark program that develops newly appointed first level supervisors as people managers and leaders. The interactive training and experiential learning is based on AoP Leadership Culture traits. Success is measured by the percentage of eligible supervisors completing SDP.

Employee Enhancement Program (EEP)

An initiative that prepares future leaders by broadening understanding of the mission, improving people skills and developing tactical and strategic skills. This effort will benchmark EEP to standardize across AFSC.

AFSC Mentoring Program

Targeted opportunities for AFSC personnel interested in providing or receiving mentoring. Improvement efforts include Center-wide standardization and assessment for improvement and evaluating effectiveness.

Training With Industry

A competitive developmental assignment with an industry partner. Non-bargaining civilians gain industry experiences, knowledge, and best practices for improvement opportunities across the enterprise.

University Model

A collaboration initiative with educational institutions that awards college degree credit for specific Air Force training to employees with qualifying training. Ongoing efforts include templating the process for broader implementation. Success is measured by increasing the number of credit-granting institutions and specialty code training accepted.

Federal Wage System (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. Improvement efforts include a resource website and mentoring program.

Strategic Logistics Career Broadening Program (SLCBP)

A competitive developmental broadening assignment designed to support the DoD Logistics Human Capital Strategy. Seeks to create and foster an agile civilian workforce and establish multi-faceted "Enterprise" logisticians across AFSC. Provides a platform for participants to increase breadth and depth of professional experience and exposure in another Logistics workforce category while receiving credible experience. Current efforts include establishing the implementation framework and timeline; benchmarking successful broadening programs; and instituting a highly-skilled, cross-organizational working group forum.

Air Force Officer Assignment System (Talent Marketplace)

A 3-way collaboration with AFPC, AFMC, and AFSC providing training via webinars, quarterly forums, and end-of-cycle feedback. Enables leaders to target specific skillset needed, effectively submit requisitions; commanders bid for best qualified officers to backfill vacancies. Applies to active duty lieutenant colonels and below, Reserve Individual Mobilization Augmentation (IMA), excluding Judge Advocate.

Professional Military Education

AF-level program managing Primary, Intermediate, and Senior Developmental Education (DE) processes in

collaboration with AFMC and Center executive officers. Senior leaders educated on specific requirements to annotate actions for all eligible officers. Officers must complete appropriate DE level for promotion and career progression.

The best candidates are in high demand. An efficient hiring process will generate higher response rates. Collaboration amongst the hiring organization, AFMC Staffing or AF Personnel Center, and the Air Base Wings is essential, as they each own gates within the hiring process and are dependent upon one another for success. As the Centralized Selection Program is deployed across the enterprise, constraint identification and process improvement initiatives will remove biases from the hiring process to fill critical needs expeditiously.

For the AFSC to be truly successful and sustainable, high quality employees must be retained. Managing employee retention involves strategic actions creating an organizational culture that drives positive employee behaviors with a strong desire to remain a member of AFSC. Existing compensation flexibilities available to assist AFSC retain a world-class workforce are Recruitment, Relocation, and Retention Incentives (3Rs), and Student Loan Repayments (SLR).

The comprehensive employee retention program plays a vital role in attracting/retaining employees, reducing turnover & related costs, and contributing to the Center's productivity, performance and mission execution.

Succession Planning

Succession plans create a strategic plan to "build the bench" with qualified personnel to ensure continuity of operations through: 1) workforce planning; 2) talent management; 3) workforce development; 4) performance management; 5) retention and; 6) Diversity, Equity, Inclusion and Accessibility (DEIA). Each component is essential to transparent human capital management. Human capital processes are continuously monitored in accordance with AoP methodologies to ensure AFSC is postured to meet challenges impacting mission support.

Diversity, Equity, Inclusion, and Accessibility

AFSC focuses on creating a workplace where everyone is provided an opportunity to succeed and a culture that fosters a highly engaged workforce and a strong sense of community and belonging. This is accomplished by embedding diversity, equity, inclusion, and accessibility (DEIA) into AFSC's operations ensuring concepts and behaviors are institutionalized as part of the Center's core structure. The Sustainment Enterprise is committed to a culture of continuous improvement by collaborating with enterprise DEIA experts, helping agencies to develop and implement initiatives for AFSC employees, hire the right people for the right job, retain our world-class diverse talent, and remove barriers that impede Airmen.

Efforts to educate and engage the workforce are managed via initiatives for Group Cohesion, Engagement, Inclusion at Work and Fairness as outlined in the Defense Organizational Climate Survey (DEOCS). DEOCS results are also used to gauge the success of initiatives, identify areas of concern and establish a Center baseline for future learning and growth opportunities.

Group Cohesion, Engagement, Inclusion at Work and Fairness initiatives are supported by Center and installation trainings and programs.

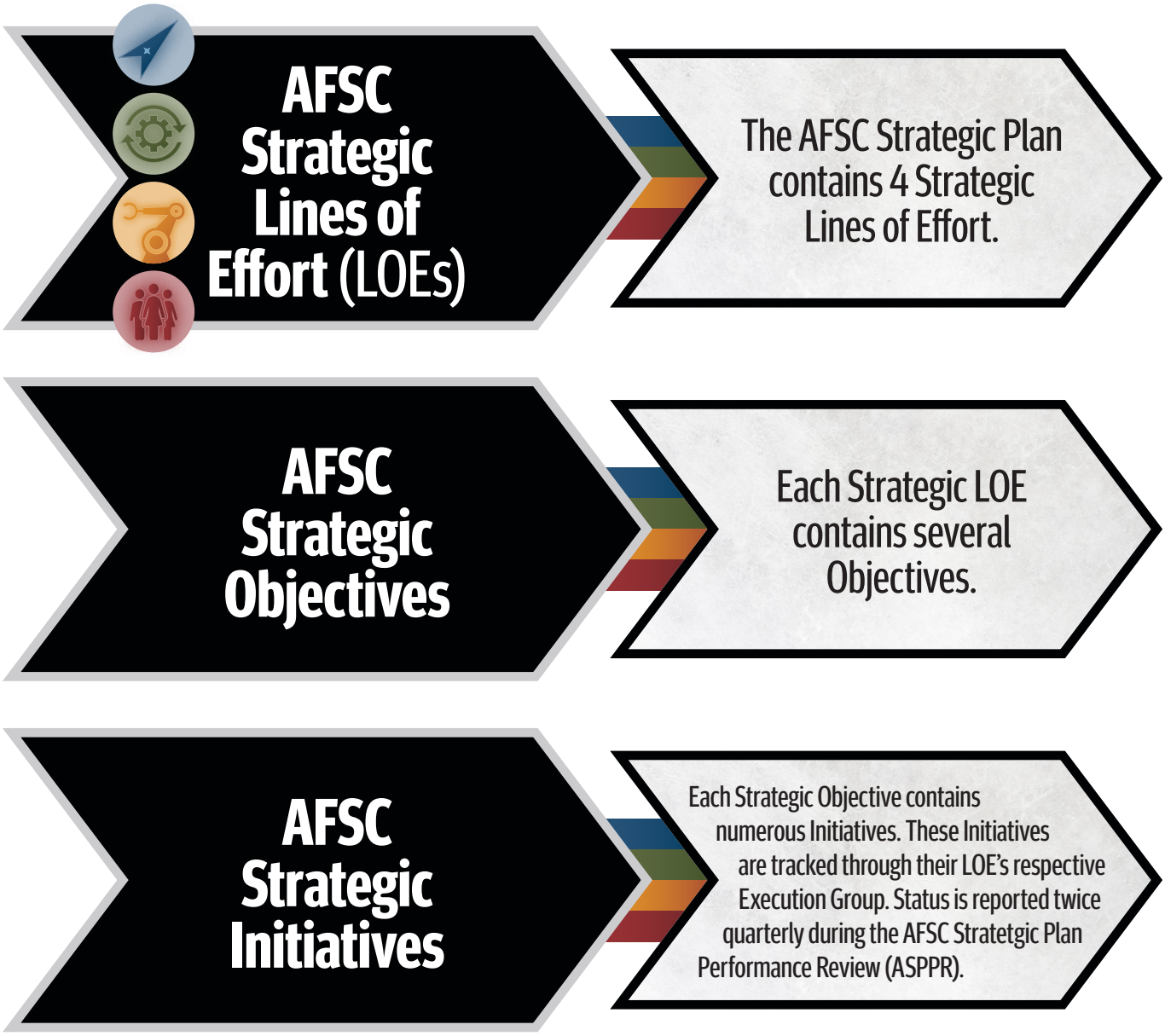
AFSC, in accordance with AFMC Special Trophies & Awards Program, creates a culture of inclusion, where all ethnicities, gender identities, backgrounds, and generations are treated fairly, giving all Airmen every opportunity to succeed. Award boards at every level will consist of diverse panel members that will review nomination packages that have redacted Personal Identifiable Information (PII) (name, race/ethnicity, gender-specific pronouns, photos).

AFSC's collaborative efforts provide a proactive environment promoting the values and concepts of DEIA. Applying AoP constraint identification and resolution method eliminates complacency and stagnation. This constant loop of awareness and process improvement ensures AFSC is the premier work center that embraces a diverse, nuanced, highly engaged workforce.

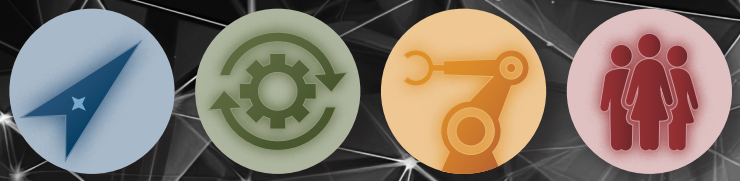
Appendix Overview

Throughout this document, you are provided with detailed information about the Center, its mission, and its vision. Aligned with higher headquarters strategies, the focus is centered around four strategic LOEs.

In an effort to provide the AFSC Enterprise with a an actionable and measurable Strategic Framework, the following appendix was developed. This appendix takes a closer look at how the success of the Strategic Objectives are tracked and measured through the AFSC Integrated Decision-Making Framework (IDMF) and its processes. For more information on the IDMF, please refer to AFSCMAN 90-1401.



APPENDIX
LOEs and Objectives



AFSC Strategic Line of Effort 1: Deliver Combat Readiness
OBJECTIVE 1.1: Support Current and Future Weapons Systems
OBJECTIVE 1.2: Drive Cost-Conscious Culture
AFSC Strategic Line of Effort 2: Deliver Supply Chain Readiness and Resiliency
OBJECTIVE 2.1: Meeting Global Dynamic Warfighter Needs
OBJECTIVE 2.2: Streamline Acquisition Processes and Expand the Commercial/Organic Supplier Base
OBJECTIVE 2.3: Implement and Report on AFSC Execution of Sustainment Strategic Framework, Expand Repair Network Integration
AFSC Strategic Line of Effort 3: Modernize and Posture the Organic Industrial Base
OBJECTIVE 3.1: Develop Integrated and Aligned OIB Investment Optimization Strategy
OBJECTIVE 3.2: Modernize Operational & Industrial Infrastructure to Support Current and Projected Workloads
OBJECTIVE 3.3: Modernize Depot Equipment to Support Current and Projected Workloads
OBJECTIVE 3.4: Develop and Deploy a Scalable and Secure AFSC Digital Ecosystem to Include Integrated Networks, Enterprise Applications, and Data Analytics Tools to Support Current and Projected Workloads
OBJECTIVE 3.5: Ensure Energy and Environmental Resiliency for Facilities, Equipment, and Infrastructures to Support Current and Projected Workloads
AFSC Strategic Line of Effort 4: Attract, Develop, and Retain World-Class Airmen
OBJECTIVE 4.1: Talent Management
OBJECTIVE 4.2: Diversity, Equity, Inclusion, and Accessibility
OBJECTIVE 4.3: Enhance Workforce Development

Glossary

3Rs	Recruitment, Relocation, and Retention
ABWs	Air Base Wings
ACC	Air Combat Command
AETC	Air Education and Training Command
AF	Air Force
AFGSC	Air Force Global Strike Command
AFLCMC	Air Force Life Cycle Management Center
AFMAN	Air Force Manual
AFMC	Air Force Materiel Command
AFPC	Air Force Personnel Center
AFSC	Air Force Sustainment Center
AFWCF	Air Force Working Capital Fund
ALCs	Air Logistics Complexes
AMR	Aircraft and Missile Requirement
AoP	Art of the Possible
ASPPR	AFSC Strategic Plan Performance Review
BCA	Business Case Analysis
BEAR	Basic Expeditionary Airfield Resources
CAM	Centralized Asset Management
CBM+	Condition Based Maintenance Plus
CI2	Continuous Improvement and Innovation
CITO	Center Information Technology Office
CM	Category Management
CSAG-M	Consolidated Sustainment Activity Group – Maintenance
CSAG-S	Consolidated Sustainment Activity Group – Supply
DE	Developmental Education
DEIA	Diversity, Equity, Inclusion, and Accessibility
DEOCS	Defense Organizational Climate Survey
DLA	Defense Logistics Agency
DoD	Department of Defense
DOE	Department of Energy
DRUs	Direct Reporting Units
DSOR	Depot Source of Repair
DSR	Discrete Supplier Reviews
EACP	Energy Assurance Campaign Plan
EASG	Energy Assurance Steering Group
EEP	Employee Enhancement Program
EOH	Engine Overhaul
EOL	Energy Objective Leader
eRCM	Enhanced Reliability Centered Maintenance
ESCAPE	Enterprise Supply Chain Analysis, Planning and Execution
ESP	Enterprise Sourcing Plan
FIAR	Financial Improvement and Audit Readiness
FMS	Foreign Military Sales
FOC	Full Operational Capability
FORCE	Fuels Operational Readiness Capability Equipment
FWS	Federal Wage System
GeoSCRIM	Geospatial Supply Chain Risk Identification and Monitoring
HAF	Headquarters Air Force
HoN	Health of the Network
IDIQ	Indefinite Delivery/Indefinite Quantity

IDMF	Integrated Decision-Making Framework
IIRP	Improved Item Replacement Program
IMA	Individual Mobilization Augmentation
IOC	Initial Operational Capability
IOI	Item of Interest
IPC	Industrial Process Control
IT	Information Technology
LCIs	Logistics Capability Initiatives
LogC2	Logistics Communication and Collaboration
LRDP	Logistics Requirements Determination Process
LUA	Logistics Under Attack
MAJCOMs	Major Commands
MBE	Model Based Environment
MILCON	Military Construction
MISTR	Management of Items Subject to Repair
MROi	Maintenance Repair and Overhaul initiative
NASA	National Aeronautics and Space Administration
NDAA	National Defense Authorization Act
NDS	National Defense Strategy
NWRM	Nuclear Weapon Related Materiel
OIB	Organic Industrial Base
OotF	Office of the Future
OSD	Office of the Secretary of Defense
OT/IT	Operational Technology/Information technology
PBL	Performance Based Logistics
PDM	Program Depot Maintenance
PII	Personal Identifiable Information
PIO	Program Integration Office
POAM	Plan of Action and Milestones
PSS	Product Support Strategy
PWRM	Prepositioned War Reserve Materiel
R2D2	Requirements Review, Depot Determination
R3	Reimbursable Requirements Review
RBS	Readiness-Based Sparing
RDS	Records Disposition Schedule
RNM	Repair Network Management
RSO	Rapid Sustainment Office
SCM	Supply Chain Management
SCRM	Supply Chain Risk Management
SDP	Supervisor Development Program
SEPO	Sustaining Engineering Program Office
SLCBP	Strategic Logistics Career Broadening Program
SLR	Student Loan Repayments
SR2	Strategic Requirements Review
STORM	Strategic Objective Requirement Metric
TCO	Total Cost of Ownership
TWI	Training with Industry
USAF	United States Air Force
USAFE	United States Air Forces in Europe
USC	United States Code
USGS	United States Geological Survey
WADs	Workload Approval Document
WRM	War Readiness Material
WSS	Weapon System Sustainment


AF SUSTAINMENT CENTER